

9.0 IMPLEMENTATION PLAN

This chapter outlines the implementation program for the City of Victorville Old Town Specific Plan.

This chapter includes the following sections:

- 9.1 Implementation Action Plan
- 9.2 Potential Funding & Financing Mechanisms
- 9.3 Incentives Toolbox
- 9.4 Plan Administration

The vision of the Specific Plan is supported by the following Implementation Action Plan (**Table 9.1**). The Implementation Action Plan provides a summary of the Specific Plan recommendations in the form of the major programs, projects, and actions needed for implementation. The table identifies the responsible party, potential funding sources, and suggested timing of each action.

Table 9.1 Implementation Action Plan

Key:

Responsible Department:
 D = Development (includes Planning, Building, Development Engineering, Code Enforcement)
 ED = Economic Development
 E = Engineering (includes Capital Improvements, Development Support, Survey, Traffic Engineering)
 CS = Community Services (includes Parks & Facilities, Recreation)
 PD = Police Department
 PW = Public Works

Priority:
 1 = Short Term (0–3 years)
 2 = Mid Term (4–6 years)
 3 = Long Term (7+ years)
 Ongoing

Funding Sources:
 See Table 9.2 Potential Funding Mechanisms for funding sources, abbreviations, and descriptions

Implementation Action		Priority	Responsibility		Funding Sources
			Lead	Support	
Land Use Regulation or Policy (LU)					
LU-1	Adopt the Specific Plan for Old Town Victorville by ordinance.	1	D		City General Fund
LU-2	Adopt land use designations in the General Plan that allow for the expanded Specific Plan zoning districts.	1	D		City General Fund
LU-4	Explore options for land assembly in Old Town for the purpose of development.	1	D, ED		

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Implementation Action		Priority	Responsibility		Funding Sources
			Lead	Support	
LU-5	Identify and adopt a selection of incentives from Table 9.3 Recommended Incentives.	1	D	ED	N/A
LU-6	Establish and maintain a Code Enforcement Team to enforce the Old Town Specific Plan area.	1	D		General Fund, CDBG
LU-7	Residential Front Yard Landscape Beautification Enforcement Program	1	D		General Fund, CDBG
LU-8	Create a re-tenancing contingency policy for vacated commercial properties.	1	D	ED	N/A
LU-9	Update the Old Town Specific Plan to incorporate the City's Bicycle Master Plan, once completed.	1	D	E	N/A
Economic Development (ED)					
ED-1	Establish a Property & Business Improvement District (PBID).	2	D, ED		General Fund, Private
ED-2	Establish an Old Town Association, which will be responsible for: <ul style="list-style-type: none"> • Organizing and promoting events and activities in Old Town, including, but not limited to: <ul style="list-style-type: none"> – Vintage auto show – Farmers Market on Seventh Street or at the Transit Center – Christmas Tree at the Transit Center • Coordinated approach to business practices, e.g., consistent store hours • Old Town map/brochure • Retail recruitment and retention strategy • Public relations campaign <ul style="list-style-type: none"> – Old Town Association newsletters – Old Town logo and slogan – Promotional materials – Develop and cultivate media channels to highlight successes and positive transformation of Old Town 	1	D, ED Downtown Association, Chamber of Commerce		General Fund, PBID, advertising, media match, sponsorships, underwriters
ED-3	Develop a Storefront and Façade Improvement Program to include replacements and upgrades to storefronts.	1	D, ED		PBID, Route 66 Grants, CDBG
ED-4	Identify key commercial realtors that will help locate new businesses in vacant and underutilized buildings and undeveloped land parcels, especially at key intersections and highly visible locations.	1	ED		PBID

Implementation Action		Priority	Responsibility		Funding Sources
			Lead	Support	
ED-5	<p>Create a “Clean and Safe Old Town” pilot project to enforce and maintain clean streets. The pilot project team will:</p> <ul style="list-style-type: none"> Crack down on and clean up illegal dumping on public streets. Eliminate/address substandard building conditions. Immediately warn and if necessary, fine culpable owners/residents that illegally dump on streets or are responsible for unsafe, substandard buildings. Increase police patrol of the streets by biking and walking to enhance the real and perceived sense of security and safety for existing residents and businesses. Ensure that sidewalks and roads are well swept regularly. 	1	D, PD		General Fund, PBID
ED-6	<p>Implement policy to fill vacant ground-floor and underutilized storefronts in key building locations with temporary displays and activities.</p>	1	D, ED		PBID, sponsorships
ED-7	<p>Assemble an Old Town Business Recruitment Packet to contain:</p> <ul style="list-style-type: none"> Updated inventory of vacant and underutilized parcels Information on available financial assistance programs Information on development incentives 	1	ED		PBID
ED-8	<p>Create a residential rehabilitation program that provides grants and loans for residential property owners and renters.</p>	1	D, ED		CDBG
ED-9	<p>Enhance the City of Victorville’s website to specifically launch an Old Town web page to:</p> <ul style="list-style-type: none"> Promote Old Town as a cultural and commercial destination. Provide up-to-date information on events and local businesses. Highlight Old Town parking locations. Celebrate recent successes and projects. Provide discounts to Old Town businesses. 	1	D		PBID, sponsorships, underwriters
ED-10	<p>Actively seek out master developer for active open space development opportunities (sports venue, tennis or swim club, etc.).</p>	2	ED		SRFP
Circulation (C)					
C-1	<p>Calm traffic through the Old Town core by implementing curb extensions (bulbouts), parallel parking, pedestrian enhancements, and other calming measures as proposed.</p>	1	E		Measure I, CIP, ISRFP, TE, Beautification Grant
C-2	<p>Implement Main Street (7th Street) streetscape improvements.</p>	2	E, D		Measure I, CIP, ISRFP, TE, Beautification Grant

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Implementation Action		Priority	Responsibility		Funding Sources
			Lead	Support	
C-3	Install the necessary widening on streets intersecting 'D' Street as proposed	2	E		Measure I, CIP, ISRFP, TE, Beautification Grant
C-4	Old Town streetscape improvements (all other streets).	2	E	D	Measure I, CIP, ISRFP, TE, Beautification Grant
C-5	Improve alleys (beautification).	3	E	D	Measure I, CIP, ISRFP, TE, Beautification Grant
C-6	Provide clearly marked and dedicated bicycle and pedestrian facilities (including bike parking) to encourage travel along roadways with lower traffic volumes. Implement recommended bicycle improvements for the Old Town area as specified by the Bicycle Master Plan under way.	2	E		Measure I, CIP, ISRFP, TE, Beautification Grant
C-7	Relocate the rail crossing on Sixth Street to Seventh Street	3	E		Measure I, CIP, ISRFP, TE
C-8	Configure roadways and buildings to support transit by providing appropriate curb returns and bus turnouts in Old Town as development applications are considered.	3	E		FTA grants, In-Lieu Fees,
C-9	Explore potential shuttle opportunities, as funding is available, to connect the Old Town core to major employment centers in the area.	1	PW		FTA grants, Measure I, CIP, ISRFP, TE,
C-10	Develop a parking assessment district (PAD) (with in-lieu fees).	3	E, D, ED		In-Lieu Fees, CIP
C-11	Implement public parking strategy as outlined in this Plan.	2	E		PAD
C-12	Implement a Parking Management Plan (PMP) that would include the following components once parking occupancy in the Old Town core reaches 70%: <ul style="list-style-type: none"> • Institute market-rate pricing. • Install computerized "pay by space" parking meters. • Assess time restrictions and modify as necessary. • Keep Old Town parking revenue in Old Town. • Consider parking in-lieu fees to satisfy minimum off-street parking requirements. • Locate shared parking facilities throughout Old Town. 	3	D, E		PAD
C-13	Develop and adopt design guidelines for parking facilities that reinforce Old Town's identity and include elements that emphasize pedestrian and bicycle modes of travel.	1	D, E		N/A
C-14	Acquire sites for designated public parking lots.	2	ED, E		General Fund

Implementation Action		Priority	Responsibility		Funding Sources
			Lead	Support	
C-15	Establish Daily/Weekly Metrolink commutes from the Victor Valley Transportation Center	2	ED, E		
C-16	Relocate the Amtrak station to the Transportation Center	2	PW		
C-17	Implement street lighting improvements throughout Old Town where deemed appropriate.	1	E, PW		SLAD, CIP, Measure I
Public Realm Improvements (PR)					
PR-1	<p>Develop and implement a wayfinding program that establishes a marketing theme for Old Town Victorville. The program will include major gateway, minor gateway, and directional signage</p> <p>Consider the following gateway locations:</p> <ul style="list-style-type: none"> • 7th and Forrest • I-15 and D • 7th and Victor • D and 11th/Hesperia 	1	D,	ED, E	CIP, Beautification Grant
PR-2	Pursue opportunities to construct a public/private plaza between 6th and 7th at D Street.	2	ED	D	PBID, Private, CIP
PR-3	Pursue opportunities for public/private Improvements to connect Old Town to the riverfront trail.	3	ED	D, E, CS	CIP, EEMP grants
PR-4	Implement remaining public improvements as illustrated in Chapter 7 of this Plan.	2	E	D	CIP, Beautification Grant, Route 66 Grants
PR-5	Redesign and Revise the Old Town Entrance Sign	1	PW	D	CIP, Beautification Grant, Route 66 Grants
Preservation Programs (P)					
P-1	<p>Assist property owners in maintaining or rehabilitating historic properties.</p> <ul style="list-style-type: none"> • Provide local incentives and technical assistance to support the use of federal and state incentive programs to encourage preservation of privately owned historic resources. • Re-evaluate the uses permitted within historic structures as a means to preserve the structure. 	1	D, ED		Federal Historic Preservation Tax Credits, Low-Income Housing Tax Credits, Route 66 grants

Implementation Action		Priority	Responsibility		Funding Sources
			Lead	Support	
P-2	Showcase the history and cultural diversity of Old Town to expand cultural and heritage tourism. <ul style="list-style-type: none"> Establish self-guided walking tour collateral. Create a program of historic markers to be placed in front of key Old Town buildings, including Barrel House, Chantry House, Methodist Church, Sixth St. Prep School, Victorville Hardware, High Desert Center for the Arts, historic homes, and other buildings of cultural significance. 	2	Old Town Association, Chamber of Commerce	ED, D	Preservation grants, underwriters, Route 66 Grants
P-3	Explore becoming a federally designated Preserve America Community to reaffirm the City's commitment to preservation and become eligible for Preserve America grants.	2	D		Preservation grants, Route 66 Grants
P-4	Implement a local Main Street Program. <ul style="list-style-type: none"> Obtain membership with the National Trust Main Street Center. Attend the annual National Main Street Conference. 	3	ED	D	
P-5	Establish a list of Local Historic Buildings or Blocks and/or add Zoning Designation, Guidelines and or Regulations for Historic Places	1	D	ED	Preservation grants, Route 66 Grants
Funding Programs (F)					
F-1	Establish a Developer Assistance Program to fund non-residential rehabilitation projects.	1	ED, D		
Educational Programs (E)					
E-1	Business and Property Owners Specific Plan Education Program.	1	D		General Fund, PBID
E-2	Continue and expand the City's Technical Assistance Program.	1, Ongoing	D, ED		SBA, Route 66 Grants

9.2 Potential Funding & Financing Mechanisms

The following describes the various funding mechanisms that are available at the federal, state, regional, and local level that may be pursued by the City and/or adjoining agencies to implement the planned public improvements as well as to support some annual operations and maintenance costs. The discussion below includes potential funding sources for the Specific Plan area.

This section is organized into the following primary funding categories:

Federal Funding Sources (comprising grants and programs)

State Funding Sources (comprising grants and programs)

Regional Funding Sources (comprising grants and programs)

Local Funding & Financing Sources (comprising funds, fees, and special districts)

Private (comprising funds and sponsorships)

Table 9.2 Potential Funding Mechanisms

Type	Source	Description	Use
Federal			
Economic Development Administration (EDA) Grant		The Federal Economic Development Administration (EDA) is a potential source of grant money for the Victorville Old Town 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. EDA will provide public works investments to support the reconstruction or rehabilitation of essential public infrastructure and facilities necessary to generate or retain private sector jobs and investments, attract private sector capital, and promote regional competitiveness.
Small Business Administration (SBA)	www.sba.gov	Through training, technical assistance, and financing programs, the Small Business Administration helps people plan, launch, and sustain successful businesses. The SBA works with banks and other lending institutions to provide guaranteed loans for a variety of general business purposes (7a), real estate or equipment (CDC/504), and small (up to \$35,000) short-term loans (microloans).	Business improvements.
Community Development Block Grants (CDBG)		Federal funds through the Department of Housing and Urban Development (HUD) for community revitalization efforts and economic development opportunities. Includes the Entitlement Communities Grant.	Housing, public infrastructure, public services, and economic development projects that focus on benefiting low- and moderate-income persons who are at or below 80% of the area median income (AMI).
HOME		Provides formula grants to states and municipalities that communities often use in partnership with local nonprofit groups to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership or provide	This type of grant could be used for affordable housing units. These funds must be used for low- to moderate-income persons.

Type	Source	Description	Use
		direct rental assistance to low-income households.	
HUD 202 Low Income Senior Housing Grants and Loans (HUD 202)		Housing developers can compete nationally for Department of Housing and Urban Development (HUD) grants and low-interest loans to build housing for low-income seniors.	Housing for low-income seniors.
Low Income Housing Tax Credit (LIHTC)		A federal dollar-for-dollar tax credit that attracts equity investments to finance the development of affordable housing. It is administered by the California Tax Credit Allocation Committee.	Development of affordable housing.
Historic Preservation Tax Credit		A Federal Investment Tax Credit of 20% of total qualified rehabilitation costs. The credit to the owner's federal income tax may be carried back one year or forwarded up to 20 years. Eligible buildings are those listed in the National Register of Historic Places that, after rehabilitation, are used for commercial or residential rental use. Work must meet the Secretary of the Interior's Standards for Rehabilitation.	Rehabilitate buildings in the Old Town area that are listed on the National Register of Historic Places.
Preserve America Grants	www.preserveamerica.gov/federalsupport.html	The Preserve America matching-grant program provides planning funding to designated Preserve America Communities, Neighborhoods, and Certified Local Governments to support preservation efforts through heritage tourism, education, and preservation planning. Grants do not fund the repair, rehabilitation, or acquisition of historic properties, sites, or collections.	Grant funding can be used to support planning, development, and implementation of innovative activities and programs that creatively promote and preserve the community's cultural resources. Projects must fit in one of the following categories: Research and documentation Education and interpretation Planning Marketing Training
Brownfields Economic Development Initiative (BEDI)	www.hud.gov/office/cpd/economicdevelopment/programs/b	BEDI is a competitive grant program used to spur the return of brownfields to productive	BEDI funds are used for the redevelopment of abandoned, idled, and underused industrial

Type	Source	Description	Use
	edi/index.cfm	economic reuse. BEDI grants must be used in conjunction with a new Section 108 guaranteed loan. Both Section 108 loan proceeds and BEDI grant funds are initially made available by HUD to public entities approved for assistance.	and commercial facilities where expansion and redevelopment is burdened by real or potential environmental contamination.
Targeted Brownfields Assessment (TBA) Grant	www.epa.gov/brownfields/grant_info/tba.htm	Targeted Brownfields Assessments promote the cleanup and redevelopment of brownfields. TBA funding may only be used at properties eligible for U.S. Environmental Protection Agency (EPA) Brownfields funding. EPA generally will not fund TBAs at properties where the owner is responsible for the contamination unless there is a clear means of recouping EPA expenditures. Further, the TBA program does not provide resources to conduct cleanup or building demolition activities. Cleanup assistance is available under EPA’s Cleanup or Revolving Loan Fund (RLF) grants.	Contamination and cleanup assessment of brownfield sites.
Brownfields Cleanup Grant	www.epa.gov/brownfields/cleanup_grants.htm	Cleanup grants provide funding to carry out cleanup activities at brownfield sites. An eligible entity may apply for up to \$200,000 per site. An applicant must own the site for which it is requesting funding at time of application. The performance period for these grants is three years.	Cleanup activities at brownfield sites.
Federal Transit Administration (FTA) Grants	http://www.fta.dot.gov/funding/grants_financing_263.html	The Federal Transit Administration helps communities support public transportation by issuing grants to eligible recipients for planning, vehicle purchases, facility construction, operations, and other purposes. FTA administers this financial assistance according to authorization, SAFETEA-LU, which authorizes specific dollar amounts for each program. Brief descriptions of grant programs that are applicable to Victorville	See below.

Type	Source	Description	Use
		<p>are given below.</p> <p>See three programs below which are funded by FTA grants:</p> <ul style="list-style-type: none"> • Urbanized Area Formula Program • Job Access and Reverse Commute Program • Flexible Funding for Highway and Transit 	
<p>Urbanized Area Formula Program (FTA/SAFETEA-LU program)</p>		<p>This program provides formula funding to states for the purpose of supporting public transportation in areas with populations of more than 50,000.</p>	<p>Funds may be used for planning, engineering design and evaluation of transit projects and other technical transportation-related studies, capital investments in bus and bus-related activities, and capital investments in new and existing fixed guideway systems.</p>
<p>Job Access and Reverse Commute (JARC) Program (FTA/SAFETEA-LU program)</p>		<p>The Job Access and Reverse Commute Program addresses the unique transportation challenges faced by welfare recipients and low-income persons seeking to obtain and maintain employment.</p>	<p>The JARC program funds transportation projects designed to help low-income individuals with access to employment and related activities where existing transit is either unavailable, inappropriate, or insufficient. The JARC program funds capital, planning, and operating expenses for projects that transport low-income individuals to and from activities related to employment and for reverse commute transit services.</p>
<p>Flexible Funding for Highway and Transit</p>		<p>Flexible funds are certain legislatively specified funds that may be used either for transit or highway purposes. The idea of flexible funds is that a local area can choose to use certain federal surface transportation funds based on local planning priorities, not on a restrictive definition of program eligibility. Flexible funds include Federal Highway Administration (FHWA) Surface Transportation Program (STP) funds and Congestion Mitigation and Air Quality Improvement</p>	<p>When FHWA funds are transferred to FTA, they can be used for a variety of transit improvements such as new fixed guideway projects, bus purchases, construction and rehabilitation of rail stations, maintenance facility construction and renovations, alternatively fueled bus purchases, bus transfer facilities, multimodal transportation centers, and advanced technology fare collection systems.</p>

Type	Source	Description	Use
		<p>Program (CMAQ) and Federal Transit Administration (FTA) Urban Formula Funds.</p> <p>FHWA funds transferred to the FTA have provided a substantial new source of funds for transit projects. The Urbanized Area Formula Program is one of the FTA programs eligible for transfer of FHWA funding.</p>	
State			
Route 66 Corridor Preservation Program (Route 66 grant)	www.nps.gov/history/rt66	<p>The Route 66 Corridor Preservation Program provides funding assistance in the form of cost-share grants, to support the preservation of the most significant and representative historic Route 66 resources and projects.</p> <p>All preservation, restoration, and rehabilitation projects are required to conform to the Secretary of the Interior’s Standards for the Treatment of Historic Properties.</p>	<p>Preservation of Route 66 buildings, structures, road segments, and cultural landscapes. Assistance is also provided to support research, planning, oral history, and education outreach projects related to the preservation of Route 66.</p>
Housing and Emergency Shelter Trust Fund Act (Prop. 1C)		<p>Prop. 1C authorizes the state to issue bonds to fund a number of housing and development programs.</p>	<p>Grants are available for a number of projects including:</p> <ul style="list-style-type: none"> To pay for parks, water, sewer, transportation, and environmental cleanup—to facilitate urban “infill” development To encourage more dense development near public transportation To pay for infrastructure costs associated with new housing To reduce barriers to affordable housing
Infrastructure State Revolving Fund Program (ISRFP)		<p>This loan program provides low-cost financing to public agencies for a variety of infrastructure programs. Funding assistance ranges from \$250,000 to \$10,000,000. Preliminary</p>	<p>Eligible project categories include city streets, county highways, state highways, drainage, water supply and flood control, educational facilities, environmental mitigation</p>

Type	Source	Description	Use
		<p>applications are continuously accepted. The term of the loan can be as long as 30 years.</p>	<p>measures, parks and recreational facilities, port facilities, public transit, sewage collection and treatment, solid waste collection and disposal, water treatment and distribution, defense conversion, public safety facilities, and power and communications facilities.</p>
<p>Transportation Enhancements (TE) Program</p>		<p>This program is available through the California Department of Transportation (Caltrans). Projects must be over and above required mitigation and normal transportation projects, and the project must be directly related to the transportation system. The projects should have a quality-of-life benefit while providing the greatest benefit to the greatest number of people.</p>	<p>Federal Transportation Enhancement funds are to be used for transportation-related capital improvement projects that enhance quality of life, in or around transportation facilities.</p>
<p>Caltrans Transportation Planning Grant Program</p>		<p>Transportation Planning Grant funds are available for planning projects that improve mobility and lead to the planning, programming, and implementation of transportation improvement projects. Grant programs include:</p> <p>Community-Based Transportation Planning Grant (CBTP): Set up to fund coordinated transportation and land use planning that promotes public engagement, livable communities, and a sustainable transportation system, which includes mobility, access, and safety.</p> <p>Environmental Justice Grant (EJ): Promotes community involvement in planning to improve mobility, access, and safety while promoting economic opportunity, equity, environmental protection, and affordable housing for low-income, minority, and Native American communities.</p>	<p>Funds can be used for coordinated land use and transportation planning and community involvement.</p>

Type	Source	Description	Use
Downtown Rebound Capital Improvement Program		This loan program is available through the California 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.
Downtown Rebound Planning Grants Program		This loan program is available through the California 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 housing in Old Town. Currently there are no funds available, but funding may become available at a later time.
Environmental Enhancement and Mitigation Program (EEMP)		This grant program is available through the Natural Resources Agency and California Department of Transportation (Caltrans). The Environmental Enhancement and Mitigation Program (EEMP) offers a total of \$10 million each year for grants to local, state, and federal governmental agencies and to nonprofit organizations for projects to mitigate the environmental impacts caused by new or modified public transportation facilities. Eligible projects must be directly or indirectly related to the environmental impact of the modification of an existing transportation facility or construction of a new transportation facility.	Grants are awarded to highway landscaping and urban forestry projects designed to offset vehicular emissions of carbon dioxide through the planting of trees and other suitable plants.
Targeted Site Investigation (TSI) Program	http://www.dtsc.ca.gov/SiteCleanup/Brownfields/Loans_Grants.cfm	The TSI program provides funds to assess and clean up brownfields sites and to enhance state and tribal response programs. Under the TSI program, the Department of Toxic Substances Control (TSC) selects brownfields sites to receive	Assessment of brownfield sites considered for acquisition and redevelopment.

Type	Source	Description	Use
		environmental investigative services at no cost to the applicant. The TSI is intended to provide local governments information about a site's condition, which can directly affect decisions on property acquisition and redevelopment.	
Regional			
Measure I Local Pass-Through Funds		Measure I is the half-cent sales tax collected throughout San Bernardino County for transportation improvements. Measure I is the primary source of revenue for transportation improvements in the City of Victorville. Local officials make decisions about the allocation of these funds.	In Victorville, 65 percent of the funds are used for regional highways and major streets, 30 percent goes toward local streets and roads, and 5 percent is used to offset Victor Valley Transit Authority fares for elderly and disabled passengers.
Local			
City General Fund		This is the most accessible and flexible funding source available to local agencies. Local revenues are collected in the City General Fund from property tax, sales tax, and transient occupancy tax and are expended on projects and programs as defined in the City's adopted budget. Projects and programs that may be funded by this source of money generally include those items which cannot be paid for by other funding sources and which provide a direct community-wide benefit for the residences or businesses in the city. However, since this funding source is the City's primary operating capital and is highly competitive, it should be looked at as a secondary source to fund most projects.	Capital Improvement Projects (CIP).
Developer Agreements		Agreement between the City and developer describing the improvements and funding	Typically used in conjunction with other financing programs such as redevelopment tax increment

Type	Source	Description	Use
		sources available to finance improvements.	financing, community facilities districts, or assessment districts.
Infrastructure Financing District (IFD)		The IFD legislation (California Government Code Section 53395 et seq.) allows the tax increment from new development to be used for capital improvements. It is similar to redevelopment, but an IFD is much easier to create. However, the district must comprise essentially vacant property.	Capital improvements.
Impact Fees		Impact fees are direct charges collected on a one-time basis as a condition of an approval granted by the local government. The purpose of the fee must directly relate to the need created by the development. In addition, its amount must be proportional to the cost of improvement. While most of the Specific Plan area is built out, some of the planned improvements could be necessary because of the pressures either from new development or from recent growth in the surrounding area. Development Impact fees may include traffic mitigation fees, infrastructure improvement fees, and connection fees.	Impact fees can be used to fund capital infrastructure improvements to items specified in the program.
User Fees		Development-related fees collected to offset the cost of the entitlement processing. They may include permit fees and application fees.	Cost recovery of city entitlement processing.
Regulatory Fees		Fees imposed to mitigate the adverse social or environmental consequences of economic activities, such as fees on alcohol vendors to fund police and public education services to address adverse consequences of alcohol consumption.	Policing/safety programs (regulatory fees)

Type	Source	Description	Use
In-Lieu Development Dedication		<p>In lieu of payment of all or a portion of development fees, developers may dedicate land to the City of Victorville for other purposes such as parks or affordable housing. Whenever a developer determines to dedicate land in lieu of payment, a written application must be made describing the property to be dedicated and the development to receive credit for the development fee. If the land is used for a park, the Community Services Director must confer with the Development Director and the Public Works Director and prepare a report to the City Council regarding the proposed dedication. The value of the property to be dedicated must be determined in the same manner as the then-current calculation of the average cost of parkland for the Local Park Development Fee.</p>	N/A
Assessment Districts		<p>Assessment districts are most commonly established to finance the construction of public capital improvements in a localized area and where authorized, to operate and maintain costs of certain public facilities. The City floats bonds to pay for such improvements, and the debt is paid by assessing property owners who will be served by the improvements. Each parcel within the assessment district is assessed for a portion of the infrastructure costs involved based on the benefit each property receives from the construction of the public infrastructure. Examples of assessment districts include Landscape and Lighting Districts, Parking Assessment Districts, and Infrastructure Financing Districts (Government Code Section 53395</p>	See below.

Type	Source	Description	Use
		et seq.) See discussion below for three commonly used assessment districts: <ul style="list-style-type: none"> • Property and Business Improvement District • Community Facility District • Cost Reimbursement District 	
Property and Business Improvement District (PBID)		A property and business improvement district is a newly established benefit assessment district that can be formed based upon state legislation known as Assembly Bill (AB) 3754. PBIDs are geographically defined business areas in which private property owners band together to gain legal standing and generate sufficient revenue to realize common goals for improving the service and facilities of an area. All types of businesses and some residential zones can be included within this district, including commercial, professional offices, finance institutions, and high-density residential. The PBID can perform a number of activities designed to supplement existing City services, such as marketing of district businesses and activities, promotion of public events, street and sidewalk cleaning, graffiti removal, promotion of tourism, sanitation, and retail retention and recruitment. Physical improvements such as benches, kiosks, pedestrian shelters, signs, lighting, restrooms, trash receptacles, planting area, fountains, and plazas are often also funded by a PBID.	Within areas of the Old Town, the following activities would be ideally suited for PBID funding: <ul style="list-style-type: none"> • Marketing and Economic Development activities (including planning, media/banner development, special events organization, and ongoing advertising) • Landscape and streetscape improvements • Parking improvements
Community Facilities Districts (Mello-Roos)		Financing district established by the public agency to provide revenue for infrastructure bonds or annual maintenance.	Infrastructure financing for public improvements with a useful life of 5 years or more and annual maintenance of parks, open space,

Type	Source	Description	Use
			storm drainage improvements, or services such as police or fire.
Cost Reimbursement District		Allows the developer to recoup costs of installing infrastructure with capacity to serve areas beyond the boundaries of the initial development.	Major infrastructure improvements; requires the initial installation of the improvement by a developer who then receives cost reimbursement from future developers as they utilize the improvements.
Private			
Beautification Grant	http://corporate.homedepot.com/wps/portal/Grants	The Home Depot Building Healthy Communities Grant Program is an example of a beautification grant, which grants up to \$2,500 to registered 501(c)(3) nonprofit organizations, public schools, or tax-exempt public service agencies in the United States who are using the power of volunteers to improve the physical health of their community. Grants are made in the form of The Home Depot gift cards for the purchase of tools or materials.	Landscaping and streetscape improvements; clean sidewalk program.
Media Match		Local media (print and electronic) will match dollar for dollar the advertising space or time that an organization will purchase for promoting an event or activity.	Promotion of Old Town events.
National Trust Preservation Fund	http://www.preservationnation.org/resources/find-funding/grants/	The National Trust for Historic Preservation (NTHP) is a nonprofit membership organization that supports preservation activities. The NTHP offers funding assistance for preservation projects that act as a catalyst to spur revitalization efforts in the surrounding community.	To obtain professional expertise in areas such as architecture, archeology, engineering, preservation planning, land-use planning, fundraising, organizational development, and law, as well as to provide preservation education activities to educate the public.
Sponsorships		Cash contributions to an event that is not targeted for a specific expense (but rather to increase event revenue) and for which benefits are promised to the donor (e.g., recognition, table).	Any Old Town program or event that has a willing sponsor.

Type	Source	Description	Use
		For example, XYZ Corporation donates \$5,000 to Anytown; in doing so, the company’s logo may be included on the event t-shirts.	
Underwriting		Includes gifts solicited and secured to pay for a specific expense of an event. When pursuing underwriting, it is advantageous to first underwrite an event’s direct expenses (versus indirect expenses). For example: XYZ Corporation agrees to purchase the event t-shirts on behalf of the ABC via writing a check directly to the vendor. In doing so, the event does not incur an expense for the shirts.	Any Old Town program or event that has a willing donor.

9.3 Incentives Toolbox

Table 9.3 summarizes the recommended incentives program that may be adopted by City Council resolution. The incentives can be organized into the following categories:

Fee/tax reductions

Other direct financial assistance to developers and businesses

Entitlement incentives

Other incentives

Table 9.3 Recommended Incentives

Item	Description	Recommended Actions	Funding Source
Fee/Tax Reductions			
Plan Check Fees (phased over life of Specific Plan)	Reduce or waive plan check fees for projects proposed in Old Town to send an important message to the development community of the City’s commitment to attracting desired development to Old Town.	<ul style="list-style-type: none"> Waive Plan Check fees for all Specific Plan area projects submitted for review during the first 3 years of implementation. Revisit this issue after the first 3 years and consider extending the benefits. 	City General Fund
Development Fees	As a means of improving Old Town’s economic attractiveness, the City could revise its fee schedule to provide lower fees in the Specific Plan area. In order to be consistent with AB 1600 requirements, these fee differentials would need to be defensible on the basis that development in Old Town creates less demand for new infrastructure given the availability of existing infrastructure capacity in Old Town.	<ul style="list-style-type: none"> Evaluate the feasibility of adopting different fees for the Old Town compared with the rest of the city. Whereas it conceptually makes sense that impacts are lower (and therefore fees should be lower) in Old Town, this premise would need to be tested as part of the formal study process (as required by AB 1600). 	If structured properly (i.e., fees reflect actual impacts in different parts of the city), this program would have no net cost to the City.
Temporary Use Permit/Event Fees	If a use or event is determined to have a positive economic, social, cultural or civic benefit to Old Town then fees should either be lowered or waived to promote such activities. This will incentivize such events to occur and reoccur in Old Town as well as demonstrate the City’s willingness to assist in bringing and retaining pedestrian generating activities to Old Town.	<ul style="list-style-type: none"> Waive all applicable temporary use permit fees that are community related events (open to the public) that meet certain public benefit criteria. These fees may include but not limited to Development temporary use permit fees, Fire Department permit fees, Engineering permit fees and Community Service park fees. 	City General Fund

Item	Description	Recommended Actions	Funding Source
Other Direct Financial Assistance To Developers And Businesses			
Commercial Façade Improvement Program	This program should be available to rehabilitate commercial façades in the Old Town. The program should provide grants for façade rehabilitation for 50% of the costs of building façade improvements.	<ul style="list-style-type: none"> Establish a Commercial Façade Improvement Program, offering grants up to an established limit, to fund 50% of the costs. 	CDGB
Developer Assistance Program	A developer assistance program for nonresidential buildings in the Old Town would help private property owners complete rehabilitation projects that alleviate blight and enhance building safety and appearance. Common projects may include bringing nonconforming buildings up to code, replacing deteriorating windows or even roofs, refinishing or repainting exterior walls, or landscaping.	<ul style="list-style-type: none"> Establish a developer assistance program offering low-interest loans ranging from \$20,000 to \$150,000, depending on the scope and size of the project and the amount of funding available. 	Various City funds
Mortgage Assistance Program	The Mortgage Assistance Program (MAP) is a homebuyer program designed to assist in the costs of purchasing a home. The MAP is a deferred silent second loan that is repaid with a shared equity at the time of sale, refinance, when the homeowner ceases to occupy the home as their primary residence, or at the end of the loan term (30 years). The City can assist with the amount of down payment and/or closing costs to purchase a home in Victorville.	<ul style="list-style-type: none"> Continue to manage the Mortgage Assistance Program. 	No additional cost

Item	Description	Recommended Actions	Funding Source
Revolving Loan Fund Program	<p>The City should develop specific program guidelines for this proposed revolving loan program. The purpose of the Revolving Loan Fund is to ultimately aid in the revitalization of Old Town by fostering growth of new businesses and assisting expanding businesses. Its objectives are to improve the visual quality of commercial buildings and mixed uses, increase the City’s tax base, and provide needed services to local residents. The program will also help preserve historically architecturally significant structures and address safety issues by eliminating code deficiencies. The City should commit approximately \$1,000,000 to the fund. The program will initially be CDBG-funded, and borrowers are therefore subject to prevailing wage requirements.</p> <p>This loan must be used for nonresidential projects only.</p>	<ul style="list-style-type: none"> • During the first 2 years of the program, earmark 25% of this fund for projects in the Specific Plan area. • Focus on large, high-impact projects (loans of \$50,000 or greater with a 50% matching requirement). • After the first 2 years, reevaluate the program guidelines with respect to both the priority pulse points’ earmarked share of the fund and the targeted project size. • After the first 2 years, the City should explore alternative program funding sources. 	Various City revenues
Entitlement Incentives			
Expedited Plan Checks	<p>This incentive will provide certainty of the City-controlled review process and provide priority processing. Project applications will be expedited, as there is no triggered environmental impact report (EIR) if the project falls within the requirements of the Specific Plan.</p>	<ul style="list-style-type: none"> • For projects within the Specific Plan area, offer one-week processing for no additional fee. 	No cost associated with this item
Streamlined Permit Process	<p>To prepare for the increase in development of Old Town projects, the City of Victorville should examine ways it may need to retool project permit, license, tracking, and troubleshooting processes to ensure its ability to accommodate increased caseloads and provide timely and accurate services.</p>	<ul style="list-style-type: none"> • Streamline the permit process for projects within the Specific Plan boundary to allow concurrent review and processing of related development permits. 	No cost associated with this item
City-Sponsored Environmental Review	<p>The City may undertake environmental review for projects at their discretion in order to assist in expediting the development process.</p>	<ul style="list-style-type: none"> • Undertake environmental review for all Specific Plan projects submitted for review during the first 3 years of implementation. • Revisit this issue after the first 3 years and consider extending benefits. 	City General Fund

Item	Description	Recommended Actions	Funding Source
Streamlined Environmental Documentation	The intent of this incentive is to remove—to the maximum degree possible—the need for discretionary approvals for projects that fall within the “envelope” of development established by the Specific Plan. In many communities, this is achieved through a program or master EIR, which essentially serves as an environmental pre-clearance document for all future projects that are consistent with Specific Plan land uses.	<ul style="list-style-type: none"> Investigate the various administrative options for minimizing the need for CEQA documentation for future projects proposed within the Specific Plan area. As appropriate (based on the above investigations), prepare a program EIR for the Specific Plan area. 	No cost associated with this item
Online Permitting	Online permitting is a relatively quick, easy, and customer-friendly method to obtain and apply for a variety of planning and building permits issued by the City.	<ul style="list-style-type: none"> The City should establish a pilot online permitting program. The pilot program would initially be for those projects located within the Specific Plan project area. Eventually the service would be offered citywide. 	General Fund
Parking Incentives	Promoting the Old Town area as a walkable and transit-friendly area should reduce automobile trips. In addition, there are a number of underutilized opportunities for on-street parking in Old Town. Utilizing this extra capacity can enable the City to lower the required parking ratios for new development, thereby substantially reducing the costs of development and giving Old Town an edge relative to other planning areas where parking requirements are higher.	<ul style="list-style-type: none"> The Specific Plan provides for reduced parking requirements. To ensure that the lowered requirements do not result in a long-term parking shortage, this issue should be revisited in the next 3 to 5 years. 	No net cost to City
Height, Setback, and Density Incentives	Old Town is largely built out with existing uses. As a consequence, increased density and flexibility are often necessary to make new development (or redevelopment of existing uses) financially feasible.	<ul style="list-style-type: none"> The Specific Plan provides flexibility and increased density in Chapter 5: Development Standards. Monitor the effectiveness of this provision by revisiting this issue within the next 3 to 5 years. 	No net cost to City

Item	Description	Recommended Actions	Funding Source
Other Incentives			
Create an Old Town Coordinator Position for Development	This individual will be the single point of contact throughout the development process. The coordinator will manage interdepartmental coordination and the effort to streamline the entitlement and infrastructure provision processes. The coordinator will also be responsible for identifying new development opportunities and coordinating public support.	<ul style="list-style-type: none"> • City to fund position or designate existing staff member. • Development and Economic Development departments to jointly select this specialized candidate. • The coordinator will generate and guide key projects by: • Interfacing with developers on project design and components, • Shepherding developments through the entitlement and development process, and • Seeing projects through to fruition in line with City goals. 	General Fund
Technical Assistance	The City provides free technical assistance to developers, such as pre-site plan submittal review and helping to secure financing from grants. The City has hosted workshops to assist with CDBG grant applications.	<ul style="list-style-type: none"> • Continue to offer technical assistance and expand the types of services provided, to include Information about local business development resources and link entrepreneurs to training opportunities. 	No direct costs
Area-Wide Infrastructure/Amenity Investments	Area-wide infrastructure and amenity (streetscape) investments will create an upgraded urban environment to encourage new private investment.	<ul style="list-style-type: none"> • See Chapter 7: Public Improvements. 	CIP funding sources
Foreign Trade Zone (FTZ)	Foreign-trade zones are established to encourage and expedite U.S. participation in international trade. Foreign goods may be admitted to an FTZ without being subject to customs duties or certain excise taxes. Zones were also established to defer payment of duties until goods are entered into the commerce of the United States.	<ul style="list-style-type: none"> • No action. The project is currently located within Foreign Trade Zone (FTZ) #243 and can exercise the benefits associated with this zone. 	No direct cost

Item	Description	Recommended Actions	Funding Source
Recycling Market Development Zone	<p>The High Desert Recycling Market Development Zone (RMDZ) program combines recycling with economic development to fuel new businesses, expand existing ones, create jobs, and divert waste from landfills.</p> <p>This program provides attractive loans, technical assistance, and free product marketing to businesses that use materials from the waste stream to manufacture their products.</p>	<ul style="list-style-type: none"> Local government incentives may include relaxed building codes and zoning laws, streamlined local permit processes, reduced taxes and licensing, and increased and consistent secondary material feedstock supply. Local incentives vary from jurisdiction to jurisdiction. 	General Fund

9.4 Plan Administration

This section of the implementation plan describes the authority of the Specific Plan and the administrative procedures required for amendments and/or modifications to the Plan.

A specific plan is a regulatory tool that local governments use to implement their general plan and to guide development in a localized area. While the general plan is the primary guide for growth and development in a community, a specific plan is able to focus on the unique characteristics of a specialized area by customizing the vision, land uses and development standards appropriate for the context of that area. The Old Town Specific Plan has been prepared pursuant to Section 65450 of the California Government Code.

The City of Victorville Planning Division is responsible for the administration, implementation, and enforcement of this Specific Plan. The Zoning Administrator is responsible for making the determination of whether an amendment to the Specific Plan text or maps is needed. Amendment procedures are as follows:

Specific Plan Amendment

Over time, various sections of the Specific Plan may need to be revised, as economic conditions or City needs dictate. The policies presented in the Specific Plan contain some degree of flexibility, but any Specific Plan amendments must be judged by relatively fixed criteria. California Government Code Section 65453 clearly states that a specific plan “may be amended as often as deemed necessary by the legislative body.” Amendments to this Plan may be initiated by a developer, any individual property owner, or the

City, in accordance with any terms and conditions imposed during the original approval or in accordance with any terms and conditions pertaining to the City of Victorville Development Code.

- *Proposals to amend the Specific Plan must be accompanied by detailed information to document the change required. This information should include a revised Specific Plan text (or excerpt thereof) and revised Land Use Plan or map amendment, where relevant, depicting the amendment requested.*
- *Since the City has invested a significant amount of time and money in the preparation of the Specific Plan, any proposals to amend the Specific Plan must document the need for such changes. The City and/or applicant should indicate the economic, social, or technical issues that generate the need to amend the Specific Plan.*
- *The City and/or applicant must provide an analysis of the amendment's impacts relative to the context. Depending on the nature of the amendment, supplemental environmental analysis may be necessary. The need for such additional analysis shall be determined by the City of Victorville in accordance with the California Environmental Quality Act (Section 15162 of CEQA).*

The Zoning Administrator shall, within ten (10) days of any submittal of a request to amend this Plan, determine whether the amendment is significant or insignificant. If the amendment is determined to be significant, the application shall be reviewed and considered in the manner prescribed by the Zoning Ordinance. If the amendment is determined to be insignificant, the Zoning Administrator may approve or deny the application. Any decision of the Zoning Administrator may be appealed to the Planning Commission and/or City Council, provided said appeal is initiated within ten (10) working days of receipt by the applicant of written notice of the director's decision.

Necessary Findings

The consideration of any proposed amendment to this Plan shall include determination of the following findings:

Changes have occurred in the community since the approval of the original Specific Plan which warrant approving the proposed amendment.

Lack of changes in the Old Town area (no growth, development, or use/reuse of existing structures) that may be attributed to the standards and requirements of the Old Town Specific Plan.

The proposed amendment is consistent with the General Plan for the City of Victorville.

The proposed amendment will result in a benefit to the area within the Specific Plan.

The proposed amendment will not result in any unmitigated impact to adjacent properties.

The proposed amendment will enable the delivery of services and public facilities to the population within the area of this Specific Plan.

The Zoning Administrator will review all of the above-submitted material and provide a staff report for presentation to the Planning Commission and City Council. The Zoning Administrator may also request further clarification of the above findings, if necessary. The staff report will analyze whether the proposed Specific Plan Amendment is consistent with the General Plan and whether the need to amend the Specific Plan can be supported by the conclusions of the supplemental studies.

Public Hearings

If the amendment is considered significant, both the Planning Commission and the City Council must hold public hearings on the Specific Plan amendment, in accordance with Section 65453 of the California Government Code.