

Chapter

6

ADMINISTRATION &  
IMPLEMENTATION

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# CHAPTER 6: ADMINISTRATION AND IMPLEMENTATION

The development and/or redevelopment of Old Town Yucca Valley Specific Plan project area will be a multi-year effort. The preferred land use development concept and associated improvements necessary are envisioned to occur over a 20-year period. Therefore, future development and/or redevelopment in the Specific Plan area will be dependent upon and responsive to prevailing market conditions, making it challenging to forecast the timing and extent of future conditions.

## 6.1 Applicability

The provisions of this chapter are applicable to development activity and land use within the boundary of the Old Town Yucca Valley Specific Plan. The regulations, development standards, and guidelines as contained in the Specific Plan, shall apply in their entirety to the review of new development proposals. However, for review of proposals to modify existing development, existing site conditions may constrain the extent to which the Specific Plan development standards and guidelines can be met. Acceptable accommodations of existing development are noted where applicable.

## 6.2 Amendments to the General Plan

Concurrent with adoption of the Old Town Yucca Valley Specific Plan, the Town of Yucca Valley Comprehensive General Plan shall be modified by amendment to provide consistency between the General Plan and Specific Plan. The following amendments to the General Plan shall ensure consistency:

- ◆ Amending the General Plan
  - Land Use Element – designate area as Specific Plan (SP)
  - Circulation Element – Update Map to include revised circulation

## 6.3 Amendments to the Zoning Code and Map

The Zoning Classifications in the Old Town Yucca Valley Specific Plan area existing before adoption of the Specific Plan, including a mixture of commercial, light industrial, and residential use classifications, shall be repealed within the Specific Plan area. The zoning map shall be amended to indicate the new Old Town Yucca Valley Specific Plan zoning classification “SP,” including the OTMU, OTHC, OTIC, OTCR, and HE districts. (See Chapter 3 for more information on the zoning districts.)

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All land use regulations, development standards, and other provisions of the Old Town Yucca Valley Specific Plan in its entirety shall apply as expressly stated in this Plan. For the development criteria and regulations that are not amended or superseded by this Specific Plan, the provisions of the Town of Yucca Valley Municipal Code shall prevail.

The provisions contained in the Specific Plan constitute the primary land use and development standards for the project area. These regulations are applied in addition to the provisions as set forth in the Town of Yucca Valley Municipal Code. As part of the implementation of the Specific Plan, the Town of Yucca Valley Municipal Code shall be amended to include the Old Town Yucca Valley Specific Plan ("SP").

## 6.4 Administration and Enforcement

It shall be the duty of the Town of Yucca Valley to enforce the provisions set forth in the Old Town Yucca Valley Specific Plan. All officers, employees, and officials of the Town of Yucca Valley who are vested with the duty or authority to issue permits or licenses shall comply with the provisions of the Old Town Yucca Valley Specific Plan, and shall not issue any permit or license or approve any use or building that would be in conflict with the Old Town Yucca Valley Specific Plan. Any permit, license, or approval issued that is in conflict with the requirements of the Old Town Yucca Valley Specific Plan shall be considered null and void.

## 6.5 Amendments to the Specific Plan

The Old Town Yucca Valley Specific Plan may be amended in the same manner by which it was originally adopted. In addition, an amendment shall demonstrate that it meets the intent of the Specific Plan's goals and objectives, or provide a finding that the amendment enhances the Plan or is necessary to implement the Plan's goals and objectives. All sections or portions of the Specific Plan to be changed or that may be affected by the change shall be included in the Specific Plan Amendment. A concurrent amendment of the General Plan is not required, provided the City Council determines that any substantive changes would not conflict with the goals, objectives, policies, or programs of the Town of Yucca Valley General Plan.

## 6.6 Development Review Procedures

Section 4.13 of the Old Town Yucca Valley Specific Plan establishes the procedural and content requirements for the review and approval of specific development projects within the Old Town Yucca Valley Specific Plan area.

## 6.7 Severability

If any portion of the Old Town Yucca Valley Specific Plan is, for any reason, held invalid by a court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision, and the invalidity of such provision shall not affect the validity of the remaining portion of the Old Town Yucca Valley Specific Plan.

## 6.8 Development Strategy

Two complementary strategies have been devised to implement the improvements under the Old Town Yucca Valley Specific Plan: a long-term strategy and a short-term strategy. These strategies are differentiated by the eventual realignment of the SR-62. The long-term strategy includes all of the proposed improvements under the Specific Plan including the realignment of SR-62. The short-term strategy does not include the highway realignment and only involves interim improvements that eventually complement the long-term strategy.

### Short-Term (Pre Highway Realignment)

- ◆ Adoption and promotion of Specific Plan and Program Environmental Impact Report (EIR)
- ◆ Establish an Old Town Management Organization involved in the enhancement of Old Town, including maintenance, safety, upkeep, cleanliness, and fiscal management
- ◆ Improvement of streetscapes and building facade, pedestrian environment, and directional signage that complement the eventual highway realignment
- ◆ Acquisition of strategic parcels to enable new development
- ◆ Promotion of Old Town to developers
- ◆ Promotion of assets and events in the Old Town to local residents and the tourist market

### Long-Term (Full Project Implementation)

- ◆ Realignment of SR-62, enabling contiguous development of the Old Town district
- ◆ Establishment of Main Street, place making and Old Town identity
- ◆ Pedestrian and traffic improvements
- ◆ Streetscape and façade improvements
- ◆ Provision of adequate public facilities, amenities and services
- ◆ Provision of visitor services

### 6.8.1 Development Implementation

The following key steps are recommended for the implementation of the long-term and short-term development strategies:

#### Short-Term (Pre Highway Realignment)

The time frame for the realignment of SR-62 is between 6 and 10 years. In the interim period, there are a number of revitalization projects that can be implemented throughout Old Town Yucca Valley. The following short-term projects are intended to serve as immediate catalysts for revitalization, while also complementing the eventual realignment of SR-62.

- ◆ *Adopt and Promote Specific Plan and Program EIR.* To initiate the revitalization efforts in Old Town Yucca Valley, the Specific Plan and accompanying Program EIR need to be adopted by the Yucca Valley Town Council and then publicized through the reproduction and distribution of the Vision Plan posters.

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- ◆ *Establish and Fund an Old Town Management Organization.* Downtowns need a management organization with a paid Executive Director, Board of Directors, bylaws, etc. to coordinate activities. The Town of Yucca Valley, working in collaboration with the Yucca Valley Chamber of Commerce and the Old Town Merchants Association, should consider either establishing a new public-private-non-profit partnership [501(c)3 organization, preferably] or expanding the existing Association to focus on recruiting community support, educating business and property owners, and assisting in the implementation of elements of the Specific Plan. The already established Old Town Merchants Association can take a large role as either a member of the public-private-non-profit partnership or as the actual organization that is evolved into the Old Town management organization.
- ◆ The organization should have a paid Executive Director (preferably a Certified Main Street Manager or a professional downtown manager with at least 5 years experience). Because starting a downtown management organization takes considerable energy and focus by the Executive Director, a commitment of at least 5 years salary and benefits should be budgeted for the position. The organization can be set up similar to a Main Street organization with committees for promotion, organization, economic development, and design. Within each of these committees there is a focus on implementing specific aspects of the Specific Plan. For example, the economic development committee can assist in identifying Old Town markets and niches, as well as retaining existing business and recruiting new businesses.
- ◆ *Improve Streetscape and Pedestrian Environment.* The Town should install missing sidewalk segments throughout Old Town and install benches, trash receptacles, light standards, and other non-permanent items from the Old Town Yucca Valley streetscape furniture palette. This will improve the pedestrian areas throughout the Old Town core and the amenities can be easily moved after the SR-62 realignment. Additionally, alley improvements north and south of Main Street between, Cherokee Trail and Fox Trail should be implemented to reinforce a friendlier pedestrian environment. Coordination with Caltrans may be necessary for some streetscape enhancements.
- ◆ *Install Wayfinding Direction Signage.* To assist motorists and pedestrians in the promotion and recognition of Old Town's assets, new wayfinding signage should be installed to assist visitors and patrons in finding Old Town businesses, parking areas, and other amenities.
- ◆ *Improve Facades.* Façade improvements could be started on existing structures, along with creating an incentive such as a façade grant to assist with the costs.
- ◆ *Acquire Strategic Parcels:* The Town of Yucca Valley, or the redevelopment agency, can begin to acquire parcels near Elk Trail, north of Main Street (existing SR-62) to create an Old Town Center with centralized public plaza and community amenities. A post-office branch, museum, community center, performing arts center, senior center, or Town library should be encouraged in this area. The public uses could be combined with retail or office space to add to the mixed-use environment sought for Old Town. This

Old Town Center will provide a much needed space for public gatherings such as street fairs or a farmers market.

- ◆ *Promote Old Town to Developers.* New compatible infill development should be encouraged throughout Old Town. This development should be sought after by the public-private-non-profit partnership or the Old Town Merchants Association once the Town has acquired strategic parcels and the Specific Plan is adopted.
- ◆ *Promote Old Town Assets and Events.* Old Town Yucca Valley has many existing assets. Promoting Old Town during and after the revitalization and implementation of the Specific Plan is very important to gain and maintain the momentum of support in Old Town through increased sales by locals and visitors. Key promotional events along with advertising should be implemented.

#### Long-Term (Full Project Implementation)

Upon realignment of SR-62, the following implementation strategies should be considered:

- ◆ *Realignment of SR-62, enabling contiguous development of the Old Town district.* The realignment of SR-62 includes a semi-grid system of roadways, emphasizing community and regional linkages to the Old Town area. This will enable ease of pedestrian and vehicular movement through and around the Old Town Core, providing a greater area for key new development, redevelopment and infill of properties within the area.
- ◆ *Establishment of Main Street, place making and Old Town identity.* To create a unique identity within Yucca Valley, a “Main Street” is needed within the existing SR-62 alignment extending through the center of Old Town. The Main Street design incorporates an enhanced gateway from SR-62 creating a sense of entry into a place. To promote a different feel from SR-62 many traffic calming measures will be implemented to reduce traffic speeds, enhance pedestrian safety and promote walkability of the area.
- ◆ *Pedestrian and traffic improvements.* Developing a logical system of linkages and connections to and between the Old Town area and other areas of the Town for bicyclists, pedestrians, and automobiles will contribute to Old Town’s revitalization; at the core of this approach are SR-62 realignment and improvement of the local street system.
- ◆ *Streetscape and façade improvements.* To further enhance and create a unique identity for Old Town, streetscape and façade improvements will be implemented. The streetscape improvements include an integrated design of amenities and landscaping such as benches, trash receptacles, and desert plants. The façade improvements will reflect the character of the district in which the building is located as well as its use.

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- ◆ *Provision of adequate public facilities, amenities and services.* To ensure the sustainability of future development and revitalization of Old Town Yucca Valley, public facilities, amenities, and services need to be upgraded and provided for the future build-out potential of the area. Some of these services include water, wastewater, and storm water management as well as adequate fire and police protection.
- ◆ *Provision of visitor services:* There are services that need to be provided to new visitors to Old Town Yucca Valley that allow for a pleasant visit and encourage a return trip. Visitor services should include a wayfinding signage system that directs pedestrians to districts and drivers to parking options. A sister visitor center to the California Visitor Center in the center of Yucca Valley is needed to provide information for first time visitors to Old Town Yucca Valley and the surrounding county.

## 6.9 Financing Strategy

The financing strategy recommended for undertaking the improvements in the Specific Plan are in keeping with the two development scenarios.

### Short-Term (Pre Highway Realignment)

**Public:** Financing of interim capital improvements including streetscape and façade improvements through redevelopment property tax increment and community development block grants. Provide seed money for the establishment of a property-based business improvement district.

**Private:** Operations and maintenance, Old Town promotion, and limited capital improvements through the business improvement district and the expanded or reconstituted Old Town Merchants Association. Continuing private sector investment in upgrading and developing Old Town properties.

### Long-Term (Full Project Implementation)

**Public:** Financing of capital improvements through redevelopment, community grants, transportation funds, and other special grants.

**Private:** Includes development impact fees and benefit assessments, as well as potential special taxes through the establishment of special districts for both capital costs, and some operations and maintenance costs.

### 6.9.1 Financing Implementation

The following key steps are recommended for the implementation of the long-term and short-term development strategies. The steps identified are intended for consideration and have not specifically been authorized at this time.

#### Short-Term (Pre Highway Realignment)

- ◆ Commence process to adopt the Old Town Specific Plan and development vision.
- ◆ Strengthen public-private partnership mechanism for the promotion of Old Town.



- ◆ Establish an Old Town Merchants Organization or expand the existing Old Town Merchants Association to facilitate operations and maintenance of the Old Town.
- ◆ Establish property based business improvement district.
- ◆ Consider raising the citywide transient occupancy tax (TOT), with a portion dedicated to the improvement of visitors and tourists related services.
- ◆ Use available redevelopment property tax increment and community development block grants for targeted improvements. Incorporate the specific plan improvements into the Town’s capital improvement program (CIP) process.

**Long-Term (Full Project Implementation)**

In addition to the above interim steps, the following long-term steps are recommended:

- ◆ Implement full complement of improvements and amenities through increase in the property tax increment.
- ◆ Complete the realignment of SR-62, with the majority of the financial support assumed from Town-led efforts to secure grants or other appropriations from federal, state, and other sources.
- ◆ Prepare long-term CIP and pursue available grants and loans (e.g. TEA 21, EDA etc.).
- ◆ Devise and implement assessments and/or special taxes, as approved by local property owners.

## 6.10 Potential Funding Sources

Potential public improvements include new street trees, grates, lighting in designated areas, benches, trash receptacles, median landscaping, traffic islands, roadway and transit improvements, on and off-street parking, sidewalk improvements, public art and signage. These enhancements are intended to define the Specific Plan area and its relationship with adjacent areas as well as to create a pedestrian friendly environment that links civic, business and residential land uses together.

This section describes potential funding sources that could be used for implementing the improvements as well as supporting some annual operations and maintenance costs. The sources identified are intended for consideration and have not specifically been authorized at this time. *Table 6-1 Financing Techniques and Types of Programs* presents a summary of the potential funding sources that are described in more detail below.

## 6.10.1 Funding Sources for Capital Facilities

The potential funding sources available to the Town have been listed below by the categories of: infrastructure, business assistance/attraction, redevelopment, grants and loans, and public art and streetscapes. Some of these sources are currently in use by the Town while others are potentially available. The bulk of the potential realignment of SR-62 is assumed to be funded by CalTrans or other external sources. Some local matching funds would also be made available.

**Table 6-1**  
**Old Town Yucca Valley Specific Plan**  
**Financing Techniques and Types of Improvements**

Financing Technique	Funding Type	Capital	Operations and Maintenance
General Fund <sup>1</sup>	Public		X
Gas Tax	Public	X	X
Development Impact Fee	Private	X	
Quimby Fees	Public	X	
Capital Improvement Program	Public	X	
AB 2928 Congestion Relief	Public	X	
Business Improvement District			
Business-based	Private	X	X
Property-based <sup>2</sup>	Private	X	X
Redevelopment	Public	X	
Transportation Equity Act (TEA 21)	Public	X	
Community Development Block Grants	Public	X	
General Obligation Bond	Public	X	
California Infrastructure and Development Bank	Public	X	
Landscape and Lighting District	Private	X	X
Mello Roos Community Facilities District	Public	X	X
Donor Programs	Private	X	X
Sustainable Building Grants	Public	X	
Benefit Assessments	Private	X	

1. General Fund includes a variety of discretionary revenue sources, and while these may be used for capital expenses, these are generally only used for capital outlays.

2. Property-based BIDs are generally used for ongoing operations and maintenance, and minor capital outlays.

Source: Stanley R.Hoffman Associates, Inc.

### Federal

#### 1. The Transportation Equity Act for the 21st Century (TEA 21)

This program has discretionary funds that are available through a grant process administered by the Federal Government through the 1998 federal legislation, the Transportation Equity Act for the 21st Century (TEA-21). Federal and state statutes require the preparation of a Transportation Improvement Program (TIP) for San Bernardino County. Through the TIP

process funding is allocated to all surface transportation modes based on requirements specified in the TEA-21 program and State requirements mandated by the California Transportation Commission. A high priority is placed on enhancing connections between highways, transit and pedestrian movement, and on integrating these systems into their surrounding communities.

The Transportation Enhancement Activities (TEA) program provides financial support for surface transportation system projects that enhance mobility or encourage quality-of-life in or around transportation facilities. These include pedestrian and bicycle oriented projects, scenic or historic highway programs, landscaping and other scenic beautification. The federal government typically pays 88 percent of an approved project's cost, with project sponsors paying the balance. Capital projects with a life of less than 20 years, or a one-time temporary improvement, are ineligible. It is anticipated that TEA 21 and TEA funds will probably be available to the Town of Yucca Valley in sufficient amounts to complete major projects in Old Town. The San Bernardino Association of Governments (SANBAG) has committed most of the funds to projects in other parts of the County.

**2. Federal Economic Development Administration (EDA)**

The Federal Economic Development Administration (EDA) is a potential source of grant money for the Yucca Valley Specific Plan. Funds from the EDA can be used to finance construction and rehabilitation of infrastructure and facilities that are necessary to achieve long-term growth and dynamic local economies.

State

**1. AB 2928 Traffic Congestion Relief**

One of the major issues in the State has been improving its transportation infrastructure. Under Assembly Bill 2928, the State established a Traffic Congestion Relief Fund in its maintenance and reconstruction funds to cities and counties based on population. These funds may be used for local street and road maintenance and rehabilitation, and transit and State transportation improvement program projects. A one-time amount was allocated to cities and counties in fiscal year 2000/01. The current State budget crisis will likely preclude the State from funding this program in the short term.

**2. Statewide Propositions**

The Town of Yucca Valley secures funds through Proposition 12 and Proposition 40 for the upkeep of parks and recreational areas. Proposition 12 allows the State to sell \$2.1 billion of general obligation bonds to spend on protection of land around lakes, rivers, streams and the coast to improve water quality and ensure clean drinking water; to protect forests and plant trees to improve air quality; to preserve open space and farmland threatened by unplanned development; to protect wildlife habitats; and to repair and improve the safety of state and neighborhood parks. Proposition 40 allows the State of California to raise \$2.6 billion through the sale of general obligation bonds for development, restoration, and

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acquisition of state and local parks, recreation areas and historical resources, and for land, air, and water conservation programs.

### **3. Infrastructure State Revolving Fund Program of the California Infrastructure and Economic Development Bank (CIEDP)**

This is a loan program that provides low-cost financing to public agencies for a variety of infrastructure programs, including: streets, bridges, drainage, water supply, flood control, environmental mitigation measures, sewage collection and treatment, solid waste collection and disposal, water treatment and distribution, educational facilities and parks and recreational facilities. Funding assistance ranges from \$250,000 to \$10,000,000. The application process is complicated and slow. There must be a dedicated source for debt service of the loan. Tax increment flowing from redevelopment projects is often favored as a funding source for retiring this debt because it flows for a long time and is steady. The term of the loan can be as long as twenty years. If started soon enough, this mechanism could be a very useful tool for constructing or providing matching funds for a major improvement such as a freeway interchange or overpass.

### **4. State Gasoline Taxes/Operations and Maintenance**

The Town receives State gasoline taxes that may be used for operating and maintenance expenditures related to streets and roads. While these funds are limited, the Town's annual budgeting process may designate a portion of these revenues for specific facilities within the Old Town area subject to annual budgeting priorities.

### **5. Sustainable Building Grants**

This grant is available from the California Integrated Waste Management Board to provide local, public funding for projects that advance the use of green building design and construction practices. There are no matching requirements and the amount available has ranged from \$50,000 to \$100,000. It is recommended that these grants be studied closely for their potential to undertake smaller building and retrofitting projects in Old Town.

### **6. Renewable Energy Loan Guarantee Program**

This is a loan guarantee program provided by the California Trade and Commerce Agency. The loan guarantees are available to businesses that need financial assistance to purchase and install renewable energy systems.

### **7. Downtown Rebound Capital Improvement Program**

This is a loan program available through the State's Business, Transportation and Housing Agency. The loans are used to finance the conversion of vacant or underutilized commercial and industrial structures into residential units. Currently there are no funds available, but funding may become available at a later time.

### **8. Downtown Rebound Planning Grants Program**

This is a loan program available through the State's Business, Transportation and Housing Agency. The loans are used to fund local planning for infill housing, adaptive reuse of commercial and industrial space into residential units, and the development of other forms of high-density downtown housing. Currently there are no funds available, but funding may become available at a later time.

## Local and Regional

### 1. **Redevelopment Agency (RDA) Tax Increment**

Old Town is located within the boundaries of the Town's merged Redevelopment Project Area. The Redevelopment Agency budget for 2005/06 indicates that estimated property tax increment is not available for funding any projects outside of affordable housing. In the Spring of 2004, the Redevelopment Agency completed a tax allocation bond issue in the amount of \$6.8 million. A large amount of the issue was used to retire an older bond issue. However, the City has set aside \$1.7 million of the proceeds to be used in supporting the implementation of the Old Town Specific Plan when it is complete. The Town has not currently allocated these funds to projects, but is waiting for more definition in the Old Town Specific Plan and implementation opportunities. The funds could be used for land banking, public capital improvements, or other projects or purposes that would support implementation of the Plan.

### 2. **Redevelopment Agency (RDA) Housing Set Aside**

State redevelopment law requires that the redevelopment agency set aside 20 percent of any property tax increment revenues for low- and moderate-income housing needs. Currently, the RDA budget is primarily allocated for the funding of affordable housing projects.

### 3. **Future Redevelopment Project Revenues**

The future for the generation of new tax increment in the merged redevelopment project area is very strong. Major retail projects are expected to receive their respective entitlements in coming months and begin construction shortly thereafter. Together with other large projects, a growing tax increment is forecast for the combined projects. The generation of increased increment means that additional tax allocation bonds can be sold at a future time to augment the implementation of the Old Town Specific Plan.

### 4. **Transient Occupancy Tax**

The Transient Occupancy Tax (TOT) – a General Fund revenue source – is levied on hotel operators whose properties are located within the boundaries of the Town. The Town of Yucca Valley currently has a 7 percent TOT rate on the relatively few hotel and motel rooms in the Town. Tax is levied on each occupied room for each night's use as a percentage of the room rate. The tax is remitted directly to the Town. The number and size of these commercial properties are expected to grow substantially in the future and the Town could consider raising the TOT to further enhance this revenue source. A portion of this tax could be directed toward promotional and tourist-related activities benefiting the Old Town.

### 5. **Business Improvement Districts (BID)**

The Parking and Business Improvement Area Law of 1989 provides the legal basis for what is commonly known as a business improvement district (BID). This type of BID utilizes an annual

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assessment levied against business owners based on a measure of benefit to each participating business, and can support a limited range of ongoing activities, including streetscape and sidewalk improvements, trash and cleanup activities, promotion and advertising, and public safety. Special assessments within this type of business improvement district cannot be used to secure loans or bonds, thus limiting financing strategies to a pay-as-you-go basis. Assessments must be directly proportional to the estimated benefit to be received and are levied on businesses in a specified area.

The Property and Business Improvement District Law of 1994 also provides funding for a wide range of improvements and activities. Assessments are levied against property owners rather than businesses, a key difference from the business-based Parking and Business Improvement District Law of 1989, as previously described. Property owners are often more willing to assess themselves if the result may directly benefit their investment in real property. Any assessments must be re-authorized by a majority vote in proportion to their assessment every five years. Compared with a business-based business improvement district that requires annual reinstatement, this longer five-year period also allows for minor capital improvements to be funded through loans. Assessments must be directly proportional to the estimated benefit to be received and are levied on property owners in a specified area. Such formation would not have to wait for the SR 69 project to start but could be organized and operating well within the time frame for the commencement of the actual construction of the bypass.

In California, there are two different types of business improvement districts, one created through assessments on business licenses within the district (including landowners who lease property), and the second created through assessments of property owners alone. Both forms of districts can undertake a wide variety of programs, including, but not limited to the following:

- ◆ Fountains, benches and trash receptacles, and integrated signing
- ◆ Street lighting
- ◆ Security services that are supplemental to those normally provided by the municipality.
- ◆ Special cleaning operations, graffiti removal, and waste management
- ◆ Decorations and public art
- ◆ Promotions of public events benefiting area
- ◆ Furnishing music to any public place in the area
- ◆ Promotion of tourism within the area (only businesses benefiting from tourist visits can be assessed for this type of benefit)
- ◆ Any other activities which benefit businesses located in the area

**6. Landscape and Lighting Maintenance District (LMDs)**

The Landscaping and Lighting Act of 1972 enables assessments to be imposed in order to finance the maintenance and servicing of landscaping, street lighting facilities, ornamental structures, and park and recreational improvements.

**7. Mello-Roos Community Facilities District (CFDs)**

Cities, counties, special districts, and school districts can establish community facilities districts (CFDs) to levy special taxes to finance a variety of facilities and services. Services that a Mello-Roos CFD may fund on a pay-as-you-go basis include: police and fire protection, ambulance and paramedic, flood protection, recreation program and library services, and additional funds for the operation and maintenance of parks, parkways, open space, museums, and cultural facilities. Special taxes require a two-thirds voter approval.

**8. Parking Revenues**

The use of a Parking District to construct and fund common parking facilities serving the commercial businesses has been used successfully in other downtown revitalization projects. Potential funding sources range from in-lieu fees for spaces to parking revenues from monthly parking and short-term parking fees. Old Town will need secure, accessible, well-signed, and reasonably priced off-street parking, in addition to on-street parking, as the Plan is realized and Old Town reaches its full potential.

**9. General Fund**

The Town's General Fund is used to support ongoing Town operations and services, including general government operations, development services, public safety, and community services. Primary revenue sources for the General Fund include property taxes, sales taxes, and intergovernmental revenues.

**10. Sustainable Building Grants**

This grant is available from the California Integrated Waste Management Board to provide local, public funding for projects that advance the use of green building design and construction practices. There are no matching requirements and the amount available has ranged from \$50,000 to \$100,000. It is recommended that these grants be studied closely for their potential to undertake smaller building and retrofitting projects in Old Town.

**11. Renewable Energy Loan Guarantee Program**

This is a loan guarantee program provided by the California Trade and Commerce Agency. The loan guarantees are available to businesses that need financial assistance to purchase and install renewable energy systems.

**12. Downtown Rebound Capital Improvement Program**

This is a loan program available through the State's Business, Transportation and Housing Agency. The loans are used to finance the conversion of vacant or underutilized commercial

and industrial structures into residential units. Currently there are no funds available, but funding may become available at a later time.

### **13. Downtown Rebound Planning Grants Program**

This is a loan program available through the State's Business, Transportation and Housing Agency. The loans are used to fund local planning for infill housing, adaptive reuse of commercial and industrial space into residential units, and the development of other forms of high-density downtown housing. Currently there are no funds available, but funding may become available at a later time.

### **14. Special Benefit Assessments**

Special Benefit Assessment Districts (AD) are formed for the purpose of financing specific improvements for the benefit of a specific area by levying an annual assessment on all property owners in the district. Each parcel of property within an AD is assessed a portion of the costs of the public improvements to be financed by the AD, based on the proportion of benefit received by that parcel. The amount of the assessment is strictly limited to an amount that recovers the cost of the "special benefit" provided to the property. Traditionally, improvements to be financed using an AD include, but are not limited to, streets and roads, water, sewer, flood control facilities, utility lines, and landscaping. A detailed report prepared by a qualified engineer is required and must demonstrate that the assessment amount is of special benefit to the parcel upon which the assessment is levied. Prior to creating an assessment district, the Town, county or special district must hold a public hearing and receive approval from a majority of the affected property owners casting a ballot. Ballots are weighted according to the proportional financial obligation of the affected property. There are many assessment acts that govern the formation of assessment districts, such as the Improvement Act of 1911, Municipal Improvement Act of 1913, Improvement Bond Act of 1915 and the Benefit Assessment Act of 1982, as well as other specific facility improvement acts.

The Landscaping and Lighting Act of 1972 enables assessments to be imposed to finance acquisition of land for parks, recreation and open space; the installation or construction of planting and landscaping, street lighting facilities, ornamental structures, and park and recreational improvements. In addition, maintenance and servicing of any of these may also be financed under this act.

### **15. General Obligation Bonds (G. O. Bonds)**

General Obligation bonds may be used to acquire, construct, and improve public capital facilities and real property. However, they may not be used to finance equipment purchases or pay for operations and maintenance. G. O. Bonds must be approved by two-thirds of the voters throughout the Issuer's jurisdiction in advance of their issuance and typically require the issuing jurisdiction to levy a uniform ad valorem (property value) property tax on all taxable properties to repay the annual debt service.

### **16. Public Art Program**

There is no authorized public art program at this time in the Town, but such a program could potentially be implemented. Typically, the programs either require a certain percentage of both public and private development to be dedicated to public art or an in-lieu public art



fee is charged. Under certain conditions CDBG and redevelopment funds could be used for this purpose.

**17. Donor Programs**

Some of the proposed improvements may lend themselves to a public campaign for donor gifts. Donor programs have been used very successfully in many cities in the United States for providing funds for streetscape and community design elements. Such programs can be tailored to solicit contributions from individuals, corporations, local businesses, and community and business associations. Many improvements could be funded by donor gifts for items such as: benches, trash receptacles, street trees, street tree grates, public art elements, and information kiosks. Donors could be acknowledged with a plaque on the element itself or other prominent display, such as a “wall of fame” with donor names. This type of program could be spearheaded by an active Old Town BID. It could draw from the wider community of business and residents.

**18. Town Signage Program Funds**

While the Town does not currently have a signage program, it does have sign regulations. Typically, funds from this program are used for banners and signs, but can also be used for the construction of entrance enhancements, such as signs or obelisks, which serve as entry statements to the Town. CDBG funds may be used to fund signage programs.

**19. Façade Improvement Program**

The Town does not currently have a façade improvement program. Sources of funding such as redevelopment and CDBG funding could be directed to meet the need as Old Town revitalization progresses. These programs could also be financed by the \$1,700,000 redevelopment bond proceeds that are potentially available to assist in the implementation of the Old town Specific Plan.

**20. Community Development Block Grants (CDBG)**

Community Development Block Grants provide eligible metropolitan cities and urban counties (called "entitlement communities") with annual direct grants that they can use to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low- and moderate-income persons or neighborhoods. These funds can be used for reconstructing or rehabilitating property from housing to shopping centers, and to demolish property and clear sites to prepare the land for other uses. Also eligible are the building of public facilities and improvements, such as streets, sidewalks, sewers, water systems, community and senior citizen centers, and recreational facilities. The City receives approximately \$200,000 annually from the County on a pro rata share with other cities based upon population.

CDBG funds represent a potential source for financing eligible public improvements. These funds could be partially redirected for worthy projects in Old Town such as façade

# Administration and Implementation

improvement, public pedestrian amenities, and other supporting infrastructure in addition to their current uses.

## **21. Local Surface Transportation (LSTP)**

The Local Surface Transportation special funds were established to account for funds allocated by the San Bernardino Associated Governments to be used for construction and reconstruction of roads.

## **22. Measure I Countywide Funds**

Measure I funds were established to collect revenue for transportation needs through the imposition of a half cent of sales tax per dollar of retail sale. The Measure I funds are comprised of 5 percent transit funds, 30 percent local road funds, and 65 percent major arterial funds.

## **23. Capital Improvement Program**

The Town's Capital Improvement Program (CIP) is a process that establishes funding objectives, projects, and revenue sources over a five-year period. With the Old Town Specific Plan, a number of public enhancements, services, and infrastructure improvements will need to be incorporated into the updated CIP. The Capital Improvement program also integrates other priority projects and specifies funding sources throughout the Town. It provides a blueprint for successful implementation of the Old Town Plan in the context of the entire Town. The basic projects are currently limited to street and rights-of-way improvements that are funded primarily by gas taxes and traffic improvement fees.

## **24. Development Impact Fees**

The Town assesses development impact fees for the construction of new buildings within the Town of Yucca Valley, with the exception of senior-citizen housing as defined by the United States Department of Housing and Urban Development. New residential projects are assessed the impact fee based upon the number of new units to be constructed. Commercial and industrial projects are assessed the impact fee based upon the amount of new square footage. In concept, the Town charges the development community a variety of fees, providing funds to pay for development-related capital projects. These fees do not usually cover the full cost of necessary infrastructure.

## **25. Quimby Fees**

The "Quimby fee" provision of the Subdivision Map Act permits the Town to require that developers either dedicate parkland or pay an equivalent fee that allows the Town to buy and improve land for parks and recreation. The fee applies to residential uses and is based upon the number of units multiplied by a density factor. This fee is used to purchase land for parks in order to meet the Town's standard of 3 acres of parkland per 1,000 population. The Town levies such a fee on new development at the present time.

## **6.11 Implementation Matrix**

This section specifies the steps and actions that should be undertaken within the next 5 years to implement the Specific Plan and revitalize Old Town Yucca Valley. The steps and actions are divided into separate sections, according to the Old Town Specific Plan: Initiation; Planning and Design; Economic

Development, Promotion, and Organization. For each step, a specific set of actions is to be undertaken. This implementation matrix represents the culmination of the entire Old Town Yucca Valley planning process. The following specific information from subsections 6.11.1-6.11.3 is located within *Table 6-2 Implementation Program & Matrix*.

### 6.11.1 Timeframes for Implementation

The timeframes are provided (by year) to guide and prioritize the actions to be implemented over a 5-year period.

### 6.11.2 Implementation Leaders and Teams

Key Town departments, other pertinent organizations, and Specific Plan stakeholders are identified to lead and/or complete each action. The following key defines the abbreviations listed in the “Leaders and Teams” section of the implementation matrix.

- **TOWN** = Town of Yucca Valley  
Departments involved may include the City Manager’s Office, Planning and Community Development, Public Works Department, Building Department, Parks and Recreation Department, Finance Department, Library, and Police Department.
- **CNTY** = San Bernardino County
- **ST/CA** = State of California  
Departments involved may include the California Department of Transportation (Caltrans), California Commission for Jobs and Economic Growth, and California Environmental Protection Agency (CalEPA).
- **HDWD** = Hi-Desert Water District
- **CoC** = Yucca Valley Chamber of Commerce
- **MBTA** = Morongo Basin Transit Authority
- **OTMA** = Old Town Merchants Association
- **BWF** = Basinwide Foundation

### 6.11.3 Potential Funding Sources Matrix Key

Funding sources are identified below and discussed within Section 6.10. Refer to Table 6-2, *Implementation Program & Matrix* for potential funding resources per Action Item.

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## Federal

- F1. The Transportation Equity Act for the 21st Century (TEA 21)
- F2. Federal Economic Development Administration (EDA)

## State

- S1. AB 2928 Traffic Congestion Relief
- S2. Statewide Propositions
- S3. Infrastructure State Revolving Fund Program of the California Infrastructure and Economic Development Bank (CIEDP)
- S4. State Gasoline Taxes/Operations and Maintenance
- S5. Sustainable Building Grants
- S6. Renewable Energy Loan Guarantee Program
- S7. Downtown Rebound Capital Improvement Program
- S8. Downtown Rebound Planning Grants Program

## Local and Regional

- L1. Redevelopment Agency (RDA) Tax Increment
- L2. Redevelopment Agency (RDA) Housing Set Aside
- L3. Future Redevelopment Project Revenues
- L4. Transient Occupancy Tax
- L5. Business Improvement Districts (BID)
- L6. Landscape and Lighting Maintenance District (LMDs)
- L7. Mello-Roos Community Facilities District (CFDs)
- L8. Parking Revenues
- L9. General Fund
- L10. Sustainable Building Grants
- L11. Renewable Energy Loan Guarantee Program
- L12. Downtown Rebound Capital Improvement Program
- L13. Downtown Rebound Planning Grants Program
- L14. Special Benefit Assessments
- L15. General Obligation Bonds (G.O. Bonds)
- L16. Public Art Program
- L17. Donor Programs
- L18. Town Signage Program Funds
- L19. Facade Improvement Program
- L20. Community Development Block Grants (CDBG)
- L21. Local Surface Transportation (LSTP)
- L22. Measure I Countywide Funds
- L23. Capital Improvement Program
- L24. Development Impact Fees
- L25. Quimby Fees

Table 6-2  
Implementation Program & Matrix

Steps  Actions	Year(s) of Implementation					Implementation Leaders and Team Members								Potential Funding Resources	
	Year 1	Year 2-3	Year 4-6	Year 7-10	Year 11+	TOWN	ST/CA	CNTY	HDWD	MBTA	CoC	OTMA	BWF		Other
<b>REDEVELOPMENT PROJECT INITIATION RECOMMENDATIONS</b>															
<b>I. INITIATE THE OLD TOWN YUCCA VALLEY SPECIFIC PLAN</b>															
a. Officially Recognize the Old Town Yucca Valley Specific Plan															na
b. Reproduce & Distribute Plan & Vision Poster															L1, L9
c. Undertake Surveying and Mapping Effort in the Old Town Yucca Valley Core															L1, L9
d. Implement a Project Now!															L1, L9
<b>II. ORGANIZE STRATEGICALLY FOR OLD TOWN YUCCA VALLEY REDEVELOPMENT/DEVELOPMENT</b>															
a. Get Strategically Organized- Establish and Fund an Old Town Management Organization															F2, L9
i Enhance Public-Private Partnership															see above
ii Focus on Collaboration, Action, Implementation and Momentum															see above
iii Build Team, Leadership, Education and Commitment															see above
iv Engage Property Owners															see above
v Recruit Community Support															see above
vi Market the Plan to Agencies															see above
vii Seek Grants															see above
b. Create a Strategic Community Development Plan and Program															F2, L9
i Establish Explicit Criteria for Economic Decision-making															see above
ii Clarify Strategic Niches; Communicate Image															see above
iii Develop the Town of Yucca Valley Strategically as a System															see above
<b>URBAN PLANNING &amp; DESIGN RECOMMENDATIONS</b>															
<b>I. IMPLEMENT SMART DEVELOPMENT &amp; DESIGN STRATEGIES</b>															
a. Adopt Old Town Yucca Valley Specific Plan (SP) Zoning District															L9
b. Refine & Adopt Amendments to Zoning Ordinance (Z/O) & Comprehensive Plan (C/P)															L9
c. Develop & Adopt Incentive-Based Creative Sign Ordinance/Program with the Old Town Yucca Valley Community															L9
d. Continue Refining Regulatory System to Encourage Strategic Development															L9
<b>II. IMPROVE INFRASTRUCTURE</b>															
a. Incorporate Old Town Yucca Valley Streetscape Furniture Palette															F1, F2, S1, L1, L3, L9, L14, L20, L21, L23
b. Design and Build Main Street (Old SR 62) Improvements through Old Town Yucca Valley Core															F1, F2, S1, S3, L1, L3, L9, L14, L20, L21, L23, L24
c. Improve and Build needed Infrastructure Improvements throughout Old Town Yucca Valley Core															F1, F2, S1, S2, S3, L1, L3, L9, L14, L20, L21, L23, L24
i Sewer															see above
ii Water															see above
iii Stormwater															see above
d. Develop and Implement a Long-Term Maintenance Plan															F2, S2, S3, S4, L1, L3, L9, L14, L20, L21, L23, L24
e. Improve Key Local Street Connections through Old Town Yucca Valley Core															F1, F2, S1, L1, L3, L9, L14, L20, L21, L23
i Main Street & Fox Trail															see above
ii Main Street & Deer Trail															see above
iii Main Street & Cherokee Trail															see above
iv Acoma Trail & SR 62															see above
iv Kickapoo Trail & SR 62															see above
f. Introduce Traffic Calming & Beautification Enhancements throughout Old Town Yucca Valley Core															F1, F2, S1, L1, L3, L9, L14, L20, L21, L23
g. Design and Build New SR 62 Improvements around Old Town Yucca Valley Core															F1, F2, S1, S3, L1, L3, L9, L14, L20, L21, L22, L23
<b>III. ENHANCE ENVIRONMENT FOR PEDESTRIANS, BICYCLISTS, &amp; TRANSIT</b>															
a. Design & Install Missing Sidewalk Segments Through Old Town Yucca Valley															F1, F2, S1, S3, L1, L3, L5, L9, L14, L20
b. Create New Pedestrian Connections															F1, F2, S1, S3, L1, L3, L5, L9, L14, L20
c. Accommodate On-Street Bicycle Elements															F1, F2, S1, S3, L1, L3, L5, L9, L14, L20
d. Design and Build Off-Road Trails and Paths															F1, F2, S1, S3, L1, L3, L5, L9, L14, L20
e. Facilitate Public Transit Through New Development and Design Elements															F1, F2, S1, S3, L1, L3, L5, L9, L14, L20

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Recommended Programs & Public Improvements/Implementation Matrix

Steps	Actions	Year(s) of Implementation					Implementation Leaders and Team Members								Potential Funding Resources	
		Year 1	Year 2-3	Year 4-6	Year 7-10	Year 11+	TOWN	ST/CA	CNTY	HDWD	MBTA	CoC	OTMA	BWF		Other
<b>URBAN PLANNING &amp; DESIGN RECOMMENDATIONS - Cont.</b>																
<b>IV. PROVIDE CONVENIENT PARKING</b>																
a.	Re-Evaluate Parking Regulations & System															L1, L5, L8, L9, L14
i.	Conduct a Comprehensive Parking Management Study for the Old Town Yucca Valley Village Core															see above
ii.	Refine Parking Space Standards for Land Uses in the Old Town Yucca Valley Village Core															see above
b.	Introduce New Parking in the Old Town Yucca Valley Village Core															F2, L1, L3, L5, L8, L9, L14
i.	Main Street- On Street Diagonal Parking															see above
ii.	Alleys - On Street Parallel Parking															see above
iii.	Small Parking Lots Behind Businesses															see above
c.	Pursue Additional Parking-Related Strategies															F2, L1, L3, L5, L8, L9, L14
i.	Develop & Install a Public Parking Signage Program Throughout Old Town Yucca Valley															see above
ii.	Improve Secondary Storefronts to Facilitate Parking Convenience															see above
<b>V. SUPPORT "COMMUNITY" THROUGH FAMILY-ORIENTED USES &amp; HOUSING</b>																
a.	Develop a Youth and Senior Activity Center in Old Town Core															L1, L3, L7, L9, L20
b.	Develop A Multi-Agency Affordable Housing Solutions Team For Optimizing Housing Choices In Old Town Yucca Valley															L2, L9, L13, L20
c.	Develop Public Plazas and Parks															S2, L1, L3, L7, L9, L20, L25
<b>VI. ENHANCE &amp; MAINTAIN THE OVERALL IMAGE OF OLD TOWN YUCCA VALLEY</b>																
a.	Encourage Adaptive Re-Use & Historic Preservation															S2, S5, S6, L3, L10, L11, L20
i.	Adopt Uniform Code for Building Conservation															see above
ii.	Promote Rehabilitation Loan Programs															see above
b.	Ensure that Infill Development is Compatible with Desired Character															S5, L9, L20
c.	Enhance Existing Building Facades															S5, L1, L3, L9, L10, L11, L19, L20
i.	Develop Façade Improvement Program															see above
ii.	Locate Funding for Program Incentive															see above
c.	Utilize Landscaping to Promote Image and Comfort															S2, L5, L9, L14, L17, L20
i.	Introduce Color Through Plantings															see above
ii.	Introduce Comfort and Reinforce Street Edges Through Trees and Shrubs															see above
iii.	Use a Plant Palette Tailored for Old Town Yucca Valley															see above
d.	Introduce Decorative Paving to Reinforce Safety															S2, L5, L9, L14, L17, L20
e.	Use Public Art to Add Visual Interest															L16, L9
f.	Protect Views to the Mountains															L9
g.	Build Gateways that Welcome People to Old Town Yucca Valley															F1, L1, L5, L9, L20
i.	Main Street & SR 62															see above
ii.	Main Street & Yucca Trail (New SR 62)															see above
h.	Install Wayfinding and Identity Signage System															F1, L1, L4, L5, L9, L17, L28, L20
i.	Size, Locate, and Color Vehicular Wayfinding Signs Appropriately															see above
ii.	Design Pedestrian Wayfinding Signs Appropriately															see above
iii.	Unify the City & Reinforce Village Identity Through Banners															see above
iv.	Introduce Simple Directional Signs to Businesses and Districts															see above
i.	Plan for Long-Term Maintenance															S4, L5, L6
j.	Organize a Old Town Yucca Valley Cleanup Days and a Good "SAM" (Safety & Maintenance Program)															F1, L5, L6, L9
<b>VII. CREATE AN OLD TOWN CENTER</b>																
a.	Acquire Parcels Near Elk Trail, North of Main Street															L1, L3, L5, L7, L9, L20
b.	Encourage Town Public Amenities to be Moved or a Branch Located within new Town Center															L3, L5, L7, L9, L15, L20
i.	Library															see above
ii.	Visitor Center															see above
c.	Develop a Town Plaza															S2, S3, L1, L3, L5, L7, L9, L15, L20, L25
i.	Main Street & Elk Trail															see above
e.	Coordinate with the U.S. Postal Service to Locate a Branch Post Office in Old Town Yucca Valley															L9

Recommended Programs & Public Improvements/Implementation Matrix

Steps  Actions	Year(s) of Implementation					Implementation Leaders and Team Members								Potential Funding Resources	
	Year 1	Year 2-3	Year 4-6	Year 7-10	Year 11+	TOWN	ST/CA	CNTY	HDWD	MBTA	CoC	OTMA	BWF		Other
<b>TOWNWIDE ECONOMIC DEVELOPMENT RECOMMENDATIONS</b>															
<b>I. STABILIZE LOCAL COMMERCE</b>															
a. Build a Business Advisory Team															na
b. Identify and Assist Anchor Businesses															F1, F2, S5
i Work with Partners to Enhance Business Development Resources															see above
ii Refine Business Assistance Delivery System															see above
iii Expand Outreach to Anchor Businesses															see above
c. Tap and Direct Resources															na
d. Enhance Services Delivery to Tourism Target Markets															F2, L4, L5, L9
i Define Primary Tourism Target Markets															see above
ii Obtain Better Research on Existing Tourism Markets															see above
iii Develop Tourism Assets in Context of Strategic Target Markets															see above
iv Refine Promotional Programs to Reach Target Markets Better															see above
v Adopt Tourism Development System Based on Three Key Goals:															see above
1. Expand Average Length of Stay															see above
2. Increase Average Dollars Spent Per Day															see above
3. Encourage Additional Tourism in Weak Seasons Only															see above
<b>II. DIVERSIFY THE ECONOMY</b>															
a. Build New Industries From Existing Strengths & Assets															F2
i Investigate Products That Can Be Sold to Existing Visitors															see above
ii Recruit Small Businesses Within Capacity to Serve															see above
b. Encourage Culture & Arts-based Business Development															F2
c. Improve Business Services to Visitors: Satellite Office Services															F2
d. Create Business Incubation Feasibility Study and Development Plan															F2
e. Enhance Continuing Education and Workforce Training Options.															F2

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Recommended Programs & Public Improvements/Implementation Matrix

Steps Actions	Year(s) of Implementation					Implementation Leaders and Team Members								Potential Funding Resources	
	Year 1	Year 2-3	Year 4-6	Year 7-10	Year 11+	TOWN	ST/CA	CNTY	HDWD	MBTA	CoC	OTMA	BWF		Other
<b>OLD TOWN YUCCA VALLEY'S BUSINESS DEVELOPMENT RECOMMENDATIONS</b>															
<b>I. DEFINE OLD TOWN YUCCA VALLEY'S MARKETS</b>															
a. Research Old Town Yucca Valley's Current Customers															F2
b. Define Primary, Secondary, Tertiary Markets															F2
c. Communicate Research Results to Businesses															F2
<b>II. CLARIFY OLD TOWN YUCCA VALLEY'S NICHE &amp; IDEAL BUSINESS MIX</b>															
a. Develop a Old Town Yucca Valley District Mission Statement															na
b. Refine Old Town Yucca Valley's Niche and Image Package															na
c. Identify Old Town Yucca Valley's Ideal Business Mix															na
<b>III. PROVIDE SUPPORT FOR BUSINESS RETENTION &amp; EXPANSION</b>															
a. Develop Products/Services for Market Needs															F2, L4
b. Business Training															F2, L4
c. Low-interest Loan Programs															L1, L4
<b>IV. RECRUIT STRATEGIC BUSINESSES</b>															
a. Identify Available Commercial Space in Old Town Yucca Valley															F2
b. Create Business Recruitment Packet															F2
c. Target Strategic Businesses															F2
<b>V. ENHANCE TOURISM SERVICE &amp; PRODUCTS</b>															
a. Initiate Strategic Sign Program															F1, L4, L18
b. Inventory and Promote Meeting Facilities															L4
c. Make Old Town Yucca Valley's History Visible															S2, L4, L17, L18
ii Enact Interpretive Sign program															see above
d. Initiate Customer Service Training															F2
<b>VI. REFINE SYSTEM OF FESTIVALS &amp; EVENTS</b>															
a. Evaluate Current Events															F2, L4
b. Expand/Reschedule/Identify New Events															F2, L4
c. Develop New Off-Peak Season Events															F2, L4
<b>VII. INITIATE STRATEGIC PROMOTIONS</b>															
a. Identify Collaborative Opportunities/Resources															na
b. Identify Goals; Prioritize Markets															na
c. Select Themes															na
d. Develop Strategic Program & Budget															na
e. Select Media, Methods, Follow-up Strategy															na
f. Implement															F2, L4
g. Track & Evaluate															na