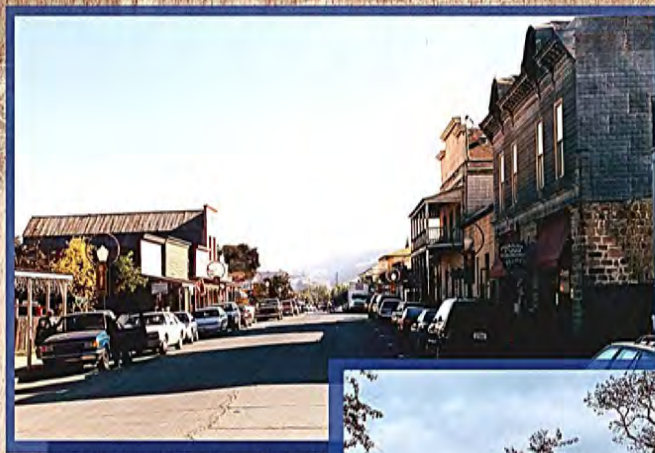


SAN JUAN

Historic San Juan Bautista

BAUTISTA Plan



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TOM HUDSON COMPANY

HISTORIC SAN JUAN BUATISTA PLAN

Prepared for



City of San Juan Bautista

Prepared by

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Table of Contents

<u>Chapter</u>	<u>Page No.</u>
User's Guide to the Historic San Juan Bautista Plan	I
1.0 - Historic San Juan Bautista: Where We've Been, Where We Are.....	1 - 1
1.1 Introduction	1 - 1
1.2 Major Historic and Contemporary Factors Shaping Historic San Juan Bautista	1 - 1
1.3 Other Key Contemporary Factors Shaping Historic San Jan Bautista	1 - 3
1.4 Conclusion	1 - 6
2.0 - Historic San Juan Bautista: Where We're Going	2 - 1
2.1 Introduction.....	2 - 1
2.2 Framework for the Future.....	2 - 1
2.3 Foundational Strategies	2 - 5
2.4 Community Preservation & Design Strategies	2 - 18
3.0 - Historic San Juan Bautista: How We're Going to Get There	3 - 1
3.1 Introduction	3 - 1
3.2 Implementation Program & Matrix	3 - 2
3.3 Potential Funding Sources.....	3 - 4
3.4 Grant Writing.....	3 - 41
3.5 Individual Project Sheets	3 - 49

USER's guide to the Historic San Juan Bautista Plan

This User's Guide to the Historic San Juan Bautista Plan provides background information on the development of the Plan and information on how the Plan should be used. This section is intended to provide interested persons with the straightforward guidance for optimizing the use of this Plan in the enhancement and protection of historic San Juan Bautista.

WHAT IS THE HISTORIC SAN JUAN BAUTISTA PLAN?

Much of the work in *Historic San Juan Bautista Plan* builds upon work established and completed in the 1981 *Completion Report on the Historic Resources Inventory of the City of San Juan Bautista* and the foundation established in the 1998-2015 *San Juan Bautista General Plan*. The *Historic San Juan Bautista Plan* provides the overall framework for historic preservation and economic enhancement, and includes specific improvement projects, policies, and implementation strategies. While the Plan recommendations generally focus primarily on the City's Historic District¹, it also recognizes that it is the City in its entirety that is historic, unique, and special. Therefore, the Historic San Juan Plan also consistently proposes more comprehensive and far-reaching preservation, enhancement, and economic development measures.



The project area includes the entire City of San Juan Bautista, but focuses its attention on the Historic District and specific historic and cultural resources.

¹ The *Historic San Juan Bautista Plan* utilizes the expanded Historic District boundary that includes the Mission grounds and the State Historic Park indicated in the *San Juan Bautista 1998-2015 General Plan*.

The *Historic San Juan Bautista Plan* is a part of a set of documents, each under separate cover, to be used to protect and enhance the community of San Juan Bautista. Companion pieces include a set of architectural and site plan design guidelines, a summary and pictorial of San Juan Bautista's cultural resources (as identified in *1981 Cultural Resources Inventory* and the *1998-2015 General Plan*), and a series of recommended modifications and additions to the City's zoning ordinance. *The San Juan Bautista Design Guidelines* and the *Zoning Recommendations Report* serve as specific implementation tools. The *San Juan Bautista Cultural Resource Inventory Summary and Pictorial (CRISP)* is a resource that summarizes the existing inventory and sets the starting point for further work on historic and cultural asset protection and definition.

This is the *Community's Plan*

This Plan is for everyone. Some projects and actions identified in the following pages are simple and straightforward. Some solutions are longer term and more complex. And still other ideas are yet to be fully developed. It will take the entire community working together to make them happen. Each person in the community boasts different skills, levels of expertise, time, and energy that can be committed to this Plan. Each organization, agency, and group in the San Juan Bautista region possesses unique resources and skills, that can be contributed to achieving the community vision. This is your plan if you . . .



Many members of the community were involved in the creation of the Plan

- . . . are a resident of San Juan Bautista or interested member of the public.*
- . . . are an elected or appointed public official in San Juan Bautista.*
- . . . are a member of a public agency.*
- . . . are part of a religious institution.*
- . . . are part of the San Juan Bautista Chamber of Commerce.*
- . . . are a member of a philanthropic or community organization with a interest in San Juan's future*
- . . . are a current or prospective developer, or builder in San Juan Bautista.*
- . . . are a current or prospective business owner.*

BACKGROUND OF THE HISTORIC SAN JUAN BAUTISTA PLAN

The *Historic San Juan Bautista Plan* was funded through a Rural Business Enterprise Grant of the United States Department of Agriculture (USDA) – Rural Development Department and through a partnership between the City of San Juan Bautista, the California State Parks Department, the Historic Catholic Mission, and the San Juan Bautista Chamber of Commerce. Funding was provided with the intent of strengthening San Juan Bautista's local economy through partnerships, tourism enhancement, and cultural resource preservation.

Goals

Specific goals for the *Historic San Juan Bautista Plan*, as outlined in the USDA grant proposal, include:

- Analyze the relationships between the Historic Downtown businesses, the Historic State Park, and the Historic Catholic Mission to better understand the business of tourism and visitation in the City.
- Evaluate the economy of the Historic District to develop business and infrastructure enhancements to increase visitation and business activity within the District.
- Assess the cultural assets of Historic San Juan Bautista and develop enhancements to those assets while also providing improved tools for cultural resource preservation and protection.
- Plan for the integration of multi-modal transportation enhancements as they relate to tourism and visitation in Historic San Juan Bautista.
- Provide specific information to the Historic Mission, California State Park Department and other tourist-related businesses as to the development of new services and business activity around the tourism industry.

General Plan Implementation

In many ways, the *Historic San Juan Bautista Plan* implements the City's General Plan, especially those goals and policies identified in the Land Use, Community Design, and Historic Preservation Elements. Many of the General Plan's implementation policies relate to preserving the cultural resources, enhancing the downtown business district, and focusing on infill development.

The Planning Process

The *Historic San Juan Bautista Plan* was developed to provide all interested persons with the vision and guidance needed to both protect and enhance the community. Toward this end, the San Juan Bautista community was integrally involved in the creation of the Plan, the design guidelines, and other Plan components throughout the nine-month planning process.

During the project kick-off week, a variety of activities took place designed to get the community involved in the



Citizen team reviews design guidelines



Citizen team reviews design guidelines

planning process and help the project team become better acquainted with the City. Over 48 people participated in one-on-one interviews with the project consultants. Meetings were also held throughout the week with numerous groups, including: an energetic group of San Juan citizens interested in serving on the project committee, California State Parks, the Old Mission, the City, the Chamber of Commerce, the San Juan Bautista Library, and the Historical Society. A presentation was made to the community at the end of the

week. The week was a huge success with lots of participation and energy.

As the process continued, a Citizens Committee which maintained an open membership, met several times to work with the planning team, developing and reviewing draft products and advising on the project direction. The Committee attendance remained high throughout the process and their participation was instrumental in the creation of the *Historic San Juan Bautista Plan*. At various times during the planning process, additional meetings were also held with the City staff, California State Parks Department, Historic Mission, and the Chamber of Commerce for supplemental input.

Key Community Values

At various points throughout the *Historic San Juan Bautista Plan* process, the community was asked to define their most important values pertaining to San Juan. These values, as defined by the San Juan Bautista community, provide the framework within which the economic development, urban design, and preservation strategies were developed. These values were consulted throughout all stages of this plan's development and should be consulted in all future development decisions in the community. Being consistent with the intent of the following values means being true to the desires of the San Juan Bautista community.

❖ Maintain the Small Town Way of Life by Growing Slowly and Strategically



Unlike the sprawling communities in the region, San Juan Bautista maintains a clear definition of “town and country” and, unlike the hustle and bustle found elsewhere, the community embodies a friendly, relaxed atmosphere valued by residents and visitors alike. San Juan Bautista is recognized as a special place because of how it exists today and its future should be guided in the context of maintaining a small town way of life and character while providing for incremental growth as it has for centuries.

❖ Telling the San Juan Bautista Story Is Important

For two hundred years, the people living in San Juan Bautista, have built buildings, become famous, planted trees, farmed the land, participated in community gatherings, and experienced a variety of historic events. Community elders and local historians are invaluable resources of information and should be tapped to tell the San Juan Bautista story to residents and visitors as a way of promoting the local economy, continuing traditions, recognizing important persons, places, and events, and educating the public.



❖ Be True to Thy Self

At a time in history when external growth pressures are reaching unprecedented levels and many possible development scenarios could occur within and around the community, San Juan Bautista is simultaneously presented with the challenge of time and the opportunity for defining its future. In specific terms, the community must articulate its expectations for the future; develop the direction and controls needed to attain its vision; and, be vigilant and fair in accepting development that is true to San Juan Bautista's scale, character, lifestyle, built environment, and natural resources.

❖ Preserving the Old, Guiding the New



Due to its age, many of the buildings and structures in San Juan Bautista are historically significant and represent a range of architectural styles from early Adobe to California Craftsman, Victorian and ranch that collectively create an attractive and unique visual environment. Architectural and design controls are necessary to ensure that the character of Historic San Juan Bautista is sustained and to provide decision-makers with guidance and project applicants with clear direction and certainty.

❖ People Are Our Greatest Resource

Underlying San Juan Bautista's unique physical setting and community features are the people who live and work there now, those families who have lived there for generations, and others who represent the agencies and organizations involved with various dimensions of the local area. Partnerships between all stakeholders of San Juan Bautista are possible through understanding and are necessary to achieve the community vision for Historic San Juan Bautista.



❖ Be Stewards of the Land and Natural Resources

For centuries, the San Juan Bautista area has been valued by inhabitants for its unmatched fertile soils, oak tree landscape with rolling hills and pastoral fields, and overall pristine setting. The future quality of life in San Juan Bautista rests with the preservation and wise use of land and the stewardship of natural resources.

USING THE HISTORIC SAN JUAN BAUTISTA PLAN

How the Plan is Organized

The Plan is organized into three sections. The first, entitled “Where We’ve Been, Where We Are” is brief, but very important. It lays out some of the available data and many of the economic advantages and disadvantages that this unique community possesses and sets the stage for Plan. The second chapter, “Where We’re Going”, articulates the community’s vision for Historic San Juan Bautista and presents a series of recommended projects, policies, and actions that will help achieve that vision. The final chapter, “How We’re Going to Get There”, identifies a series of implementation steps and strategies, as well as a wealth of possible funding and technical assistance resources and grant application advice.

To reiterate, the *Historic San Juan Bautista Plan* process produced not only in this document, but also the *San Juan Bautista Design Guidelines*, the *San Juan Bautista Cultural Resource Inventory Summary & Pictorial (SJCRISP)*, and a *Zoning Ordinance Recommendations Report* which are each under separate cover. Together, these documents provide excellent guidance and practical tools to achieve the enhancements and protection desired for Historic San Juan Bautista.

How to Use the Plan

- ❖ Divide and conquer. The Plan is intended to be implemented by teams and committees of volunteers, local organizations, and public agencies, as well as by the City. Different groups can be working on different elements at the same time. Try to get as many people and groups engaged as possible.
- ❖ Coordinate Plan activities. Each team, committee, or group should emphasize coordination and collaborate with others throughout the implementation process.
- ❖ Use the Plan as a guide. Remember, conditions change. Be prepared to change with them. Treat the Plan as a work in progress. If additional steps, actions, or systems are needed, add them. If some of the steps included in the Plan become unnecessary, modify or drop them.
- ❖ Include elements of the Plan in grant applications for outside resources. The Plan will demonstrate to grantors that San Juan Bautista is well organized and serious about improving the community and will make San Juan Bautista more competitive.
- ❖ Share the Plan with desired businesses and developers who may have not been inclined to improve San Juan Bautista. Show them the methods and tools in this Plan and in its companion pieces to recruit support for increasing the vitality of San Juan Bautista.



Local organizations are important to the implementation of the Plan

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- ❖ Record and track your activities. Measure your performance. Follow up on your initial efforts. Wherever appropriate, refine and adjust your actions.
 - ❖ Compare market information in the Plan with new estimates and projections as they become available. What additional steps should be taken to tap into new markets most effectively?
 - ❖ Use the data in this Plan and other regional documents to build a business recruitment packet when you are ready to begin a recruitment of appropriate businesses.

Currently, San Juan Bautista's heritage, traditions and values are endangered by unguided development both in the city and the region. It is essential that this heritage, traditions, and values, economic strengths in themselves, be protected by strategic action. All forms of development should adhere to the *Historic San Juan Bautista Plan*. In the future, the community should review this plan and its development trends regularly to ensure that both are in keeping with local goals and objectives.



All groups must work together toward the improvement and protection of San Juan Bautista

Developing a Partnership Charter

Planning efforts will be successful only if all stakeholders in the community are able to realize their individual objectives while also achieving the larger, community-wide objectives. This requires effective partnering built upon trust, collaboration, and compromise. To help foster successful partnerships, some communities develop non-binding "partnering charters" that articulate the expected actions of the various stakeholder groups and identify common ground and collective values upon which decisions are intended to be made.

As part of the *Historic San Juan Bautista Plan* process, the following four stakeholder groups were asked to help begin to draft such a "partnering charter" for the community: the citizens (via the Citizens Committee); the business community (via the Chamber of Commerce), the City (via City Manager, Council, and Planning Commission), the California State Parks (via Monterey District), and the Mission/Catholic Diocese (via Mission Father). The individuals and groups were asked to complete a series of statements addressing the responsibilities of the various entities involved in San Juan Bautista. If the community wishes to pursue this partnership charter idea more fully, the summarized responses to the following statements help to lay the foundation:

To uphold San Juan Bautista's historic integrity and sense of community during times of change (including, but not limited to, proposed new development, rehabilitation and protection of cultural resources, etc.), the CITIZENS must:

- Recognize that the uniqueness of their community is partly because it hasn't been "packaged" to look like everywhere else
- Get more involved in the community and seek out ways to continue to be involved in preservation activities
- Be involved in the preservation, ecological, and safety issues through their community connections (i.e. their school, childcare center, place of worship, and or member organization that supports their individual interest)
- Recognize that individual involvement & positive acts can make a significant difference in the collective whole
- View the entire City as it exists today as historical, including the area south of Hwy 156
- Support the City's effort to identify and establish revenue-producing sources on a long-term sustainable basis

... the CITY must:

-
- Capitalize on the assets that are already present (geographical and scenic beauty)
 - Enhance tourism (through the Historic District, streetscape, public events, etc.)
 - Work to add public restrooms in locations convenient to visitors and shoppers throughout the community
 - Commit to rerouting the heavy truck traffic off residential and commercial streets
 - Commit to thorough and comprehensive sidewalk and street repair
 - Concentrate on organized events which include and promote local businesses, goods, services, and providers
 - Extend its sphere of influence through annexation
 - Maintain architectural control for entire City
 - Cooperate and communicate with the Mission San Juan Bautista and California State Parks
 - Inform the Chamber & business community of potential loans for construction, repairs & other improvements
 - Strive to keep the community informed and involved in the City activities
 - Continue efforts to preserve and protect the City's cultural resources and attempt to bring groups and entities together in a true spirit of "community" for preserving San Juan Bautista
 - Pursue revenue sources (e.g. sale of water)

... the MISSION AND THE CATHOLIC DIOCESE must:

- Coordinate with the City and the Chamber of Commerce for joint events and programs
- Work closely with available resources to employ modern technology (interactive information kiosks, web pages) to promote visitorship
- Continue to gain the cooperation of Diocese members, the State Park, and City to reconstruct historical buildings that were once in use, but no longer exist
- Keep the City and citizens informed of any changes to the Mission complex
- Stay involved in the activities & development of the City
- Share available architectural and historical preservation expertise

... CALIFORNIA STATE PARKS must:

- Coordinate with the Mission, City, & Chamber for more unified events with broadened scope (e.g. Living History Days)
- Recognize that they are a State Park within a living City
- Work to provide school and tour bus parking that does not disturb residential areas
- Work to include local citizens in State Parks projects (e.g. through volunteering or promotion)
- Make a stronger connection to all cultures that are part of San Juan Bautista history
- Assist owners of historic buildings & sites (both private & public) to place them on National Register of Historic Places
- Stay involved in the activities and development of the City; share available architectural and historical preservation expertise

... the BUSINESS COMMUNITY must:

- Provide better feedback on what could be done to improve business and business environment; provide input on or develop a master plan for Third Street enhancement
 - Coordinate events with the Mission and State Parks
 - Recognize that they are in a unique position of being involved with "historic" and "heritage" tourism
 - Work more closely with the Chamber of Commerce to determine what types of businesses are lacking and/or needed in the City to foster healthy competition and encourage new businesses
 - Inform the City and Chamber about advertising and promotional opportunities
 - Endorse architectural guidelines to keep and maintain San Juan Bautista as an authentic early California town
 - Seek out opportunities to make repairs and improvements to businesses
 - Support and back up City Hall in efforts to repair infrastructure and make other needed improvements
 - The Chamber should keep businesses apprised of ongoing/planned City projects that may affect business
 - Participate in all planning activities in the City
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Chapter 1.0

Historic San Juan Bautista: Where We've Been, Where We are

1.1 INTRODUCTION

This plan is important to the future of Historic San Juan Bautista. It serves as opportunity in the city's history for reconnecting with community heritage, articulating community values, and defining those steps desired for both accommodating change and preserving sense of place. The purpose of this chapter is to provide a context for the plan: what are the factors that have shaped or are shaping Historic San Juan Bautista.

1.2 MAJOR HISTORIC AND CONTEMPORARY FACTORS SHAPING HISTORIC SAN JUAN BAUTISTA

The economic and physical environment of San Juan Bautista is greatly influenced by four great events, one natural asset and one natural liability. Few places in this country can demonstrate so tangibly how past decisions have sculpted both present conditions and future options.



1894 photo of Third Street - from "Historic San Juan Bautista", San Juan Bautista Historical Society; page 6: copyright 1967.

Mission San Juan Bautista: The first great event was the development of Mission San Juan Bautista in 1797. Located along the edge of a fertile valley, the Mission's activities have strongly influenced community development for the past two hundred years. Even today, as a major tourism draw and as an icon for local values, it remains a dominant component of the local economy.

Rejection of Southern Pacific Railroad: The second great event was the community's decision in the 1870's to reject an offer to bring the Southern Pacific Railroad into town. Instead, this powerful economic

engine was redirected to Hollister, which as a result became the region's major commercial center and county seat. San Juan Bautista remained a small village beyond the reach of California's lust for growth. Not until 1907 did a railroad actually come to San Juan Bautista. For a variety of reasons, its impact – though positive – was not lasting, too late to reverse Hollister's prospects as a regional center.

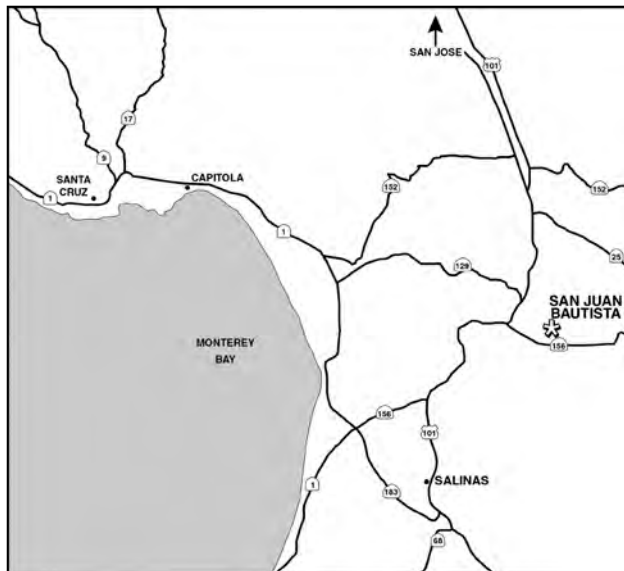
Location of Interstate Highway 5: The third great event was the state's decision to locate the Interstate Highway 5 corridor and interchange significantly west of town. The economic energy of this freeway was contained and directed elsewhere. Once again, San Juan Bautista side-stepped substantial growth, thereby sustaining its traditional rural character.

Agriculture, the San Andreas Fault, and the Silicon Valley: The fourth event must await an explanation of the community's key natural asset and liability. Its strategic asset is its setting. The fertile valley that drew Father Lasuen to locate the largest of the Spanish era missions here offered several significant advantages, including its position midway between two other major missions, commanding position on a bluff over the valley, access to prime agricultural land, timber, tules (for roofing), water, and nearby limestone. Most of these advantages continued to serve San Juan Bautista for many generations. The limestone quarry eventually drew large investments in cement manufacturing during the early-mid 1900's. Unfortunately, this industry had sporadic success and is now completely gone.

The most important of these natural advantages is the agricultural land surrounding the town. This resource, more than anything else, has continued to dominate both the local economy and way of life for the people of this community. Countering this natural asset to some degree is the community's location on the notorious San Andreas Fault. Earthquakes are a part of the town's heritage and future. No known study defines the economic impacts of this condition. However, it is safe to presume that many developers over the years have opted to avoid potential losses from being adjacent to the fault by locating elsewhere. Even so, the town and Mission have proved to be tenacious in the face of this danger. After two hundred years of settlement, the community remains clearly one of the most attractive in the state.



1894 photo of Rancho San Justo - from "Historic San Juan Bautista", San Juan Bautista Historical Society; page 13: copyright 1967.



San Juan Bautista's regional location

Returning now to the fourth event, it is something with world-wide impact and not actually originating in San Juan Bautista. It is the advent of the computer. Since the 1980's, an extraordinary industry has grown up in the San Jose area north of town. Known as Silicon Valley, this industrial behemoth has quietly moved its sphere of influence ever closer to the ancient rural village. Today, this influence is being felt through high demand for housing. Housing costs have become very high (though lower than in San Jose), without – apparently – many citizens realizing it. In fact, the event is still ongoing as illustrated by the pending Coyote Valley – Cisco Systems development. Its ultimate impact is yet undefined. However, there is strong momentum and San Juan Bautista is in the way of it. Without appropriate

guidelines and truly strategic action, Silicon Valley and the region's growth will do what the railroad and interstate highways have been unable to: end the town's self-imposed rural self-containment. San Juan Bautista today very definitely faces its greatest challenge.

1.3 OTHER KEY CONTEMPORARY FACTORS SHAPING HISTORIC SAN JUAN BAUTISTA

While the four great events, one natural asset and one natural liability influencing the evolution of Historic San Juan Bautista are important to understand, there are also other factors (i.e., assets and liabilities) that play a significant role in Historic San Juan Bautista's economic development, sense of place, and quality of life. These key contemporary factors are described below.

Assets

Downtown Buildings and Character: The Historic Downtown area is flush with a wide range of historic buildings whose collective character maintains a sense of place long ago lost by most California communities. This district is a substantial tourism draw just because of its character.

Rural Setting: The town's rural setting adds greatly to Downtown's historic character and fabric. Surrounding hills and valley make this scene highly attractive. In fact, this setting is fundamental to the definition of the town. Regional development pressure, especially for housing to support the demands of Silicon Valley, is poised to change this character. The community has a major stake in the County's future management of growth demands. So while the rural setting is an asset, the town's lack of control over this asset is a major liability.



Plaza Hall

San Juan Bautista Historic Park: “When entering the Plaza of San Juan, ‘at one stroke you are transported into another time and another world. Here in the range of a single glance is epitomized the course of a century and a half of California history.’”¹ This quote from 1919 is as accurate today as it was then. The Plaza area is extraordinary. It and surrounding buildings are preserved through the good efforts of the State Park Department and the Mission San Juan Bautista.

Community Spirit: This is a town where citizens are involved and speak out to protect their values. Historic buildings and places are preserved because there is a common will to do so. This spirit, however, can be both an asset and liability. Community involvement helps to ensure that change is directed. However, *informed* community involvement is necessary for change to be directed in the best interests of the community as a whole. Often, this well-intentioned and valued community spirit results in significant accomplishments; sometimes, however, this spirit makes it difficult to undertake even basic and needed improvements. Consistency, rationality and clarity in development regulations founded in community support are of paramount importance to the town's economic stability and creating a predictable framework for change.

¹ From *San Juan Bautista: The Town, The Mission & The Park*, Charles W. Clough, Word Dancer Press, Fresno, CA, page 129.

Liabilities

Cost of Living: Housing costs have risen dramatically in recent years. These costs are so high now that for many local people, including children who grew up in town, local housing ownership is unattainable. San Juan Bautista and surrounding area are so attractive to outsiders that a gentrification process has begun in earnest. For example, a 700-square foot home in poor condition, with no foundation, on a 6,400-square foot lot in an average neighborhood sold for \$201,000 in 2000. Two other similar ones backed the accepted offer. The only people who can afford to live in town will soon be the very wealthy and those whose property taxes are grandfathered by Proposition 13.

PROPOSITION 13

On June 6, 1978, nearly two-thirds of California's voters passed Proposition 13, reducing property tax rates on homes, businesses, and farms by approximately 57%. This passage amended the state constitution so that property tax rates could not exceed 1 percent of the property's market value and valuations couldn't grow by more than 2 percent per annum unless the property was sold. Prior Proposition 13, the tax rate throughout California averaged a little less than 3 percent of market value and there were no limits on increases either for tax rate or property value assessments. Proposition 13 also required that all state tax rate increases be approved by a two-thirds vote of the legislature and that local tax rates also require approval by the vote of the people. Proposition 13 has had a negative impact on the revenues of local governments, leaving most to rely upon sales tax as a primary source of revenue..

Partnerships: San Juan Bautista's greatest strength is the implicit partnership between five key entities:

- ❖ City of San Juan Bautista
- ❖ Mission San Juan Bautista
- ❖ San Juan Bautista State Historic Park
- ❖ Business Community
- ❖ Citizens

This strength can be a liability when the five entities are not working together consciously and strategically. Recently, varying priorities and misunderstanding have reduced the quality of the partnership. Given the immense outside pressures on the community, these conditions must be improved for the partners to achieve their individual and collective goals. Fortunately, local leaders are working to enhance their cooperation, collaboration and communication.



The Chamber is an important economic development partner

Specific opportunities exist to address many significant community issues through improved partnership. However, if collaboration doesn't improve or erodes, San Juan Bautista will suffer greatly in the near future. Issues needing the attention of a refined partnership include:

-
- ❖ Management of the plaza for the use of citizens, Mission congregation and visitors
 - ❖ Physical and directional connections between the Plaza area and the rest of Historic Downtown
 - ❖ Provision of centralized parking for Historic Downtown, Mission and Park guests and employees
 - ❖ Public safety on Historic Downtown streets, sidewalks and open space
 - ❖ Access to public restrooms
 - ❖ Preservation of historic properties
 - ❖ Promotion and management of Downtown events
 - ❖ Promotion of San Juan Bautista
 - ❖ Interpretation of local heritage and the natural environment
 - ❖ Business retention
 - ❖ Business recruitment
 - ❖ Public awareness of Historic Downtown issues
 - ❖ Volunteer recruitment and management
 - ❖ Economic information collection, management, analysis and distribution

Planning and Permitting Process: Permitting processes for construction, whether they are for rehabilitation, restoration, renovation or new, are awkward. Developers and some local property owners complain that the rules of this arena are not clear enough nor consistently applied. Whether or not this is true, the perception is a danger. The reality is that the local economy is weak and getting weaker. Some change is required to ensure economic and social stability. City government needs to make sure that construction and development processes are clear, fair and consistently upheld. Ambiguity and inconsistency are very dangerous conditions. Even the false impression of these conditions can throttle desirable change because nearly all developers shun the unpredictable. Additionally, local property owners tend to defer building maintenance and preservation to avoid the perceived complex and expensive permitting process.



The current City planning and permitting process should be improved

Tax Base: Very little industrial property exists in town to bolster City budgets with tax revenues. Most of the limited development in San Juan Bautista in recent years has been residential, which offers substantially lower tax revenue than commercial or industrial. Growth in taxes on private property is limited by Proposition 13. As a result, the weak tax base highly constrains the City in its provision of services.

Local Jobs: There are few local jobs, especially those that pay well. Many people are forced to seek employment elsewhere. This makes the community progressively more a commuter town, even for people born there.

Economic Information: It is fairly astonishing how little economic information is available on San Juan Bautista. Demographics, employment data, development trends, retail sales figures, tourism statistics and other basic information available in most places are simply absent. This is true for both past and present conditions. As a result, it is extremely difficult to define the town's economic strengths, weaknesses, opportunities and threats. This absence of information must be eliminated if strategic economic management is to ever occur.



Basic economic information for all businesses should be regularly collected and maintained.

1.4 CONCLUSION

The dozen or so factors described above have had or are having a significant impact on Historic San Juan Bautista's past and present citizenry. Only through an understanding of these factors (i.e., "Where We've Been, Where We Are"), can the community begin to venture on a path toward the future. The sensitivity and respect for the past and present of Historic San Juan Bautista provided by this chapter serves as a clear guide for defining "Where We're Going" in Chapter 2.

Chapter 2.0

Historic San Juan Bautista: Where We're Going

2.1 INTRODUCTION

One of the clearest messages expressed by the vast majority of people interviewed from the San Juan Bautista community is the sentiment that growth per se is undesirable. People are quick to voice concern about change, whether it be construction of apartment buildings, remodeling of private residences, introduction of new industry, or modifications to historic commercial structures. This concern is not an outright condemnation of change. Rather, it appears to be focused on ensuring that change remains consistent with local values. In this context, key local values are historic preservation and maintenance of small town character. Another is sustaining a sense of community via partnerships within and among all interest groups and districts.

These values have substantial economic implications. Careful, incremental change that honors heritage and community must be managed carefully. The good news is that it can indeed be managed. The purpose of this chapter is to provide the framework for managed change and identify the key elements of this change, as largely defined by San Juan Bautista citizens themselves.

2.2 FRAMEWORK FOR THE FUTURE

Traditional Town Planning Principles For Historic San Juan Bautista

During the past 50 years, many of America's suburban and rural towns have been built without the benefit of strategic town planning. This inherent lack of planning created disconnected neighborhoods designed for the automobile not the pedestrian. In the process, sense of community was sacrificed for segregated zoning. These disjointed developments have been considered both socially and environmentally destructive. Criticism of sprawl developments has centered on the lack of affordable housing, loss of open space, and traffic congestion. However, this negative trend has spawned a renewed commitment among planners to socially conscious development dedicated to sustaining community and reinvigorating the public realm. This planning movement is known as neo-traditional, traditional town planning, or New Urbanism.



Traditional planning provides conveniently located services and goods

Traditional town planning has been referred to as the most important planning movement of this century due to its emphasis upon reversing the destruction caused by suburban sprawl. Town planners argue that a majority of the postwar suburbs' key features work against the constant chance for interaction between people and thus positive effects of community are never experienced. The remedy, according to town planners, is in planning that strives to protect local values, especially those linked to sense of community. Through the promotion of compact, walkable, mixed-use districts, neotraditional planning recaptures the benefits of town life. This

movement is restoring traditional, time-tested practices of town making. It is regarded as a more holistic approach to community building. By creating human places, encouraging social interaction, and preserving the natural environment, current citizens' lives will be more enriched while future generations reap the benefits of this form of planning's legacy.

Traditional town planning focuses on designing communities for people, not cars, by drawing from numerous traditional small town elements. In many ways, San Juan Bautista has naturally developed in this traditional manner. However, now at a crossroad in its growth, it is imperative that San Juan Bautista consciously and deliberately apply such traditional town planning elements to preserve and enhance the sense of community it embodies. Critical ingredients include:



San Juan Bautista has traditional walkable neighborhoods

General Design

- ❖ Give priority to pedestrian uses and "walkability"
- ❖ Encourage mixed use in districts and commercial buildings
- ❖ In housing, emphasize integration rather than segregation of income groups, ages and socio-ethnic backgrounds
- ❖ Establish a center and an edge for the town
- ❖ Conserve and showcase community's natural assets
- ❖ Preserve prime agricultural land; avoid sprawl
- ❖ Seek infill opportunities (that is, fill in rather than spread out)
- ❖ Embrace the arts, comfort and amusement in streetscape design

Circulation

- ❖ Make the road system serve those who come TO the community more than those who pass THROUGH it
- ❖ Focus parking behind buildings
- ❖ Develop interconnecting streets, not cul-de-sacs
- ❖ Accommodate bicycles in transportation and streetscape planning

Commercial Area Design

- ❖ Plan to allow mixed-use buildings
- ❖ Encourage flexibility in building design to support changes in use over time
- ❖ Preserve historic resources
- ❖ Maintain downtown as the primary area for retail

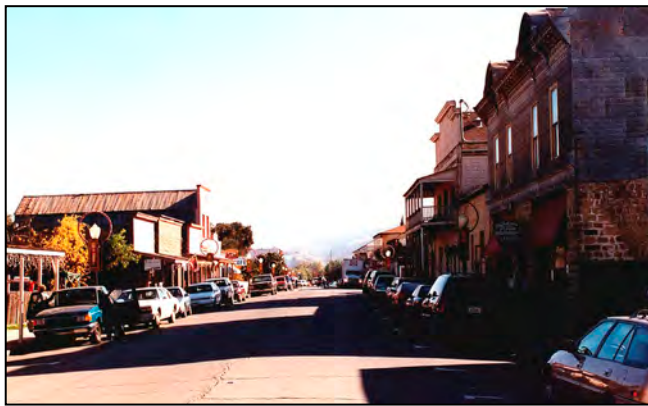
Architecture

- ❖ Establish a reasonable height restriction for new buildings, reflecting traditional design
- ❖ Establish design guidelines that direct scale and architecture to reflect local values
- ❖ Emphasize affordable design
- ❖ Encourage new development that incorporates qualities of old

Traditional town planning is dedicated to making livable and sustainable communities. Design emphasizes pedestrian friendly neighborhoods with paths and bike lanes as means for encouraging walking to nearby facilities. Close proximity to mixed use buildings, which provide everything from retail to office and residential activities, is another incentive for discouraging automobile use within the community. Furthermore, development is designed with future alternative uses in mind and is not locked in to one homogenous use for a certain area. Buildings designed by type as opposed to function allow for more versatility. Mixed use creates different functions for the same building, such as residential on upper floors with office and retail below. This expansion of use brings people into the area at all times of the day, thus increasing economic vitality and public safety.

Traditional town planning is appealing to a broad range of individuals. The elderly may find appeal in the fact that services are provided within walking distance while the once-commuter is intrigued by the potential to walk to work. Moreover, the principles of design encourage affordable good design. This element applies to all aspects of traditional development. Communities must be diverse in function and members, which requires a mixed range of housing stock. Overall the community is enhanced by design that connects all individuals to a sense of place.

Many small towns have the potential to implement traditional town planning concepts into their existing town design (particularly since the movement was inspired by traditional small towns). Small towns offer a wonderful foundation for traditional town design principles with close proximity to facilities and the positive characteristics of small town life. Towns that have the fortune to have sustained a traditional center are one step ahead of many newly developed planned communities.



Historic Downtown Third Street today

Sense of place has been established; traditional town planning can assist in preserving and/or expanding upon that place. These traditional planning principles guide plans for prosperity without jeopardizing local heritage.

Unfortunately, the unique qualities which make traditional small towns appealing also make them vulnerable to suburban sprawl. Many small towns are at the mercy of expanding regional development eager to encroach upon their open space. The small town's character can be preserved, but action

must be taken long before the allure of building vast amounts of single family homes on cul-de-sacs rears its head in its direction. The design principles of traditional town planning present small towns with an opportunity to accommodate increased density and preserve the town's attributes all at the same time.

San Juan Bautista is well suited for incorporating traditional town planning elements into its design system because it already exhibits these concepts. However, the town is experiencing growth pressure and must address this pending issue before it is too late for design principles to be effectively implemented. Citizens have emphasized that the town's rich history and diverse culture must be embraced and preserved. Traditional town planning will allow for both the preservation and expansion of San Juan Bautista's community.

Elements of traditional town planning can be combined with the concerns of the town. In fact, the relationship can be an effective and beneficial one. For example, San Juan Bautista's long agrarian heritage can be incorporated within town development by creating community gardens (for example, as part of the Mission's development of its northern parking area). Preservation of agricultural lands surrounding the town may be improved through closer collaboration with the County, by growth management that focuses on infill and mixed use, and the potential involvement of non-profit land trusts. The downtown can be easily connected to other areas with pedestrian walkways and bike paths. As new neighborhoods or commercial districts are conceived, design guidelines can ensure they complement and connect with the rest of the community.

San Juan Bautista's circumstances are similar to those once faced by numerous other towns. Many, if not most, have lost much of their identity by missing the opportunity to direct and manage growth. Whatever else might be said about this town's prospects, growth is surely coming. It is essential that San Juan Bautista position itself with excellent planning systems to sustain the character and lifestyle that makes it unique. These traits are the real foundation for the community's economic future.

We must be aware of the realities of the present as well as the traditions of the past.



Third Street, circa 1916

2.3 FOUNDATIONAL STRATEGIES

STEP I: INITIATE THE HISTORIC SAN JUAN BAUTISTA PLAN

The first step in moving forward with economic development and preservation improvements will be for the City to adopt or otherwise formally embrace the *Historic San Juan Bautista Plan* as an official policy guide for San Juan Bautista. Specific details, including zoning recommendations, design guidelines, official cultural resources inventory, and other implementation details related to the Plan, must be adopted by ordinance through a separate, but timely, process. Recognition of the *Historic San Juan Bautista Plan* will instill instant certainty within the San Juan Bautista citizens and business community. Subsequent to adoption or recognition, the City should reproduce and make the Plan available to citizens, organizations, and businesses.

STEP II: ORGANIZE STRATEGICALLY FOR THE FUTURE

a. Implement Community Partnership Strategy

As noted above, the first step in getting strategically organized will be for the City to adopt the *Historic San Juan Bautista Plan* as the official policy guide for the City. Upon adoption, it will be important to identify and bring together all entities that will have a significant impact on the implementation of the Plan. This group of partners needs to receive an in-depth briefing on the Plan and their potential roles in accomplishing its mission. After roles and responsibilities have been agreed to, regular meetings should occur to facilitate communication and foster progress. The partners should include, at a minimum:

- ❖ City of San Juan Bautista
- ❖ Chamber of Commerce
- ❖ California State Parks
- ❖ Mission San Juan Bautista
- ❖ Local citizens

Additional local partners include, but are not limited to:

- | | |
|--|--|
| • Property owners | • Library Auxiliary |
| • Business owners | • De Anza Trails Group |
| • San Juan Bautista Historical Society | • Youth sports leagues |
| • San Benito County Historical Society | • Girl Scouts/Boy Scouts/4-H |
| • El Teatro Campesina | • San Benito County Agricultural Trust |
| • Rotary Club | • Service Club |
| • VFW & Ladies Auxiliary | • Aromas/San Juan Bautista School District |
| • American Legion | • Native Daughters of the Golden West |
| • Oddfellows | • Native American Indian Council |
| • Masons | • Gavilan College & other educational institutions |
| | • ECV Clampers |

- United Way
- Glad Tidings Church
- Japanese American Community League
- San Juan Bautista Library
- San Benito County Sheriff
- Arts Council (& other arts & culture groups)
- Newspapers (Freelance, Mercury, Pinnacle)
- San Benito County

i. Focus On Collaboration, Action, Implementation, & Momentum

A strong interconnection exists between the people and the place of Historic San Juan Bautista. In large measure, it is the *place* that has attracted and continues to attract the people; however, it is the *people* who are the stewards of the place. This interdependent relationship between people and place is important and must be nurtured with care. At this point in time, the people and organizations of San Juan Bautista must come together to work in partnership for the good of the community; unlike any other time in history, the future of the place is at risk.

Positive change can and does occur when people and organizations work together for the common good. A core principle of the *Historic San Juan Bautista Plan* must always be focused on the on building blocks of broad participation, enthusiasm, and commitment.

ii. Create a Historic San Juan Bautista Main Street Program

One of the single most important needs in the San Juan Bautista community as it relates to preservation and economic development is an effective partnership among the four main entities serving the town's citizens:

- ❖ City of San Juan Bautista
- ❖ Mission San Juan Bautista
- ❖ San Juan Bautista State Historic Park
- ❖ Business Community

Given limited resources, the town's small size, political strength of nearby cities, and substantial threats to local wellbeing, these partners ideally need common ground and a central facilitator to manage their

**STATE HISTORIC PARK
MISSION STATEMENT**

"The Mission of the San Juan Bautista State Historic Park is to provide for the inspiration and education of the people, by preserving the many cultural resources, and inviting the public to experience first hand the successive phases of California's 19th century human history represented within, and surrounding, San Juan Bautista."

Many of the California State Parks Department goals of the San Juan Bautista State Historic Park complement those of the San Juan Bautista community, including the following:

- ❖ *Develop land use plans that are consistent with the Park mission statement*
- ❖ *Establish the visitor's arrival experience and orientation into the Park*
- ❖ *Evaluate and improve automobile circulation into and through the Park*
- ❖ *Provide for pedestrian orientation to the Plaza, historic areas of the Park and its surroundings, and the City of San Juan Bautista.*

(San Juan Bautista State Historic Park Management Study, 1998 draft).

collective interests. This facilitator would help define common ground, establish direction and provide efficient management of appropriate programming.

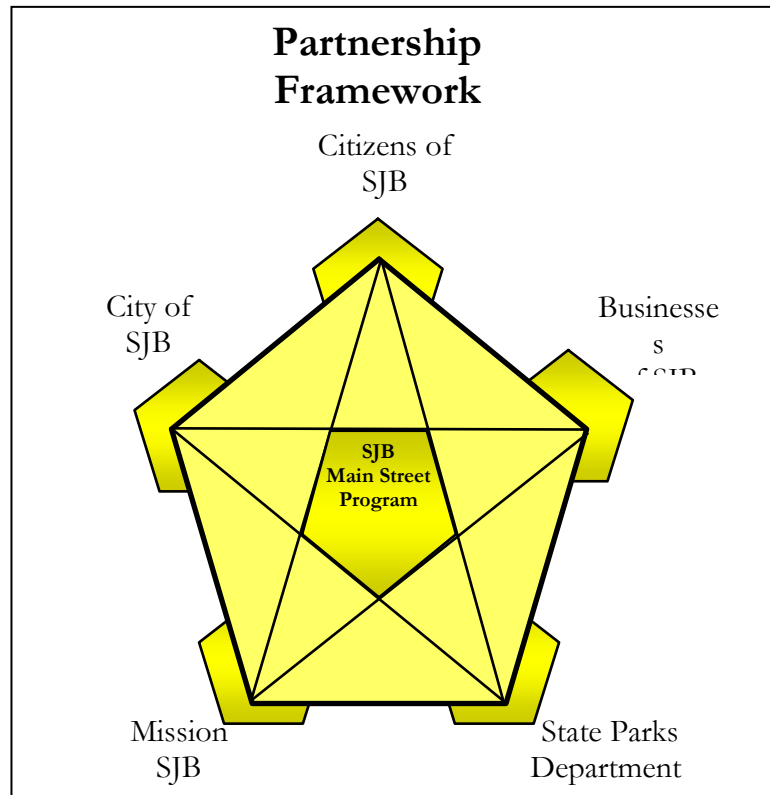


Figure 2.1 Main Street partnership framework

While many options exist for improving the local partnership, one stands out above the rest. San Juan Bautista's goals for improvements in Historic Downtown and other commercial areas may be accomplished most effectively through creation of a Main Street Program (see Figure 2.1). The National Main Street Center, a nonprofit organization linked to the National Trust for Historic Preservation, created a systematic approach to downtown

revitalization in 1977.

This approach has become the most successful economic development program in the country. Over 1,000 communities are Main Street towns, returning an average of up to \$35 in revenue for every dollar invested in Main Street activities. Local Main Street organizations have an 82% success rate because of the organization's unique development of public-private partnerships and its Four Point Approach™, which have been proven in communities ranging in size from 250 to over a million in population.

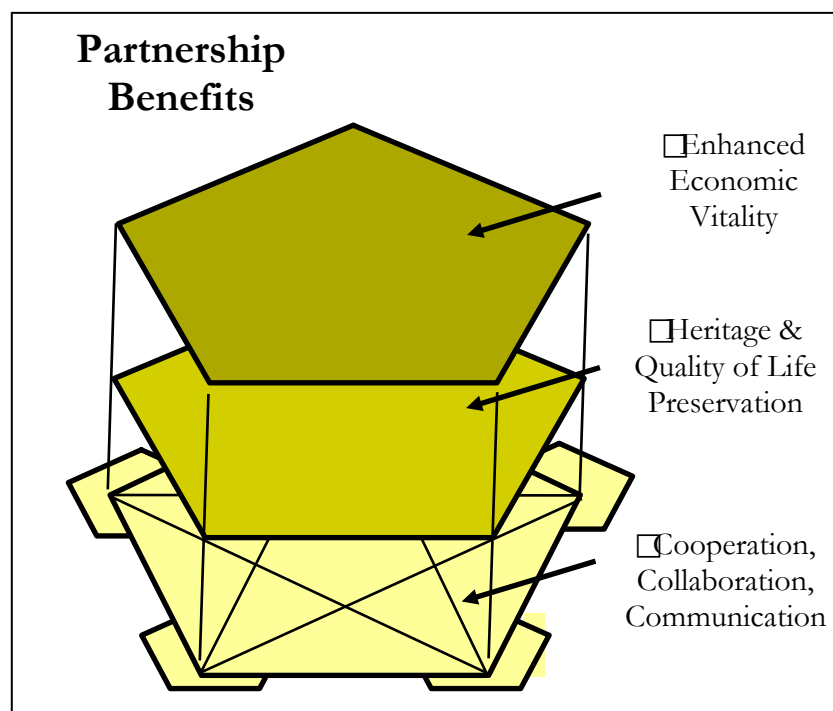
The Four Point Approach™ is based on a Main Street organization consisting of a board of directors, paid professional staff and four standing committees: Economic Restructuring (ER) Committee, Design Committee, Promotion Committee, and Organization Committee (see box on Page 2-11). Each focuses on different but interrelated aspects of a comprehensive downtown revitalization program. Both the National Main Street Center in Washington, D.C. and the California Main Street program have numerous resource materials to assist communities in setting up a Main Street organization. The materials include "how to" handbooks and "to do" lists for the board, staff and committees, which can be tailored to fit the community and its style of programming.

The San Juan Bautista Main Street program (SJBMS) could manage a variety of community efforts that would provide substantial benefits to all of the partners noted below (see Figure 2.2). These efforts (effectively a scope of work for the new organization) include:

- ❖ Implementation of the *Historic San Juan Bautista Plan*
- ❖ Technical assistance and resource acquisition for local historic preservation
- ❖ Promotion and management of Historic Downtown events
- ❖ Promotion of San Juan Bautista
- ❖ Interpretation of local heritage and the natural environment
- ❖ Business retention
- ❖ Business recruitment
- ❖ Public awareness of Historic Downtown issues
- ❖ Volunteer recruitment and management
- ❖ Economic information collection, management, analysis and distribution
- ❖ Management of a single community website (currently there are three)

There are several ways to organize a Main Street Program. The three most practical options are as an independent nonprofit corporation, a component of the SJB Chamber of Commerce, or a division of City government. In order to seek most grants, a 501(c)3 nonprofit corporate status is valuable. In addition, for most communities, economic

development and historic preservation typically are non-governmental activities. Finally, City resources are very limited. Consequently, the City option may be less viable than the other two. The Chamber is a 501(c)6 nonprofit corporation. It too has limited resources. Its single staff person's workload is already heavy.



**Figure 2.2 SJB Main Street Program Benefits:
Vitality, Community, Efficiency**

For all these reasons, a new incorporation probably would serve strategic needs best. Ideally, this 501(c)3 SJBMS would work closely with all of the other partners, coordinating the efforts listed above. Its primary corporate missions would be education (for businesses, visitors, consumers and partners), historic preservation, community improvement (focused in the Historic Downtown) and the implementation of the *Historic San Juan Bautista Plan*. Each partner would contribute a portion of the program budget. SJBMS also would seek grants and conduct fundraising to expand programming capacity. The partners also would be represented on the SJBMS board of directors. Board membership might be composed of eleven (12) members as follows:

Ex officio Members: City Manager
Representative from City Council
Representative from State Historic Park
Representative from Mission Staff
City Representatives (2): Citizens Appointed by City Council
Mission Congregation (1): Congregation Member Appointed by Mission Pastor
State Historic Park (1): Appointed by the State Parks Department
San Juan Bautista Historical Society (1): Appointed by the San Juan Bautista Historical Society
Chamber Representatives (2): Appointed by Chamber Board
At Large Representatives (3): Elected by the Appointed SJBMS Board Members

Initially, an annual budget for the program (with emphasis on professional staffing) should be in the range of \$50,000-\$75,000 depending upon two things: level of in-kind contributions from the partners; range and cost of program activities. In-kind contributions could include office space, office equipment, telephone, administrative assistance, and materials to support work plan activities.

Most of Main Street's efforts (work programs) are self-explanatory. However, two need further clarification. First, strategic action in supporting the business community requires *strategic information*. Practically none is available at this time from any source beyond the Census and property ownership. This weakness must be addressed. Main Street needs to initiate several activities to acquire information needed to guide the community's economic efforts, including:

Annual Business Survey: This survey will check business activity trends, spending on promotion, needs, and market characteristics. Conducted annually, changes over time will help evaluate the effectiveness of Main Street programs and guide appropriate refinements.

Market and Community Demographics: It is essential to define who San Juan Bautista's various markets are in terms of: such traits as incomes; education; interests; spending patterns; media read or watched; housing; home address; regularity of visit; and, opinions on local commerce. This information is needed

to guide competitive refinements in the supply of local goods, services and amenities. It is hard for any one business to obtain or track all of this data. On the other hand, Main Street is ideally suited to work with federal, state and regional economic development agencies to build systems necessary to identify and track it. Area universities and state agencies would be excellent places to begin the search for assistance.

Annual Consumer Survey: This survey will track the opinions of area consumers on the relative performance of local commerce. Such information is extremely valuable in guiding business retention and recruitment activities. Tangible evidence of market interests, combined with accurate demographics, also will help businesses obtain financing for business improvements and startups.

Real Estate Data: A central source of information on properties for rent, for sale, assessed values, and trends, is helpful in two ways. First, entrepreneurs considering locating or expanding locally can be assisted more efficiently. Second, knowledge of real estate trends will help guide economic development programming. Main Street could work cooperatively with local realtors to capture and summarize this information and give them referrals from prospective tenants or purchasers.

The second work element needing clarification is *events management*. Currently, a variety of events are organized annually by different entities in the community. Information about these events is not available from any central source. Consequently, problems occur regularly, including conflicts in scheduling among event organizers, public difficulty in obtaining timely information, and general confusion. Main Street would serve all the partners well by becoming a central clearing house and promoter for events. Toward this end, if Main Street coordinated one central community web site, considerable expense would be saved through consolidation of at least three that are doing much the same thing. Meanwhile, consumers would be more efficiently able to find out about what is happening in San Juan Bautista.



Many opportunities for improved partnership exist in San Juan Bautista

**The National Main Street
Four Point Approach™
And Typical Local Organizational Format**

Committees (The Four Points of the Main Street Approach):

- ❖ Organization: Public relations, partnership and team building, volunteer recruitment/management, membership services and development.
- ❖ Economic Restructuring: Economic information gathering/management/analysis, commercial space usage, business services, resource development, business recruitment & expansion
- ❖ Design Committee: Assessment of physical place (buildings, public space, downtown design), design review, façade improvement program, design assistance to property owners, streetscapes, beautification
- ❖ Promotion Committee: logo, slogan, events, banners, promotions, advertising, media relations

Board of Directors

- ❖ Policy, strategic direction, staff hiring/evaluation, fundraising
- ❖ Leadership, public relations
- ❖ Budget, financial oversight

Professional Staff

- ❖ Coordination of volunteers and committees, scheduling
- ❖ Business and public relations
- ❖ Partnership relations and representation
- ❖ Information collection, management, analysis and planning
- ❖ Implementation, marketing
- ❖ Grant writing
- ❖ Coordination of business services from public agencies

b. Implement Economic Development Strategies

i. Understand San Juan Bautista's Retail and Industrial Position

Retail commercial centers have long been understood within a hierarchical framework. Larger centers serve larger regions and more diverse markets. This hierarchy of shopping centers is a good place to begin in the evaluation of Downtown San Juan Bautista's competitive niche and direction.

At the top of the retail hierarchy is the super-regional center. Such centers, though not appropriate for San Juan Bautista, provide the broadest range and depth of retail goods and services. Their service area extends well beyond their geographic area, sometimes across state and international boundaries. Figure A highlights the kinds of goods and services most common to this and other center types through increasingly dark shading. The darker the shading the more intensely a product or service

category is represented. Comparison goods (department store-type merchandise) are most common in super-regional and regional centers. At the opposite end of the spectrum, neighborhood centers are unable to sustain comparison goods stores because these centers’ markets are too small. Instead, neighborhood centers tend to focus on convenience goods, that is items needed on a day-to-day basis, and personal services.

Historically, Downtown San Juan Bautista served fairly effectively as a community level shopping center. It provided hardware, groceries, clothing and most other products needed on a regular basis. With the growth of Hollister as a regional shopping center and San Jose fairly close by, local retail strength eroded over the past thirty years. Eventually, Downtown lost enough of its strongest retailers to drop out of its roll as a community center. Today, the town center is still working to reach a new balance, serving mostly as a neighborhood center with some heritage tourism and specialty goods strengths as well.



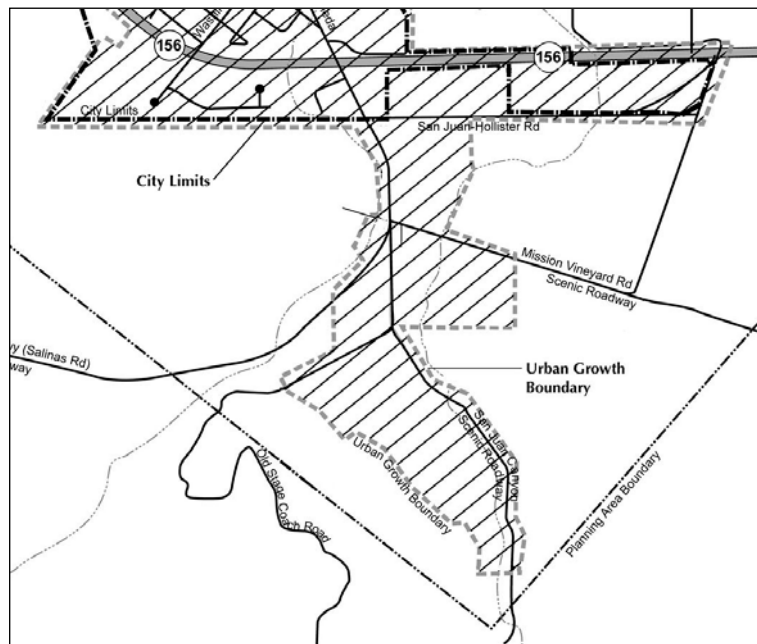
Figure 2.3

The presence of the Mission and the State Historic Park in Historic Downtown has provided substantial trade opportunities with heritage-oriented tourists. Food and beverage establishments abound, to the benefit of visitors and locals alike. A substantial number of antique businesses connect with the many customers who find historic and just plain old items of interest. Arts, crafts and gift shops also have found a reasonable foundation among visitors. Retail goods from all over the world provide an eclectic, collectively interesting, mix of offerings. All of these together make for a fairly strong niche in what some analysts call “social retailing” – retail

goods and services that support socializing. This niche is defensible and can be improved in San Juan Bautista. However, strength here will not change the fact that Historic Downtown is no longer a community-level shopping center. A pharmacy, hardware store and clothing basics – all mainstays of a community-level retail center – and other important retail elements are missing. San Juan Bautista should strive to provide community center-level goods and services.

In a community of 1600 people, the downtown is typically a dominant economic force. This is certainly true in San Juan Bautista. However, some form of basic industry is important to infuse capital into the community in the form of wages and profits from outside sales. Otherwise, local capital bleeds out quickly through shopping in surrounding areas. Over the long-term, agriculture has been the most reliable industry in the area. However, agricultural wages tend to be low; and few businesses ever developed to put more value into raw commodities. So agriculture has not become “the answer” to diversification and stabilization needs.

For portions of the 20th Century, the “Old Mission Portland”, and later the “Ideal” Cement Companies, provided an industrial base that employed as many as 160 people at a time. Their wages and demand for local supplies contributed greatly to a more diverse and stable economy. However, their histories were filled with cycles of prosperity and decline. Terminal closure finally came in 1972.



*South of Highway 156 is area with potential for light industrial
(identified in 1998 General Plan as Specific Plan area)*

Today, the community lacks the diversity or depth of commerce to offer either its grown children or newcomers much employment opportunity. This same lack keeps City government from improving services and infrastructure. People are forced to go elsewhere for work, for shopping and even for most forms of recreation. These realities encouraged community leaders to find a better balance in the local economy. In particular, there is strong interest in creating a light industrial center on the southern edge of town. With careful planning and creativity, this center, once infrastructure is in place, could be used to draw appropriate scale and form of industrial development for San Juan Bautista.

Establishing a Main Street Program and developing stronger spirit of partnership will go far to enhance the economy situation and community of San Juan Bautista. The following specific recommendations are also important to San Juan Bautista's economic development as it relates to retail and commercial development. In brief, these are:

ii. Link Commercial Development More Closely to Markets

San Juan Bautista has three primary economic markets. Each could be served better by strategic adjustments in the community. These adjustments need to be initiated promptly to revitalize the local business environment.

The first of the three primary markets is *tourism*. Heritage and eco-tourists are the clear mainstay of the local economy today. These consumers are drawn by three main destinations: the Mission, the State Historic Park and historic Downtown. For the most part, the three adjacent entities work separately to address their common heritage tourist market. For example, there is no signage near the Mission or Park to guide visitors Downtown; the reverse is true as well. Each entity does its own promotion. No one addresses the collective strength, gaps, overlaps, redundancies, inconsistencies and conflicts among the partners' various offerings and promotion. Issues as simple as public restrooms are inadequately resolved. As a result, the community's heritage tourism message is confused and awkward. Services are weak. The town loses much of the potential benefit from visitation. Enhancements to goods, services, amenities and promotion will provide at least three positive impacts.

1. Visitors will almost certainly spend more during each visit
2. Visitors will return more often
3. Visitors will promote the community more positively to others: word of mouth is a powerful marketing tool.

The second key market is *local residents*. Retail leakage is severe in San Juan Bautista. That is, citizens spend the vast majority of their potential retail dollars outside the community. Some of these dollars could be captured with the right kind of business development. Research is needed to identify products in demand by locals that could be provided more effectively. Such basics as a drug store, hardware store, variety store and more social retailing might be supportable in San Juan Bautista. However, so little economic information is available that even the most enterprising entrepreneurs will find it hard to justify investment or acquire financing for new ventures.

Some businesses contribute an inordinate amount of strength to a local economy. Their presence clearly benefits others around them. Such firms are often called "strategic businesses" for this reason. Their presence is strategically important. Examples in smaller communities often include grocers, hardware stores, major employers, post office and city hall. Notice that strategic businesses may not be companies. For example, post offices are in the business of mail. They tend to attract

large volumes of foot traffic (like grocers and hardware stores) whose economic potential can be tapped and felt by the private firms around them.

“Strategic businesses” need to be identified and supported in San Juan Bautista as an early step in economic revitalization. They should be courted, asked how they’re doing and how they can be helped to improve their conditions. These preventive measures will do much to stabilize the existing economy. In addition, the very act of assistance will build local capacity and reputation for building stronger businesses. Again, a San Juan Bautista Main Street would be well suited to lead this support effort.

The third key market includes buyers of the area’s ***agricultural industry and its customers***. Agriculture is big business. However, in many respects its potential positive impacts are blunted by lack of local services and support. The local economic partnership should seek to identify what agricultural industry needs might be addressed locally. The town should think flexibly about the definition of need. For example, workforce training needs might translate into creation of vocation education facilities. Tooling and parts needs might justify creation of a machine shop business or recruitment of a hardware store. Opportunities for adding value to agricultural commodities might be addressed through the development of an agricultural business incubator. Each of the responses would result in local jobs, construction and expansion

iii. Expand Commercial Development Within Strategic Niches

San Juan Bautista’s capacity to absorb large new industries is extremely low. Local values in support of a small town environment is the primary challenge. Housing stock for new employees is another. As a result, recruitment of large businesses does not appear to be a reasonable alternative for San Juan Bautista. To the extent that new commercial development is recruited and expanded is undertaken, two business types should be targeted:

- ❖ Small businesses from elsewhere that might expand or move, that are consistent with local development values, and that have demands within the community’s capacity to serve and support them
- ❖ Local businesses that have the capacity to grow or diversify

While large-scale recruitment may be undesirable, economic diversification is still possible. Three actions consistent with local assets and values are recommended toward this end:

1. *Build New Industries From Existing Strengths & Assets*

As already noted, One of San Juan Bautista’s historic strengths has been its agricultural industry. Weaknesses in this sector have kept it from growing in recent years. Meanwhile, experience elsewhere indicates that with the right support systems there is potential for value-added agricultural products.

Products from processed foods to ornamental plants and herbs, may be encouraged.

Other local and regional assets should be re-evaluated as well. Small farms, specialty manufacturers, wood or forest products companies and others may be able to expand their markets, especially if provided with the right technical assistance. Specifically, the question should be, “What existing resources can be refined by adding additional value to create marketable products?” It would be very appropriate to consider marketability specifically in terms of potential demand among existing visitors.

To the extent that land is needed to support new development, the light industrial area noted in Figure 2.4 may be the best target location. This district is intended by the City to be annexed and developed with basic infrastructure for future commercial use. Since potential industrial use is likely to be low impact, development appears to be ideally suited to support traditional planning principles. In particular, mixed use, with office and even some upper floor housing, may be attractive.

This new district should not compete with Historic Downtown as the pedestrian-oriented retail center. However, some auto-oriented retailing may be appropriate. District design should emphasize pedestrian comfort, safety and amenities. Centralized parking off the main arterial should make walking convenient to any sub-area. A frontage road for trucks, appropriate loading docks, and discretely placed and buffered dumpster sites should be considered as well. Design guidelines should ensure that development remains on a scale and form that keeps the district an integral part of the general community.

2. *Create Business Incubation Feasibility Study and Development Plan*

In the context of the first action above, a formal business incubation system appears to have significant potential. An incubator would help young and startup firms to build business and product capabilities at relatively low cost. Other advantages include:

- ❖ Incubator management would have the expertise to craft appropriate services and programming both for tenants and emerging businesses located elsewhere in the community.
- ❖ The incubator would be a platform for a variety of economic outreach programs.
- ❖ Incubator management could take the lead in investigating other natural resource-based value-added opportunities. For example, if there is enough truck farming going on in the area, a commercial kitchen at the incubator may be useful in developing lines of processed foods.

While potential for a successful incubation program appears high, a feasibility study and development plan should be undertaken as the next steps. As part of such planning, the City should identify potential development partners and management organizations. A university, community college, or regional economic development entity may be particularly attractive.

3. *Encourage Culture & Arts-based Business Development*

San Juan Bautista's largest industry at present is tourism. From a community services perspective, however, its most important market is its own citizenry. Both of these may be served greatly by encouraging culture and arts-based business development. Essentially, this is a development option where locals and tourists have common ground.

Visitors to San Juan Bautista want to be entertained. Culture and the arts can be outstanding attractions toward this end. The arts are big business all over the United States. For example, the five New England states track annual economic impacts from the arts. Recent reports there indicate that this industry brings in more than \$5 billion each year to these states' economies.

San Juan Bautista and San Benito County already have a significant population of artists. The town could help expand potential in this arena by building appropriate partnerships and support tools. Efforts should be made to organize the arts community into a team. The team would identify areas of specialization and expertise that could be enhanced and highlighted. With assistance from the Main Street program and a (future) incubation program, the arts could be grown systematically as a local specialty. Theater, dance, storytelling, and music could be combined with other art forms to build a wide array of outlets for visitors and locals alike.

2.4 COMMUNITY PRESERVATION & DESIGN STRATEGIES

San Juan Bautista's historic character and sense of place are its greatest economic assets. NeoTraditional or New Urbanism town planning is ideally suited to support local values as San Juan Bautista grows. Pressure to develop new housing, neighborhoods and a commercial district is going to increase. Without a system to manage this growth, only coincidence will sustain the character and qualities of life that make this community unique. A comprehensive design system for new development, design guidelines, additional historic preservation tools and infill strategies developed in coordination with this plan should be adopted soon. In addition, the City needs to work closely with the County and other organizations and agencies to identify means to sustain the rural character, including agriculture, of the area surrounding the community.

STEP I: RETAIN STRONG TOWN AND COUNTRY DISTINCTION

Retaining the sense of place that San Juan Bautista now enjoys requires an emphasis on and preserving the open space and agricultural lands surrounding the community - the greenbelt – and accommodating future growth within its already urbanized area - infill development. These strategies must be implemented in tandem to assure that San Juan Bautista's town and country setting and heritage is maintained into the future.



*Open space surrounding the City limits of San Juan Bautista:
a strong town and country definition currently exists*

a. Protect Surrounding Open Space

i. Form Greenbelt Preservation Committee

The first step in establishing a greenbelt preservation program is to create a committee for that purpose. The purpose of this committee is to establish a blueprint that would aid San Juan Bautista in greenbelt preservation and to build upon the consensus within the City to protect its town and country setting. The committee need not be large but should have well known and respected citizens who believe that the surrounding countryside and agricultural lands are a part of San Juan Bautista. Membership should include but not be limited to:



San Juan's surrounding open space is important to maintaining a strong town and country distinction

- ☐ Local Farmer(s) and Ranchers
- ☐ Planning Commissioners
- ☐ City Council Representatives
- ☐ Property Owners
- ☐ Preservation-Minded Citizens
- ☐ Realtors
- ☐ Bankers
- ☐ Developers
- ☐ Representatives from San Benito Agricultural Land Trust and other environmental organizations or land trusts
- ☐ Relevant State Agencies, including California State Parks, California Department of Conservation, etc.

The purpose of this committee is to determine:

- ❖ **Strategy:** Determine land preservation techniques and tools that will be used to preserve and protect San Juan Bautista's hillsides and greenbelt.
- ❖ **Finance:** Determine the financial resources the City will need to accomplish its goals.
- ❖ **Preservation Priorities:** An objective of the committee is to evaluate areas worthy of greenbelt preservation.
- ❖ **Define Greenbelt Lands:** What greenbelt activities are considered consistent with the heritage of San Juan Bautista and which are not.

- ❖ Mapping: Locate parcels on map and identify current land use designation and property owners. Identify landowners who want to continue farming and ranching in the San Juan Bautista area and plot them on the map.
 - ❖ Prioritize Greenbelt Lands: Select a method to evaluate and rank greenbelt lands. Preserve the best sooner.
 - ❖ Property Owner Involvement: Collaborate closely with property owners to identify their needs, understand their challenges, and identify opportunities.
 - ❖ Collaboration: Coordinate collaborative efforts with the San Benito Agricultural Land Trust and any local area land trusts, the Trust for Public Lands, the American Farmlands Trust, the Nature Conservancy, the National Trust for Historic Preservation, County Cooperative Extension, High School FFA, Youth 4-H Programs, etc. and relevant state and federal agencies.
- San Benito Agricultural Land Trust**

The San Benito County Land Trust is a non-profit, private, tax-exempt organization funded through memberships, donations, and grants. It is devoted to providing financial options to landowners in order to protect the agricultural heritage of San Benito County. The Trust can protect land permanently and directly by accepting donations of conservation easements designed to meet the individual needs of landowners. Economic benefits of donated easements include reduced income tax and estate taxes.

Ph: 831-628-0838
PO Box 549
Tres Pinos, CA 95075
- ❖ Open Space Plan: Greenbelt preservation should be integrated into the City and County's General Plans, which includes open space, paths, parks and trails.
 - ❖ Public Meetings: Hold public meetings to allow public input.
 - ❖ Present Findings: Recommend to commissions, advisory boards and the city council suggested policies and ordinances, and report the committee's progress.

ii. **Assess and Implement Appropriate Preservation Techniques & Strategies**

Purchase and Leaseback to a For-Profit Entity

Like the Purchase in Fee Simple, the Purchase and Leaseback to a for-profit entity allows for the City to purchase greenbelt land and lease it for continued agricultural use. This permits the municipality to recover a small portion of the purchase price through annual lease payments. A lease period of five to eight years allows farmers to make improvements on the land and affords them the opportunity of more stable long-term planning. The disadvantage of this method is that any nuisance civil law suits filed against the farmer will include the landowner or the municipality as a defendant.

Purchasing Greenbelt Lands in Fee Simple

The most straightforward preservation technique of greenbelt land that gives the San Juan Bautista community the greatest control would be to purchase the land in fee simple. This would transfer title to the municipality and remove the property from the tax rolls. However, this method would require the City to operate the greenbelt land or lease it to a third party. This method has been used when a municipality does not have the financial resources or the expertise to operate agricultural lands.

The City of Weston, Massachusetts holds title to a 36 acre parcel of land that is leased for a dollar a year to a non-profit organization called "For Land Sake". The land contains farmland and woodlands. The non-profit organization provides leisure learning classes, youth internships, education tours, and pick-your-own flowers and vegetables. The non-profit organization generates sufficient revenues to cover 80% of its operating budget. The balance comes from donations and grants. The land is nestled in a residential area of homes that start at \$250,000.

Purchase and Resale with Covenants

In this method of greenbelt preservation, the municipality buys the land and resells it with deed restrictions requiring the buyer to maintain the parcel for specific uses (e.g., agriculture). It is important to already have defined the objective of the City for greenbelt preservation, including agricultural lands, so the buyer has a clear understanding of what is expected. Otherwise, the municipality may have created a large lot residential home or a mini-ranch.

Transfer of Development Rights

Transfer of development rights programs allow landowners to transfer the right to develop one parcel of land to a different parcel of land. Generally established through local zoning ordinances, TDR programs can protect open space or agricultural lands by shifting development from these areas to areas planned for growth. When the development rights are transferred from a piece of property, the land is restricted with a permanent conservation easement. Buying development rights generally allows landowners to build at a higher density than ordinarily permitted by the base zoning. TDR is known as "transfer of development credits" in California.

Purchase Development Rights or Conservation Easements

This land protection method operates on the premise that the right to develop a parcel of land is one of the bundle of rights of land ownership (like mineral rights) and separable from the ownership of that land. The City can purchase the development rights (PDR) or conservation easement to the land and thus prevent its development. The municipality pays the owner the difference between the agricultural value of the land and its appraised commercial, residential or industrial market value. Once the development rights have been sold/purchased, the owner continues to retain title to the property. However, the owner cannot develop the

land. The owner continues to pay property taxes. The owner retains the right to use the land as private property. The owner may fence or otherwise prevent the public from entering the land. The property is not public land. It is private land that cannot be developed by the current or future owner(s).

In studies conducted by the American Farmland Trust (AFT), farmers who have restricted their property through a PDR do one of three things upon receipt of the proceeds:

- ☐ They invest in capital improvements on the farm
- ☐ They retire outstanding debt
- ☐ They use the funds for retirement

In follow-up studies by AFT, sellers of farmland restricted by PDR's indicate that the deed restrictions did not impede the sale of the property. Many of the "new" owner/farmers were able to purchase their first farm. In fact, purchasers of PDR restricted farmland could not have purchased the land had they to compete with and against development interests.

Unlike an agriculture zoning that has the potential of creating a regulatory taking, PDR's have been upheld by the courts as a contractual obligation or deed restriction running with the land. Sometimes, a new owner of PDR restricted land seeks to change the terms and conditions of the PDR agreement. The buyer may force the issue by building an unauthorized structure or by changing the land use from agriculture. In all cases to date, the courts have upheld the contractual obligations or deed restrictions established by the PDR, even to the extent of requiring the offending party to remove the breach and to restore the land to its original condition at their own expense.



Open space is important to San Juan Bautista residents

Leasing of PDR's or Conservation Easements

An interim tool used to determine the viability of preservation of agriculture in a given area is leased development rights. This method prevents the land owner from developing the land for a contractually stated time period. Leasing PDR's or conservation easements provide the element of time for a community to assess its preservation needs.

Bargain and Sale of Development Rights

A bargain and sale is the sale of property for less than its full market value. This results in a sale and part charitable contribution. The amount deductible for income tax purposes is the difference between the fair market value of the property and the actual sale price. A bargain and sale to a qualified organization provides the landowner with some attractive financial benefits:

- ☐ Actual cash from the sale
- ☐ Capital gains tax reduction
- ☐ Avoidance of brokerage fees
- ☐ A charitable contribution deduction

Summary

The limitations of any type of greenbelt preservation program comes in the deed restrictions placed upon the land regardless of the type of method used to create the conservation or preservation restriction. The deed restrictions must be sufficiently flexible to permit the continuance of certain uses (e.g. agriculture), but sufficiently restrictive to prevent those uses not compatible with a greenbelt setting (e.g. residential subdivisions). The deed restrictions often are negotiated with the original landowner but imposed upon subsequent owners who purchase the land. In a greenbelt preservation program, financial consideration must be given to the need of monitoring and enforcing the deed restrictions against those who thought they were buying “cheap” land, or attempt to use the defense that “no one told me”.

It is for this reason that the preservation committee becomes critically important in its function. Creation of this committee would give a strong message to San Juan Bautista of the City’s commitment to preservation of its open space and agricultural heritage.



San Juan Bautista's surrounding hillsides

b. Encourage Infill Development

There are many strategies to encourage infill development and develop of vacant lots and buildings. The following is a list of strategies and actions that San Juan Bautista can use to encourage infill development and redevelopment. The strategies/actions listed below were summarized from “Building Livable Communities, A Policymaker’s Guide to Infill Development”, a document prepared by the Center for Livable Communities published in August of 1995. While some of the following strategies require City investment not currently available, they should be looked at as future implementation measures. They will become especially important and relevant as (or if) the City eventually begins to annex land within its planning area.

i. Use public facilities and development fees to attract investment.

- ❖ Set development fees that encourage infill and discourage sprawl within the planning area by charging less for infill projects that encourage walking, bicycle, or county transit use.
- ❖ Reduce or delay development fees until the developer sees a positive cash flow.
- ❖ Locate public facilities in areas where you want to attract infill development (i.e., invest your money where your mouth is).
- ❖ Protect the area that you are targeting for infill. Make certain that police service is adequate, and utilize code enforcement and other measures to keep vacant properties and streets clean and unblighted.
- ❖ Use public investments in streets, infrastructure, and public amenities to improve targeted areas, and encourage retail success and additional private investment.
- ❖ Assume or share the cost of infrastructure improvements.

ii. Assist with project financing

Assist in financing projects using city/county funds, tax increment financing, bond revenues, and other sources. Funds may also be available through grants such as Community Development Block Grant (CDBG) awards under the Department of Housing and Urban Development’s (HUD) Section 108 program (see Chapter 3 for more funding information).

- ❖ Assist the developer in obtaining financing through tax-exempt bonds, loan guarantees, or a letter of credit.
- ❖ Offer developers city-owned land or swap key parcels. For example, the owner of a key property in an area targeted for infill who is unwilling to build on that site may be willing to accept in exchange a city-owned parcel of similar value, allowing the city to move forward on the targeted site.
- ❖ Provide fee and tax waivers.
- ❖ Pool Community Reinvestment Act (CRA) funds. Help subsidize the retail component of new mixed-use developments until the retail portion becomes profitable.

iii. **Zone for mixed use and higher-density development**



Mixed use is an important part of infill development

Zoning codes can be powerful mechanisms to support infill development. Zoning regulations and guidelines should address: neighborhood design issues, mixed-use development incentives, reduced parking ratios, transfer of development rights provisions, and pedestrian- and bicycle-oriented design features. Additionally, the permit processing system should be modified and streamlined in such a manner that it encourages infill development by making it easier for

these developers. A draft Mixed Use Ordinance has been prepared for San Juan Bautista and is included in *San Juan Bautista Zoning Recommendations Report*, under separate cover. The City should review this document with the community and adopt quickly to encourage more mixed-use infill development within the City and to become consistent with the 1998-2015 General Plan.

iv. **Encourage rehabilitation**

Work with property owners and developers to rehabilitate vacant buildings and underutilized commercial buildings. Attempt to establish loan pools, etc. as discussed briefly later in this chapter.



Encourage rehabilitation to increase infill development opportunities

v. **Utilize a checklist for creating infill development**

The following is a checklist – adapted from a checklist developed by the National Main Street Center - of some of the strategies suggested above and additional ideas used to encourage infill projects.

Reduce costs and/or cash required:

- ☐ Grant money for acquisition, soft costs, & construction/rehab.
- ☐ Condemnation
- ☐ Pressure owners to sell
- ☐ Ease regulations
- ☐ Land cost write-downs

- ☐ Waive transfer tax
- ☐ City staff services
- ☐ Grant coordinator to assist in applications
- ☐ Historic district services
- ☐ Architectural services
- ☐ Tax credit application
- ☐ National Register nomination

- ☐ Certified Local Government
- ☐ Infrastructure improvements
 - ☐ Property in exchange
 - ☐ City labor contributed to project
 - ☐ City materials contributed to project
 - ☐ Reduce or waive impact fees
 - ☐ Tax increment financing district
 - ☐ Zoning variances
 - ☐ Equity participation
 - ☐ Leveraging other money sources
 - ☐ Conduit for other monies
 - ☐ Single office (person) for developer to work with
 - ☐ Cut through red tape
 - ☐ Site clearing
 - ☐ Refundable advance of front-end fees
 - ☐ One architect for public and private improvements
 - ☐ Provision of easements
 - ☐ Donation of property to development organization
 - ☐ Adoption of historic preservation building code provisions
 - ☐ Access to buying sources

Increased Income:

- ☐ Rent subsidies
- ☐ Public occupancy
- ☐ Occupancy guarantees
- ☐ Bonus payments on occupancy

- ☐ Purchase goods/services from project
- ☐ Buy information from project market study, marketability study

Reduce Expenses:

- ☐ Local tax credit
- ☐ Marketing assistance
- ☐ Vacancy subsidies
- ☐ Utility Costs
- ☐ Property tax rebates
- ☐ Prop. tax assessment adjustments
- ☐ Transport. assistance
- ☐ Expense subsidy
- ☐ Maintenance
- ☐ Property tax abatement
- ☐ Provide management services
- ☐ Buying pool access

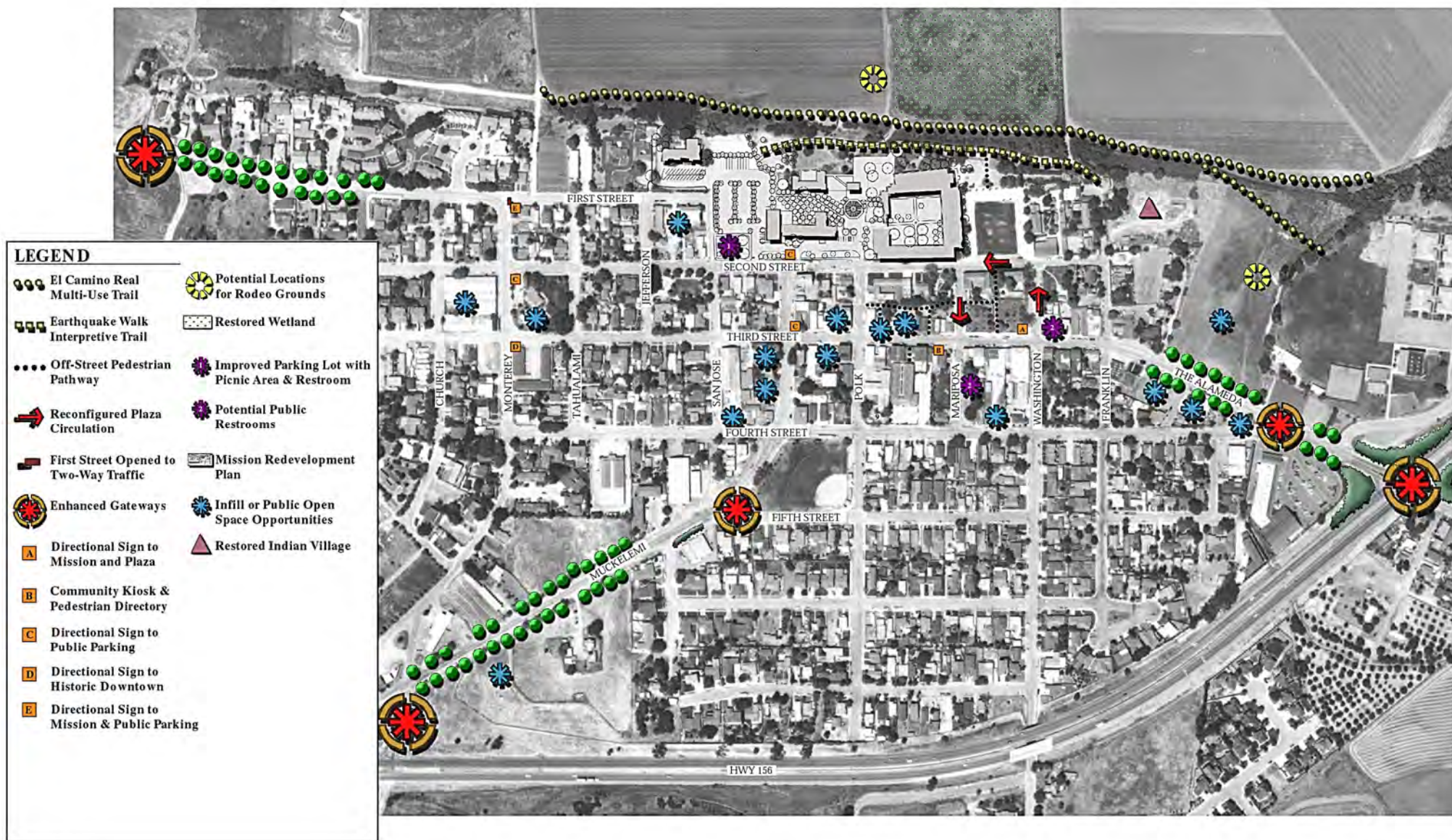
Reduce Financing Costs:

- ☐ Direct low-interest loans
- ☐ Interest write-down with lender
- ☐ Special assessments for improvements
- ☐ Loans to lenders
- ☐ Compensating balances
- ☐ Term subsidy
- ☐ Loan guarantees
- ☐ Industrial revenue bonds
- ☐ "Pressure" on lenders to fund appropriate projects
- ☐ Subordination of debt interests
- ☐ Payment of financing fees

Improve Economic and Investment Environment:

- ☐ Enforce building codes
- ☐ Pressure owners to maintain and/or improve property
- ☐ Build parking lot or garage
- ☐ Alter comprehensive plan
- ☐ Business assistance to tenants
- ☐ Public improvements

-
- | | |
|---|--|
| <input type="checkbox"/> Public expenditures amenities | <input type="checkbox"/> Down zoning and/or incentive zoning |
| <input type="checkbox"/> Acceptance of facade easements | <input type="checkbox"/> Adopt and enforce sign and building design ordinances |
| <input type="checkbox"/> Reinvest development fees in area | <input type="checkbox"/> Traffic management |
| <input type="checkbox"/> Reinvest business license fees in area | |
| <input type="checkbox"/> Height and density restrictions | |
| <input type="checkbox"/> Park and common-area development | |



CONCEPT PLAN GRAPHIC

Figure 2.4

c. Guide New Infill Development

Encouraging development on lands within the Third Street core area will assist in the continued protection of surrounding open space and agricultural lands. Additionally, new development in the downtown will increase economic opportunity that remains centralized in San Juan Bautista. The following identifies underused and vacant parcels with potential for infill whose locations are graphically noted on Figure 2.4. Possible uses that could enhance the San Juan heritage are provided here, although the ideas by no means represent the only suitable alternatives.

i. Infill Opportunity: Muckelemi Lot near Hwy 156

This is an important site in San Juan Bautista as it lies along one of the City's major corridors. Careful attention should be paid to ensuring architecture and site design that is of high quality and is compatible to the character of San Juan Bautista – for many travelers, this may be one of the first buildings they see upon arriving to the City. The area is appropriate for a two-story mixed use building, consistent with the 1998 General Plan. Because of its close proximity to higher density residential uses in the area, locally-serving retail and services, such as a daycare, hardware store, health clinic, pharmacy, etc. are well-suited for the mixed-use development in this corridor.

ii. Infill Opportunity: Alameda Vacant Lot Adjacent to School



Vacant lot – The Alameda

This large school-owned site presents an opportunity to serve a number of purposes. As a Welcome Center, it could provide historical interpretation and event information, public parking, and restrooms. The site could also serve as a “Multi-Agency” Office, housing various public or non-profit organizations such as the Chamber, the “Main Street” manager, State Parks office, a City Hall annex, and other local non-profit organizations. This site could also provide space for a small-scale rodeo or similar

activity in the community. Maintaining adequate open space, landscaping, and protecting existing views must be priorities in developing this site, along with careful attention to the building's architecture.

iii. Infill Opportunity: Vacant Lot Adjacent to 400 Third Street

Combining the open spaces and the undeveloped lot, this site has the potential of serving as a midblock green environment and possibly also include provisions for small retail, outdoor dining, or even a beer garden.



Vacant lot adjacent to 400 Third Street

iv. Infill Opportunity: Muckelemi & Third Street Vacant Lot

This prime vacant site is prominently located at the corner of Muckelemi and Third Street, in the heart of historic downtown. Recommended at this site would be a two-story mixed use structure set back from the street to allow for a public courtyard or plaza adjacent to the sidewalk. A major attraction, whether it be retail, restaurant, or other public use, at this site could increase pedestrian traffic between the Mission, Third Street, and new mixed-use development along Muckelemi.

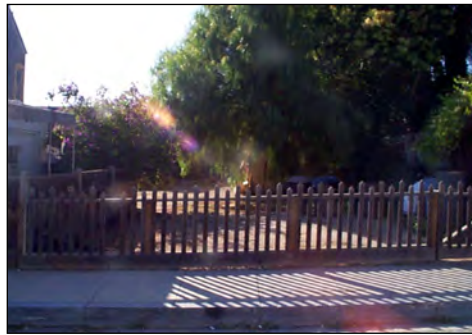
v. Infill Opportunity: Fourth Street

A few important businesses exist along this stretch of the Fourth Street, including the historic Mariposa House Restaurant, JT's Branding Iron, and the Casa Medina Gallery. These buildings portray similar characteristics of bright colors and Queen Anne vernacular architecture. Adding a new office or specialty retail building, also in Queen Anne vernacular, to the underdeveloped site in this area could create a "sub-district" of sorts, adding interest and strengthening the existing businesses along Fourth Street as well as their connection to Third.



JT's Branding Iron – Fourth Street

vi. Additional Infill Opportunities



Additional infill site along Third

A number of other vacant or underdeveloped lots exist in the Third Street commercial core area. Most of these sites lend themselves to small one to two-story mixed-use projects. These sites represent opportunities to provide such commercial services as a pharmacy, hardware store, etc. or specialty retail in addition to new housing, all of which add to the economic and social vitality of downtown.

d. Protect Dark Rural Skies

Another important element that can help distinguish small, rural communities from their larger urban counterparts is the protection of the darker skies of the country. The *Zoning Ordinance Recommendations Report* – under separate cover – provides a draft dark skies ordinance for San Juan Bautista. The City should review this document and allow the community, Commission, and Council to revise as necessary for San Juan Bautista.



Pedestrian lighting on Third Street

STEP II: PRESERVE AND PROTECT HISTORY

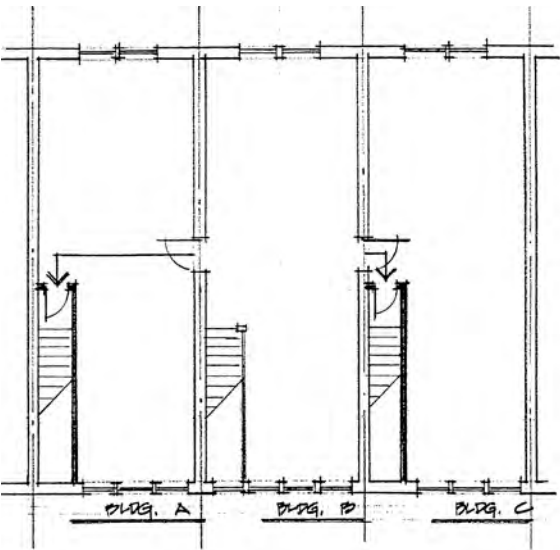
Effective preservation of San Juan Bautista's many historic treasures and cultural resources will only result from a combination of policies and programs that foster historic protection, and of physical preservation projects themselves. This section outlines a series of such recommendations:

a. Clarify Historic Preservation and Design Review Policies

As pointed out by residents, elected and appointed City officials, and developers, City policies pertaining to historic preservation and design review are unclear. This process must be made more transparent and understandable if San Juan Bautista is to preserve its resources and encourage development that enhances, rather than detracts from, the City's character.

i. Formally Adopt the State Historical Building Code

While the Uniform Building Code (UBC) is an effective code for contemporary structures, it does not provide adequate alternatives for addressing the unique attributes and circumstances of older historic buildings. Given San Juan Bautista's abundant historical resources, it is strongly recommended that the State Historical Building Code be formally adopted and regularly used by the City when processing applications for renovation, repair, or reconstruction of historic structures. In 1976, California passed the State Historical Building Code – this code allows all state, county, and city building authorities to apply alternative building regulations to the restoration, rehabilitation, preservation, or relocation of any historic building eligible for inclusion in national, state, or local registers of historic properties. The scenario at right is one example of how the Historical Code assists restoration efforts.



National Main Street Center®
Main Street Certification Institute in Professional Downtown Management™

Building Codes 16

Scenario: No existing, approved exits in building

Intent of code: To provide safe egress in case of fire

Example: Building B has an existing stair from the second floor, but it is not of appropriate width nor materials. Buildings A and C each has existing, approved exit. The same person owns all three buildings.

Current building codes requirement: Two approved exits must be contained in each building.

Model codes for historic buildings requirement: The existing, approved exits are sufficient if the three buildings are joined together with rated fire doors, the maximum travel distance between the two approved, existing exits meets code, and smoke detectors are installed throughout.

ii. **Revise the Preservation of Historical and Cultural Monuments Ordinance**

The City's Preservation of Historical and Cultural Monuments Ordinance (Title V, Chapter 19), while an important tool in the City's preservation efforts, lacks some clarity in its application and in its provision of guidance to the Planning Commission. The following recommendations are intended to strengthen the existing ordinance. Refer to the *Zoning Ordinance Recommendations Report*, under separate cover, for more information on these and other recommended changes to the City's existing ordinance. The recommendations should be reviewed, revised as necessary, and adopted by the City in a timely manner.

1. *Define "officially designated cultural resource"*

When the city's Preservation of Historical and Cultural Monuments Ordinance was modified by the Council in 1994, one of the major changes was that the ordinance's area of application was limited to "officially designated" resources rather than "all" cultural resources (Chapter 5-19-100). One of the struggles of implementing this new mandate is that the intent of "officially-designated" is not defined in the ordinance, making it unclear which resources are subject to its provisions. While it is assumed that all Federally or State listings would be considered "officially designated cultural resources", it is not clear what factors determine when local resources are deemed to be "officially designated". To clarify, a precise definition and list of criteria for determining when a local resource is "officially designated" should be added to the existing preservation ordinance. In drafting the definition and criteria, a number of different references and guidelines are available. For instance, the City's ordinance provides a definition and standards for "landmark" classification that may have been intended for interpretation as an "official designation". Also, the criteria used to develop the *1981 Historic Resources Inventory* (see a.ii.5 on page 2-33) should be referenced, as should the various standards used for state and federal designations. Additionally, resources included on official local registers are generally placed there at the request of property owners.

2. *Prepare and Adopt "Official List" or "Official Local Register"*

As part of the Historic San Juan Bautista Plan process, a document, under separate cover, was completed which summarizes and illustrates the City's existing resource inventory information: *1981 Completion Report on the San Juan Bautista Historic Resources Inventory* and *1998 – 2015 San Juan Bautista General Plan Historic Preservation Element*. This summary document, the San Juan Bautista Cultural Resource Inventory Summary & Pictorial (SJBCRISP) and the definition of "officially designated cultural resource" determined above should be closely reviewed. If the application of that definition does not include all currently inventoried resources, a separate "official list" or "official local register" of designated cultural resources (or such other name as the Council deems appropriate) should be formally adopted. This list or

register, along with the criteria upon which it is based (as determined above) and designation process, should be clearly indicated in the City's preservation ordinance. This official list or local register should be maintained and updated regularly as new sites and buildings receive "official" resource standing.

3. *Establish Cultural Resource Committee to Assist Planning Commission*

A Cultural Resources Board was established in the City's original preservation ordinance to serve in an advisory role to the City Council on matters of historic preservation and protection, including design review. In 1994, the Board was disbanded and its duties and responsibilities were passed on to the San Juan Bautista Planning Commission. The Planning Commission has thoughtfully taken on the responsibilities of design review for historic resources, but with the other demands already placed on the Commission, it is difficult for them to effectively carry out the additional cultural resource preservation responsibilities, such as maintaining the local register, investigating funding sources for preservation activities, or conducting public educational and interpretive programs. Therefore, it is recommended that an informal Cultural Resources Committee be established to assist and advise the Planning Commission with these historic preservation efforts. Specific make-up of the committee could be determined by the City, but it is recommended that the committee include several members with backgrounds in such areas as historic preservation, local history, grant writing and research, architecture, the arts, etc. Ideally, if a San Juan Bautista Main Street program is established as laid out earlier in this chapter, a sub-committee of the Main Street Board could be the appropriate body to serve in the capacity of a Cultural Resource Committee.

The Planning Commission should retain purview over design review and other preservation-related final decisions, but many of the important duties and responsibilities related to cultural resource preservation could be taken on by the Committee (educational programs, etc.). At its discretion, the Commission could also call upon the Committee to conduct targeted research or provide an opinion on a complex preservation or design issue before them. In the future, as (or if) development increases, it may be advisable to re-create a formal Cultural Resources Board to officially take on design review and approval of official historic resources, as well as the other responsibilities under the City's preservation ordinance.

4. *Establish Incentives for Preservation, Restoration, & Rehabilitation*

It is often difficult for individual property owners to obtain grants or loans to conduct work on their buildings, especially more expensive preservation-focused work. The City's preservation ordinance should include provisions intended to ease the financial burden on owners of historic structures and encourage reward preservation. Such incentives may include the reduction or

elimination of application fees for property owners who make minor repairs and maintenance consistent with the Secretary Standards for preservation; reduced parking requirements, application of the Mills Act to grant property tax relief, and official recognition of preservation projects through City awards. The City should also provide and maintain a list of contractors



experienced in historic preservation to share with property owners to help ensure quality work and care of historic structures. Refer to the *Zoning Ordinance Recommendations Report* for more detail on specific incentives.

Maintenance on historic structures can be costly

Efforts should also be made in the coming years to establish a rehabilitation loan program to encourage and assist property owners to repair and improve their property. Work with local or regional banks to assist in this effort. As part of this program, design assistance might also be provided free of charge to ensure that modifications to buildings are consistent with the original architecture and with the Secretary of Interior Standards for Historic Preservation (see the *San Juan Bautista Design Guidelines* for more information on these standards).

iii. Update and Recognize the San Juan Bautista Cultural Resource Inventory

Adopting an official list or register, as noted above is an important step, but does not invalidate the need for or importance of the City's comprehensive cultural resource inventory. The *San Juan Bautista Cultural Resource Inventory Summary & Pictorial (CRISP)*, as currently prepared, should not be viewed as an official update of the original inventories because additional research and detailed documentation is required to reflect a formal update of the inventory. The document should, however, be used as an interim guide and resource until such time as a complete update is prepared. As previously noted, the *SJBCRISP* summarizes data from both the 1981 Inventory and the 1998 General Plan. The *SJBCRISP* combines the two lists and adds current land use designation, photos, and location within the community.

The original 1981 Inventory considered both physical and contextual significance of local resources, selecting structures or sites typical or illustrative of local form, material, construction, style or use, or having an association with important historical events, trends, or persons. The 1981 Inventory included 115 structures and sites and classified them as either "Landmark" (buildings and sites with identifiable or historic significance, either by architectural style, features, or craftsmanship) or "Contributing" (buildings and sites with less architectural or historic significance, but because of scale, design, use of materials, or location make a positive contribution to the historic fabric of San Juan Bautista). The 1998 General Plan cultural resources list

presents a considerably smaller version of the inventory with slightly more detail on state and federal designations of those resources included on its list, but did not identify the criteria used. An official update to the *SJBCRISP* should clearly articulate the criteria upon which the new inventory list is based, many of which may be the same as those used official register. The formal update to the *SJBCRISP* may result in additional structures and sites eligible for the City's official list or register. Listing on the Inventory would not require property owner approval, as the Inventory illustrates only eligibility for the local register and does not subject the property to ordinance provisions. Property would be included on the *official* list or register (and afforded extra protection, flexibility, and incentives as a result) only at the owners request. Refer to the suggested modifications to the City's historic preservation ordinance in the *Zoning Ordinance Recommendations Report* for additional information.

An official update should be undertaken with the assistance of the San Juan Bautista Historical Society, recognized historic preservation experts, local universities, appropriate State or Federal agencies, and the Cultural Resources Committee (if established). Some additional guidance on updating the inventory is found in the *SJBCRISP* itself.

iv. Adopt Site Plan and Design Review Ordinance

An unclear process and applicability of design review in San Juan Bautista often results in controversy and discourages residents from preserving or repairing their property. References to design review are located at various points in the City's ordinance, but no centralized design review process is laid out. Design review-based permits referred are "S" District permits, Historic District Permits, and Sign Permits. Complications with "S" District and Historic District applicability and overlap often confuse the process; and a lack of administrative approval for even minor repairs can compound the confusion and inefficiency of the process.

A comprehensive site plan and design review ordinance that clearly articulates all areas and levels of applicability and establishes exemptions in the process is needed in San Juan Bautista to establish a more predictable and understandable design review process. This ordinance should replace the "S" Permit¹, Historic District Permit, and Sign Permit under the auspices of one permit – a Site Plan and Design Review Permit. In addition to establishing clear standards as to which projects require design review by the Planning Commission, the new ordinance should include provisions for staff level approval for minor improvement projects to encourage property owners to improve their buildings and to improve the efficiency of the permit process.

¹ It is advised that all references to "S" District be removed from the Zoning Ordinance. The standards for parking and landscaping should remain in the zoning ordinance, but be placed in a separate section specifically for parking.

The following table summarizes the recommended design review applicability. Draft site plan and design review ordinance language is provided in the *Zoning Ordinance Recommendations Report*. The draft ordinance and related modifications to the zoning ordinance (e.g. “S” District) should be reviewed, revised as necessary, and adopted by the City in a timely manner. Additionally, information sheets should be prepared to advise the public of the new requirements².

STAFF LEVEL SITE PLAN AND DESIGN REVIEW *

Projects Within Historic District: Minor rehabilitation, maintenance, or repair not altering the appearance of building (e.g. roof repair, window replacement, or repainting consistent with existing treatment, etc.)

Projects Outside of Historic District: Single family residential infill development (up to one unit only)

PLANNING COMMISSION LEVEL SITE PLAN AND DESIGN REVIEW *

Projects Within Historic District:

- Major rehabilitation, maintenance, or repair which alters the appearance of building (e.g. addition or removal of building features, introduction of new building materials or colors, etc.)
- New construction, including infill development
- Signs

Projects Outside of Historic District:

- New construction of commercial, mixed use, or public buildings
- New construction of single family residential infill (2 or more units), residential subdivisions, and multi-family developments
- Major rehabilitation, maintenance, or repair of commercial, mixed use, or public buildings which alter their appearance
- Minor or major rehabilitation, maintenance or repair on any officially designated cultural resource
- Signs

Projects Within or Outside Historic District:

- Any projects otherwise requiring Planning Commission review (e.g. conditional use permits, tentative maps, variance)

EXEMPT FROM SITE PLAN AND DESIGN REVIEW *

- Interior remodeling or construction that does not alter the exterior appearance of buildings
- Minor or major exterior maintenance of single family residential structures not located within the Historic District or designated as official cultural resources

** With the exception of painting, all projects also subject to approved building permits.*

² Currently, a flyer entitled “Does My Project Require Special Review?” exists. This informational sheet should be revised, followed by a comprehensive revision of other informational resources and City applications affected by these and any other zoning ordinance changes.

v. Adopt San Juan Bautista Design Guidelines

As previously noted, the design review process in San Juan Bautista is often controversial. This is in part because the appropriate tools and guidance are not in place to assist City officials, property owners, prospective developers and the general public. Adopting design guidelines communicates the desired qualities and characteristics of development and community values in the City and are intended to: 1) help make developers aware of the design elements to be considered to protect aesthetic values; 2) suggest preferred solutions for design-related questions for all projects; and 3) standardize development review guidelines to ensure the consistent evaluation of development projects subject to the site plan and design review ordinance.



Design guidelines illustrate community design values and assist in the design review process

As part of the Historic San Juan Bautista Plan process, a set of design guidelines have been prepared for the City with a great degree of community input that provide this design guidance for new commercial and residential development, as well repair or construction work on existing buildings. The *San Juan Bautista Design Guidelines*, under separate cover, should be adopted soon to support the design review process and encourage appropriate design in the City. Ideally, the Design Guidelines should be adopted after the adoption of a Site Plan and Design Review ordinance. Copies of the adopted design guidelines should be made available for public review or purchase at City Hall.

b. Establish Ongoing Support from a Historic Preservation Specialist

Because of some of the important and often complex historic preservation issues that arise in San Juan Bautista, it is recommended that the City establish ongoing professional consulting from a historic preservation expert(s). This specialist(s) should be available on an as needed basis to provide recommendations, advice, and general expertise with the City on matters of historical and cultural resource protection. If available, general funds should be budgeted for this service. The City might also explore sharing this service with another community to reduce costs. Alternatively, avenues to capitalize upon the unique expertise in the California State Parks should be explored, as should various opportunities for free technical assistance through government agencies and non-profit organizations.

c. Secure Funds and Grants for Preservation

It is strongly recommended that potential resources for funding, including those noted in Chapter 3, are studied in order to not only implement the specific preservation projects and

programs discussed in the Plan, but also to assist in additional preservation work. Investigate grant funding and loan opportunities available for individual property owners to maintain their historic buildings and keep informational pamphlets and applications at City Hall.

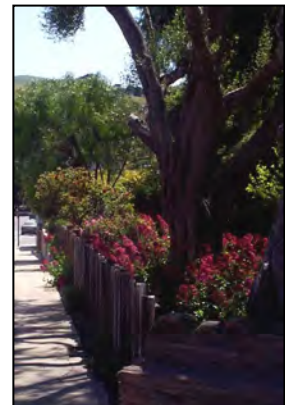
Partnerships are very important in obtaining grants and technical assistance. Mutually beneficial partnership opportunities between the City, the San Juan Bautista Mission and State Parks are important avenues to fully explore. The San Juan Bautista Historical Society's 501(c)3 status and historical expertise will also prove beneficial in pursuing certain types of grants and should be involved in partnering for preservation. Additionally, the San Juan Bautista Library has been very successful in securing and identifying grants and that expertise and experience should be tapped. Likewise, other community groups and local organizations, possess unique talents and resources that should be considered when pursuing grants. Involve the Cultural Resources Committee and other groups in identifying and securing different sources of funding and technical assistance for individual property owners, as well as organizations involved in cultural resource protection.

d. Protect San Juan Bautista's Trees and Other Natural Features

In addition to San Juan Bautista's built environment, its natural environment also represents a significant cultural resource. This fact is exemplified in the open space protection section earlier in this chapter. However, many of San Juan Bautista's mature trees and other natural features also warrant preservation and protection.

i. Conduct a Survey of Natural Features

Conduct a field survey to identify significant trees, plants, flowers, and other natural features. Enlist local expertise as well as area colleges and history books to assist in this effort and in helping determine what is "significant". The public-at-large and local youth should be a part of this effort to the degree possible. A survey presents an excellent opportunity to also develop environmental awareness and education programs, including interpretive trails and nature markers.



Natural features are also important

ii. Establish a Tree Preservation Ordinance

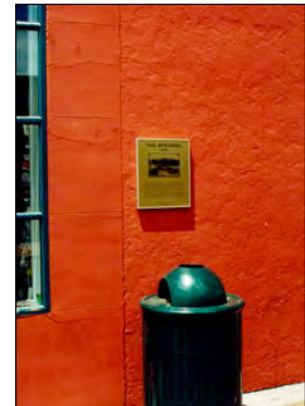
A tree preservation ordinance is a regulatory tool that provides protection for specified trees (or plants). Ordinances generally identify those trees with protective status, and provide retention, removal, replacement, and maintenance requirements. Often, they contribute to increased property values and avoid significant negative impacts on adjacent properties. Tree preservation ordinances vary in form and complexity, but should remain flexible if they are to be embraced and effective. Many of the decisions about what to protect and how are choices that a community must make, so citizen input is essential. Other elements of decisions are more technical and may require a more expert opinion. Thus, involving a broad selection of individuals in the development of the ordinance will be essential. Initial research has been done for San Juan Bautista and is available for review at City Hall.

e. **Highlight & Restore Historically Significant Sites and Buildings**

The following present projects ideas and potential opportunities developed with the community through the planning process which attempt to enhance and restore historically significant structures and sites. Many of the potential project sites are graphically illustrated in Figure 2.4.

i. **“Tell the Story” Through Historic Plaques and Markers**

The story of San Juan Bautista’s rich history, culture, and rural tradition is not always available or apparent to visitors or even residents of the community. The City’s existing written materials, books, web sites, and festivals are an integral part of promoting the history and culture, but physical opportunities to “tell the story” of San Juan Bautista, are not capitalized upon. The existing historic walking tour is a starting point - monuments or markers that describe these and other significant sites, events, landmarks, environmental features, or people should be located at various points throughout the community. Plaques that provide details on important buildings could be placed either directly on buildings or imbedded in the adjacent sidewalk. Documentation could even be as simple as old photographs and/or historic facts placed in windows. Markers could ultimately be linked together through a heritage trail, an expanded version of the existing walking tour.



Example of building plaque

ii. **Enhance El Camino Real Trail**

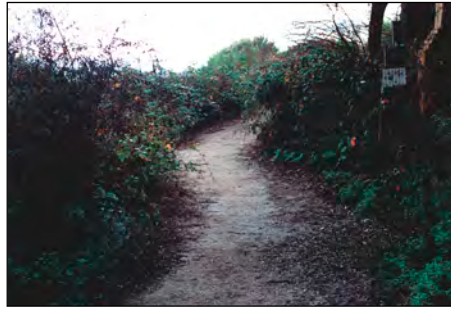
The El Camino Real is an important piece of California history. Enhancing its prominence and accessibility through San Juan Bautista is recommended. The agricultural road and adjoining land near the back (northern edge) of the Mission provide an excellent opportunity to create an enhanced El Camino Real trail which could accommodate pedestrians, horses, and bicycles. Ideally, this multi-use trail should extend beyond the confines of the Mission and State Parks area to various other destinations, including the area south of Highway 156. Ideally, connections to the designated Juan De Anza trail should be developed as well.



El Camino Real trail area

iii. **Re-establish Interpretive Earthquake Walk**

The Mission Master Plan calls for the re-introduction of a seismograph near the current main entrance to the church. This seismograph, along with proposed enhancements to the trail along the back of the property near the fault line, present a



Current condition of trail area

great opportunity to bring back the interpretive “earthquake walk”. The original walking tour had seven distinct stations set up explaining earthquake activity and documenting the San Andreas Fault. These seven stations should be modified as needed and visually reestablished along the trail. Partners with the Mission in this process should include Foothill

College (who developed the original trail brochure), the City, State Parks Department, and the Chamber of Commerce, and interested citizens. Additional interpretive markers identifying plant species, agricultural history, etc. could also be incorporated into the pedestrian trail. Ideally, this trail would run parallel to the multi-use El Camino Real trail.



Existing Earthquake Walk Sign

iv. Enhance Luck Museum and Library Site



Luck Museum

The Historical Society recently dedicated the Luck Museum located at the corner of Third Street and Monterey. Current efforts by the Historical Society to renovate the building to its original Mission Revival style should continue. The prominent location of the building makes this an important site visually and the early gas station architecture represents a relevant part of San Juan Bautista’s history. In spite of their considerable contribution to the development

of agriculture in the area of San Juan Bautista, the history of Chinese and Japanese heritage in the community is practically invisible. This is an area in need of additional research and documentation. Regional historians and local Chinese and Japanese Americans must be involved in this process. An initial step toward honoring the Chinese heritage is to assist the Historical Society in its efforts to rehabilitate the Jim Jack Cabin and relocate it to the Luck Library and Museum site. The site’s public attractions, historically significant buildings and large open space make the site a natural place for community gatherings and activity.



Jim Jack Cabin at its current location in the City yard

v. **Consider Improvements to the State Park Plaza**

To create a gateway to the Plaza area, improve pedestrian safety, and enhance the historic feel and experience of the Plaza, a series of recommendations are proposed for consideration. The projects, led by State Parks, would involve partnerships among the City, Chamber, and Mission. In addition to improved signage discussed later in this chapter, improvement project ideas include:

- ❖ Convert Washington Street to a one-way street (north) leading toward the Plaza. Already a one-way street, reverse the direction of traffic along Mariposa.



State Park Plaza – Second Street

- ❖ Convert Second Street between Washington and Mariposa to a one-way street. Create a “neck down” to narrow the street and slow traffic. Slowing the speeds and convenience will also discourage “through” traffic. Resurface this portion of Second Street with decomposed granite to more accurately replicate the historic Plaza Drive. Create a new street edge along the Plaza Hotel and Breen Adobe by slightly extending the landscaping. Create a new street edge along the Plaza side by creating a slightly elevated pedestrian walkway that mimics the pathway adjacent to the Plaza Stables.



Existing elevated pathway

- ❖ Continue to allow parallel parking on both sides of Washington and Mariposa. Add wooden sidewalks along Washington Street to mirror those on Mariposa and strengthen the historic character of the Park.



Plaza drive

- ❖ No parking allowed on Second Street between Mariposa and Washington. Limit parking on Plaza Drive to disabled persons. Work with Mission to eventually phase out all parking on the Plaza when additional alternate parking has been

provided.

vi. Open San Juan Bautista Historic Gardens and Orchard

The State-owned historic garden and orchard fronting on Third Street currently provides no public access from the street, thus leaving the garden somewhat



State Historic Gardens and Orchard

undervisited and isolated from the community-at-large. By working with State Parks to open the gates which exist at Third and Mariposa Streets to the public, a direct link between the Plaza area and Third Street shopping can be made, benefiting the State Park, the Mission, and the Historic Downtown businesses. Opening the gates to the public will also allow for more local ownership and stewardship of the gardens.

vii. Restore Indian Village

The influence and impact of Native Americans upon San Juan Bautista and the region are not adequately being told at present. An excellent opportunity exists to fully explore and honor Native American history by restoring the old Indian Village near the terminus of Franklin Street, currently owned and managed by California State Parks. The archeological study and restoration of the Village is included in the 1998 draft State Park Management Study as well as the Master Plan recommendation of 1974, but to date no work has begun. The community should partner with and assist State Parks with the restoration of this important site. This important stage of history is sorely lacking in San Juan Bautista – project planning should be initiated soon with the active involvement and leadership of local Native American representation.

viii. Enhance Mission Grounds

The Old Mission completed a master plan process in October 1999 (*The Campus at Mission San Juan Bautista: Master Plan Report*) which includes structural additions to the existing Mission, new buildings, pedestrian paths, and enhanced landscaping. The plan also includes restoration of a historic wetland at the back of the property (formerly the rodeo grounds) and improvements to the underutilized parking lot at the corner of San Jose and Second Street. The Mission's master plan presents



Old San Juan Bautista Mission

important opportunities to partner with the City and State Parks Department, notably in historical interpretation and the development of the parking lot (see STEP IV for more detail on the parking lot). The City should stay abreast of and involved in the Mission renovation project and where possible, assist in securing grants and identifying additional partnership opportunities for mutually beneficial projects (i.e. the earthquake walk and seismograph project).

ix. Enhance Community Center/City Yard Site & Create Youth Destination

San Juan Bautista youth are important and should be involved in decisions and activities which impact their City. Likewise, they need.... The community center and adjacent city yard property provide an excellent opportunity to provide targeted youth activity complex and facilitate local youth “ownership” of the site. The location of the boy scouts office at the site further enhances its suitability for a youth destination. Within the Center itself, an evening youth sports program with the local sheriff and fire departments and/or a youth arts center (anti-graffiti effort) could be appropriate. A community garden in the City yard managed by youth, possibly in a joint effort that includes the local senior citizen population and the area agricultural industry, is another opportunity for the site. The opportunities are endless for this currently underutilized and undervalued location. Local area youth and the school district should be involved in the exploration and prioritization of ideas for the site, as well in the implementation.



San Juan Bautista Community Center

x. Adapt Industrial Warehouses for Contemporary Uses

Barns, graineries, and warehouses were once central to the agricultural economy of San Juan Bautista. While no longer of major economic significance, existing warehouse buildings are important reminders of this history. The Nyland Warehouse



*San Juan Bautista industrial buildings
present significant opportunities*

at Third and Muckelemei represents an excellent location to not only preserve the existing building, but also adapt it for an active use. Ideas for the site have included artists studios and lofts, car history museum, and other related cultural-arts activity. Linking such a use to the existing museum and library would be advantageous. An attempt should be made to adapt other warehouse buildings in the City for contemporary uses as well.

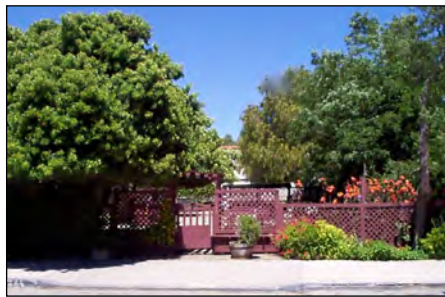
xi. Re-Establish Rodeo Grounds

Historically, the annual Rodeo which took place behind the Mission was a major cultural attraction, as well as source of community pride in San Juan Bautista. Interest has been expressed in giving this event some sort of “rebirth”. An idea surfaced during the planning process to re-establish some type of rodeo grounds within the City limits. These grounds could be the site of a new yearly rodeo and/or weekend rodeo-ranch type of events, equestrian events, local performances, or local theater, etc. Development of the any rodeo grounds or related buildings should also include parking and restrooms facilities. Depending upon the site and scale of a new rodeo, this could involve private entities, or a combination of the City, State Parks, and the Mission. A potential site for these rodeo activities might be at the vacant school-owned property on the Alameda or at the back of the Mission grounds as close as possible to its original location.



Original rodeo bleachers

xii. Revive Chapito’s Garden



Chapito’s Garden – Third Street

Chapito’s Garden is a great example of one of the numerous open spaces located in the heart of downtown. Currently, the lot is not maintained or used in an optimal fashion. This important site should be revitalized to bring back its vibrant character and importance as a cultural resource, and to serve as a focal point of activity and community pride.

xiii. Preserve and Highlight the San Juan Bautista Cemetery

A survey of the San Juan Bautista Cemetery should be conducted. The cemetery represents one of the most complete records, in one place, of the history of the City from 1864. Conducting such a survey could uncover much additional historical and cultural community information. The cemetery also reveals an excellent collection of funerary decorative arts that can be traced and preserved as cultural resources. The families buried in the cemetery and their integral roles in the development of the City of San Juan Bautista should be highlighted.

STEP III: ENHANCE HISTORIC SAN JUAN BAUTISTA

In addition to preserving and protecting what is already here, there are also opportunities to enhance the visitors' and residents' experience of Historic San Juan Bautista.

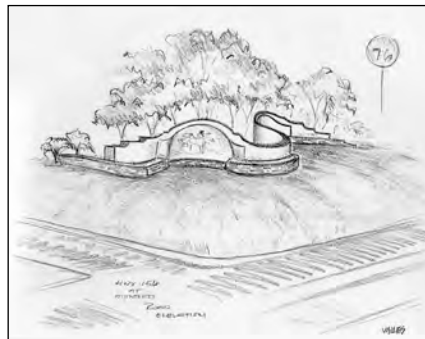
a. Establish Clear Gateways to Historic San Juan Bautista

Gateways are important in signaling definitive entries into the historic community of San Juan Bautista, both directly from the Highway and within the City itself. Gateways in San Juan need not be grand or extravagant, as the community fabric itself indicates that one has entered a special place. However, the following gateway enhancements are recommended for San Juan Bautista.

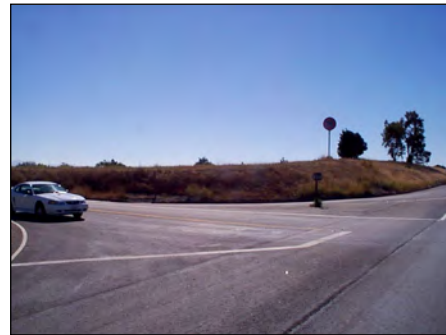
i. Develop the Muckelemi/Highway 156 Gateway

This entry into San Juan Bautista currently lacks definition. The site is slightly above grade at the highway turnoff and would be appropriate for enhanced landscaping and a monument sign for Historic San Juan Bautista. The image below represents one concept for such an entry monument, as envisioned by a local artist. Appropriate materials for a gateway sign might be adobe-like bricks or wood. Any monument should have a natural appearance and be unobtrusive. The currently vacant lands at this entry point are planned for commercial use according to the 1998 General Plan. The City should work closely with any development applications it may receive to ensure that careful attention is paid to the quality of the development. Every effort to incorporate some sort of appropriate entry monumentation should be made.

The Muckelemi corridor should also be enhanced as a gateway to historic downtown by the planting of trees along both sides of the street. Locust trees are one recommendation as it was the predominant American introduction of flora into the community – locust trees, however, may not be the most ideal tree for modern-day Muckelemi. Nonetheless, trees along this corridor will help create a natural gateway (refer to the *San Juan Bautista Design Guidelines* for a list of desirable tree types). As an additional enhancement measure, the entry sign located at the corner of Muckelemi and Fifth Street should be improved through additional maintenance and landscaping.



*Proposed monument sign
(drawing by Ernie Valles)*



*Highway 156/Muckelemi
gateway site*

ii. Enhance the Alameda/Highway 156 Gateway



Existing sign on the Alameda

A significant number of signs exist on Highway 156 signifying the upcoming Mission and City of San Juan Bautista. No additional signage is recommended along this stretch in order to avoid sign clutter in this traditional, rural environment. However, gateway at the Alameda and Highway 156 could benefit from simple landscaping of low-level shrubs and colorful, lush groundcover at the intersection.

Historically, the Alameda was lined with willow trees planted by the mission fathers during the Spanish / Mexican period. The replanting of willow trees or another appropriate species along this corridor from the highway to Franklin Street would help re-establish this entryway in a historically accurate fashion. Additionally, the island with the existing San Juan Bautista sign along the Alameda could be improved with enhanced landscaping and maintenance.

iii. Develop First Street Gateway

A third important gateway into San Juan Bautista is First Street. Currently no definitive entry monumentation or signs exists along this historical agricultural corridor. With improved maintenance of existing properties, the area between Christopher Ranch and the historic Andrew Abbe home would make an excellent entryway. An interpretive wayside (roadside pulloff) at the gateway that depicts San Juan's local families and history through historic markers would also enhance visitors' understanding and enjoyment of the city.



First Street gateway area

b. Establish Wayfinding System Identifying Mission, Historic Downtown, and the State Historic Park

When people find it easy to navigate around a community, they are more apt to spend time there. When it is difficult to find one's way around, the tendency is to spend less time in the area. It is important to create a system that helps people find their way ("wayfinding") and reinforces a positive image and identity for San Juan Bautista. It is equally important that the

signs are modest and selectively placed in as few locations as possible, respecting the historic nature of the community. Potential locations for the following enhancements are noted on Figure 2.4.

i. Install Community Kiosk

Establish a modest public kiosk in the area in front of the bank. The kiosk should include a map of the area to direct pedestrians to cultural attractions and downtown businesses, as well as promotional information listing community events and dates.

ii. Install Directional Signs

Recommended directional signs and locations include the following. Others may also be warranted:

❖ ***“To Historic Mission & Plaza”***

Add directional sign at corner of Third Street and Washington Street.

❖ ***“To Public Parking”***

Add sign to existing Mission sign at corner of Second Street and Monterey (library) to direct visitors to San Jose parking lot. Also add “Public Parking” directional sign at the intersection of Third Street and Muckelemi to direct visitors to San Jose lot.

❖ ***“To Public Parking”***

Enhance existing sign located at intersection of Second Street and Muckelemi to direct visitors to San Jose parking lot.

❖ ***“To Historic Downtown”***

Add directional sign at corner of Monterey and Third Street to lead visitors toward downtown.



Directory kiosk example



Existing directional sign

c. Develop Off-Street Pedestrian Pathways

Linking Historic Downtown, State Park, and Mission is important to promoting economic development and tourism. Interesting new pedestrian pathways and connections could enhance the physical connection between these entities. Much like the existing pedestrian path from businesses on Second Street to the Posada de San Juan on Fourth Street, new pedestrian-only pathways would contribute to heightened pedestrian activity and visual interest.



*Existing off-street pathway
at Cottage Clothing*

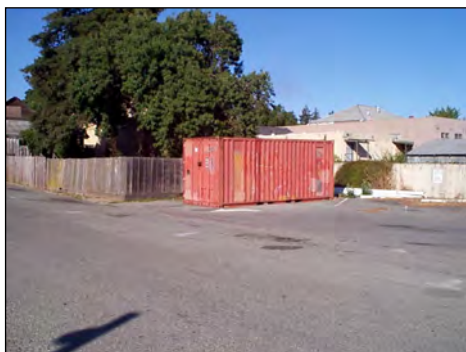
A new meandering pathway system could be developed at the backs of the Third Street property rights-of-way between Polk and Mariposa Streets. As infill occurs or businesses expand, paths could mimic the existing pedestrian walk already present at Cottage Clothing. With the opening of the State Park gates at the historic garden and orchard (discussed earlier in this chapter), a path could continue through the gardens with connections back to both Second and Third Streets. Pedestrian links would supplement both the existing and proposed network of sidewalks and trails. Both pedestrian paths and plazas should be encouraged and incentives for providing such amenities should be provided.

d. Establish Public Restrooms

Clean, available public restrooms are essential to a vibrant, healthy tourist community. A number of locations exist throughout the community that could be explored for the construction of restrooms, either in conjunction with new infill development or as free-standing structures. Timing of restroom construction must be coordinated with water and sewer improvements. Potential locations for freestanding structures would be: 1) the improved parking lot at Second and San Jose



Potential restroom site on Third Street



Potential restroom site on Mariposa

Streets (see following section); 2) near the utility station on Third Street; and 3) on Mariposa Street in the area currently designated as Posada de San Juan overflow parking. Additional sites may also exist within the City and should be investigated.

STEP IV: IMPROVE INFRASTRUCTURE AND PARKING

Parking and infrastructure are core concerns to the San Juan Bautista community. The availability of parking to accommodate demand, the impacts of parking on the community in general, and parking on the Plaza Drive are key issues that were raised. With respect to infrastructure, the City's infrastructure systems have not been maintained or updated for an extended period of time, and have difficulty in providing adequate and reliable services to existing businesses and residents. Together, they represent the most fundamental needs for maintaining and enhancing quality of life and economic health. As part of the *Historic San Juan Bautista Plan* process, parking and infrastructure (specifically, the conditions of streets, sidewalks, curbs and gutters)¹ were assessed and strategies were developed in conjunction with input from the City and the community.

a. Improve Parking

The founding of San Juan Bautista, as well as the development of many of its compact buildings and small lots, occurred prior to the mass production and our widespread use of the automobile. Today, our over-reliance on the car presents challenges with respect to automobile circulation as well as challenges in the community with respect to parking. In San Juan Bautista, like many business districts across the country, parking is a central concern to most merchants and residents.

In terms of its role in the future of Historic San Juan Bautista, parking will not lead economic development, rather it will support and enhance it; and, new parking cannot be provided at the expense of historic resources and sense of place. To this end, an organized easy-to-find system of on- and off-street parking is needed to continue attracting residents and visitors to Historic San Juan Bautista, as well as to assist with infill development in the community.

The resource for parking in smaller communities is:

Parking: The Parking Handbook for Small Communities, by John D. Edwards in association with the Institute of Transportation Engineers and the National Main Street Center. Copies of the manual may be purchased from either organization.

To improve parking in small communities like Historic San Juan Bautista, several key values should be considered:

- ❖ Parking areas must be easy to find
- ❖ Parking areas must be easy to get into and out of
- ❖ Parking areas must appear safe
- ❖ Parking must be a shared responsibility of the public and private sectors
- ❖ Parking must not occur at the expense of sense of place or historic resources

To develop the parking strategies below, the following were included as a part of the *Historic San Juan Bautista Plan* process:

¹ Water and sewer infrastructure, and dry utilities (such as electric, gas, telephone and cable) were not part of the *Historic San Juan Bautista Plan* process. The City is currently in the process of assessing water and sewer infrastructure through a separate process.

- ❖ Inventory of parking spaces to identify existing parking in the core area of Historic San Juan Bautista (see Figure 2.5)
- ❖ Community input and general observation of parking patterns and attitudes to understand how parking is used in Historic San Juan Bautista
- ❖ Projecting existing demand using City parking standards
- ❖ Identifying planned and potential parking improvements and new parking facilities

Based on the parking information and strategies included in this plan, the San Juan Bautista will need to undertake three additional steps (in addition to securing funding and coordinating partnerships) to realize improvements in parking within Historic San Juan Bautista:

- ❖ Designing and developing the parking improvements and parking facilities
- ❖ Promoting the parking in Historic San Juan Bautista
- ❖ Managing the parking system in Historic San Juan Bautista

Existing Parking Analysis

An inventory of the core area of Historic San Juan Bautista (see Figure 2.5), not including non-mixed use residential, lodging, public, and educational uses, revealed that on-street parking, off-street public parking, and off-street private parking account for an estimated 575 existing parking spaces (see Table 2.1). The current parking demand estimate for Historic San Juan Bautista, given certain assumptions, using City parking standards (Section 11-3-310)² and not accounting for special event visitors, is estimated at 648 parking spaces. Despite the numerical appearance, a parking problem does not exist on the typical day because many visitors to Historic San Juan Bautista park once and visit many businesses or attractions during their stay.³



Parking is a concern of some merchants

² Most City's parking standards are based on the International Transportation Engineers (ITE) parking generation rates. To develop these rates, the ITE looks at the parking demands of individual land uses (e.g. family restaurants). Often, however, the rates are based on a small sample (i.e. only a few family restaurants are observed) and are located in contemporary suburban environments; both of these factors typically lead to overstating the real parking demands that may exist and the supply needed. Consequently, communities such as San Juan Bautista can fall victim to parking requirements that are not tailored to the real needs of their locality. Generally speaking, however, San Juan Bautista's parking standards are appropriate for the community's mixed-use and pedestrian-oriented environment; shared parking and the addition of parking in strategic locations are the primary opportunities to improve parking in the community.

³ Most parking standards do not assume a mixed-use, pedestrian-scale environment like that found in Historic San Juan Bautista. Therefore, most parking requirements assume that people will park each time they visit a business or destination, rather than parking once to visit many businesses. See preceding footnote on ITE parking generation rates.

Table 2.1: Existing Parking and Demand ⁴					
PARKING SUPPLY					PARKING DEMAND
On-Street	Public Lot	Bus/RV Parking	Private Lot	Total	
457	0	0	118	575	648

Table 2.2: Envisioned Parking and Demand ⁵					
PARKING SUPPLY					PARKING DEMAND ⁵
On-Street	Public Lot	Bus/RV Parking	Private Lot	Total	
457	120	10	118	714	648

Buildout Parking Needs




Based on envisioned improvements to the San Jose and Second Street parking lot, the limited new commercial/mixed use infill development within Historic Downtown, and likely growth of tourism in the area, ample future parking is anticipated (see Table 2.2 above).

⁴ The figures in this table assumes the following: a) existing non-mixed use residential, lodging, public, and educational facilities adequately provide on-site parking; application of City parking standards as defined in Section 11-3-310; parking related to religious institutions occurs during non-peak commercial and office times (i.e. Sunday and evenings); historic park visitors either bus passengers or primarily utilizing on-street parking; parking demand is over-stated due to visitors who park once and patronize more than one destination during visit.

⁵ This table includes the same assumptions as Table 2.1, Additionally, it is assumed that the demand on existing parking facilities will not increase based on the following assumptions: a) larger lot mixed-use development will satisfy parking requirements on-site and will not increase the demand on existing parking facilities; b) "location" standards per 11-3-310 are revisited (research demonstrates that people will park and walk a up to 1,500 feet (See Figure 2.5) in vital downtowns and other districts to their ultimate destinations; c) shared parking is permitted; d) leftover supply of parking spaces will accommodate additional small-scale infill development, and, e) a parking management strategy is employed for large special events and festivals.

INSERT PARKING BOUNDARY GRAPHIC
Figure 2.5



-  Parking Study Boundary
-  Typical Walkable Distance (1500 Ft.)
-  Historic District Boundary

i. **Improve Parking Lot at San Jose and Second Streets**



The Mission lot should be jointly improved for public parking

The Catholic Diocese prepared a master plan for the future improvement of the property associated with the San Juan Bautista Mission. Included within the master plan is an envisioned enhancement to the parking lot (currently an unimproved field) to accommodate parking of cars and larger vehicles, such as buses. Consistent with the envisioned improvements included in the master plan, it is recommended that a partnership be formed between the City, State Parks, and the Mission to co-improve the parking lot and share its use.

Improvements to the parking lots should include the following considerations:

- ❖ Retain mature trees (closest to the corner of San Jose and Second Street) and the historic perimeter wall (allowing minor modifications, as necessary, to wall openings to permit turning movements and to minimize opportunities for vehicle damage to walls)
- ❖ Development of a public picnic and restroom facility (in the area closest to the corner of San Jose and Second Street) for use during daytime hours only (and in evening hours if accompanied by proper security measures)
- ❖ Integration of a natural driving surface (e.g. compacted decomposed granite) and orchard with planting of trees consistent with those presently found on the Mission grounds

ii. **Identify and Encourage Shared Parking Opportunities**

Shared parking is when two or more users (a store, office, restaurant, dental clinic, bank, etc.) share parking spaces rather than each having their own dedicated parking area (or to supplement their own parking area). Shared parking makes sense in San Juan Bautista because of its compact, mixed-use, and walkable nature, and because of the variation of "business hours and days" associated with local stores, offices, institutions, and organizations. As parking is a valued resource to many businesses, organizations, visitors, and residents in Historic San Juan Bautista, shared parking can help the community optimize the use of parking lots during more hours



The bank lot provides additional downtown parking during the hours when the bank is closed

of the day and more days of the week. The following key opportunities exist within Historic San Juan Bautista for shared parking locations:

- ❖ South Valley National Bank Parking Lot on Marioposa
- ❖ Le Posada de San Juan Satellite Parking Lot on Mariposa
- ❖ School Parking Lot on the Alameda
- ❖ In addition to the above existing locations, the City of San Juan Bautista should allow future development to consider shared parking when calculating parking requirements

iii. **Eliminate Bus Parking Along Second Street**

Buses play an important role in Historic San Juan Bautista: They bring thousands of visitors — school children and adults alike — to experience the community and many of its treasured resources. For years, buses have utilized on-street spaces along Second Street (adjacent to the Mission) for parking. While this has been appropriate given the absence of adequate off-street parking locations, buses consume significant on-street space other wise used for cars (i.e. one bus can occupy 2 or more standard parallel parking space lengths for cars) and they create a greater visual obstruction into the Mission grounds. Additionally, bus traffic poses safety threats to the many youth and other visitors to the Park. As part of this Plan, it is recommended that on-street bus parking be eliminated upon



Removing bus parking along Second will enhance safety

Shared Parking Considerations

Shared parking works best when the uses sharing the parking area have different peak hours. Hours of operation can overlap, but the highest use times should not conflict. But sometimes uses that share many of the same customers can also successfully share parking. For example, at a supermarket and video store, or a medical clinic and a pharmacy, people will use both services without moving their car. Or, for example, a bank (which operates primarily during the day) can share its parking in the evening hours with stores and restaurants that are open after 5 o'clock.

In addition to making sure that the uses are appropriate for shared parking, it is important to make sure that good pedestrian connections exist, through signage, lighting, and/or clear walkways, are established between the uses. Also, the establishment of a clear agreement between the parties involved in shared parking is essential to clarify maintenance, lighting, leasing, and litter issues.

completion of the improved San Jose and Second Street parking lot; it is envisioned that this parking area will provide ample off-street parking for buses and other large vehicles (approximately 10 spaces are envisioned). Earnest coordination with tour bus companies and area schools must occur for a smooth transition from on-street to parking lot bus parking.

iv. **Consider Opening First Street to Through Traffic**

First Street at is currently blocked for eastbound traffic at Monterey Street; this traffic calming measure was installed at a time when it was necessary to divert traffic originating from the highway from cutting through this residential. Since that time, the regional transportation network has changed and the traffic originating from the highway has subsided significantly. It is recommended that the City investigate re-opening First Street at Monterey to eastbound traffic when the parking lot at San Jose and Second Street is fully improved. This re-opening should only occur in conjunction with a signage program that directs drivers from the highway down First Street only for purposes of parking at the San Jose and Second Street parking lot; signs should direct drivers who have other travelling destinations to turn south onto Monterey, as occurs now as a result of the barrier.

v. **Develop a Parking Management System for Large Events**

Successful event and festivals also include an organized system for managing parking. For San Juan Bautista, events such as Living History Days, Flea Markets, Arts and Crafts Festivals, etc. generate significant levels of visitors (and their cars). The City, in conjunction with event sponsors, the Chamber, State Parks, Catholic Diocese/Mission, the San Benito County Sheriffs, the Aromas-San Juan Bautista School District, and area transit providers, should develop strategies for satellite parking and shuttle routes to alleviate the parking demands within Historic San Juan Bautista. This will entail learning the points of origins of those people most likely to attend the festivals (i.e. Who is the market for the festival?) and strategically gearing the satellite parking and shuttle system, including advertising of the system, to target and accommodate those markets.

b. **Enhance Infrastructure**

Assessing the condition of visible aspects of the public infrastructure is important for two primary reasons: public safety and image. As noted above, water and sewer infrastructure, and dry utilities (such as electric, gas, telephone and cable) were not part of this assessment. As shown in Figures 2.6 through 2.9 and summarized below, the following elements of Historic San Juan Bautista's infrastructure were inventoried and conditions assessed.

- ❖ ***Sidewalk Conditions (see Figure 2.6):*** The primary concern with respect to sidewalks in Historic San Juan Bautista is the significant lineal footage of blocks that do not have any sidewalks. While more than half of Historic San Juan Bautista's sidewalks are in "good" or "fair" condition, the frequent presence of "poor" sidewalk conditions, in addition to the need for at least two ADA-compliant corner ramps, must be addressed. Areas where sidewalks currently do not exist should be evaluated to determine if they are



Many sidewalks are in need of improvement

appropriate for the site or if the lack of sidewalk and curb contributes to a “rural” small town feel.

- ❖ ***Curb and Gutter Conditions (see Figure 2.7):*** Like sidewalks, approximately half of Historic San Juan Bautista's curbing and gutters are in "good" or "fair" condition. The absence or poor condition of curb and gutters create concern for the safety of sidewalk users and drivers, as well as the proper surface drainage.



Poor curbs and gutters can lead to hazardous walking and driving conditions

- ❖ ***Street Conditions (see Figure 2.8):*** Very few sections of Historic San Juan Bautista's streets are in "poor" condition; there are no rights-of-way in this area that are unpaved.



Few streets are in poor condition, but those that are warrant improvement

- ❖ ***Potential Drainage Concerns (see Figure 2.8):*** Several locations were identified in Historic San Juan Bautista that have prolonged standing water or clogged/damaged storm drains. In some cases, the surface drainage concerns correlate with poor quality curb, gutter, or street conditions.

Enhancing the above infrastructure conditions in Historic San Juan Bautista should include the following strategies:



Clogging storm drain on Muckelemi and Fourth Street

- ❖ As improvements to sidewalks, curbs, gutters, and streets are planned, they should be coordinated with the timing of underground infrastructure improvements.
- ❖ Numerous improvements will directly benefit the City and the State Parks and/or San Juan Bautista Mission (i.e. lack of curb and gutter along Washington). Creating partnerships to jointly finance and build these public improvements should be a priority.
- ❖ As the City repairs or upgrades water and sewer infrastructure in sections of Historic San Juan Bautista, improvements to streets, curbs, gutters, and sidewalks should also occur.
- ❖ In the short-term (less than 1 year), the City should install ADA-compliant corner ramps where they are absent.

-
- ❖ In the short-term the City should investigate, improve and install sidewalks where the greatest level of public safety concerns exist (i.e. where the highest level of pedestrian activity occurs, where a concentration of youth and seniors live, etc.).
 - ❖ Standing water (i.e. drainage concerns) should be examined by the City and resolved in coordination with other infrastructure improvements.

INSERT INFRASTRUCTURE GRAPHICS
FIGURES 2.6-2.9 (pages 2-57 to 2-60)

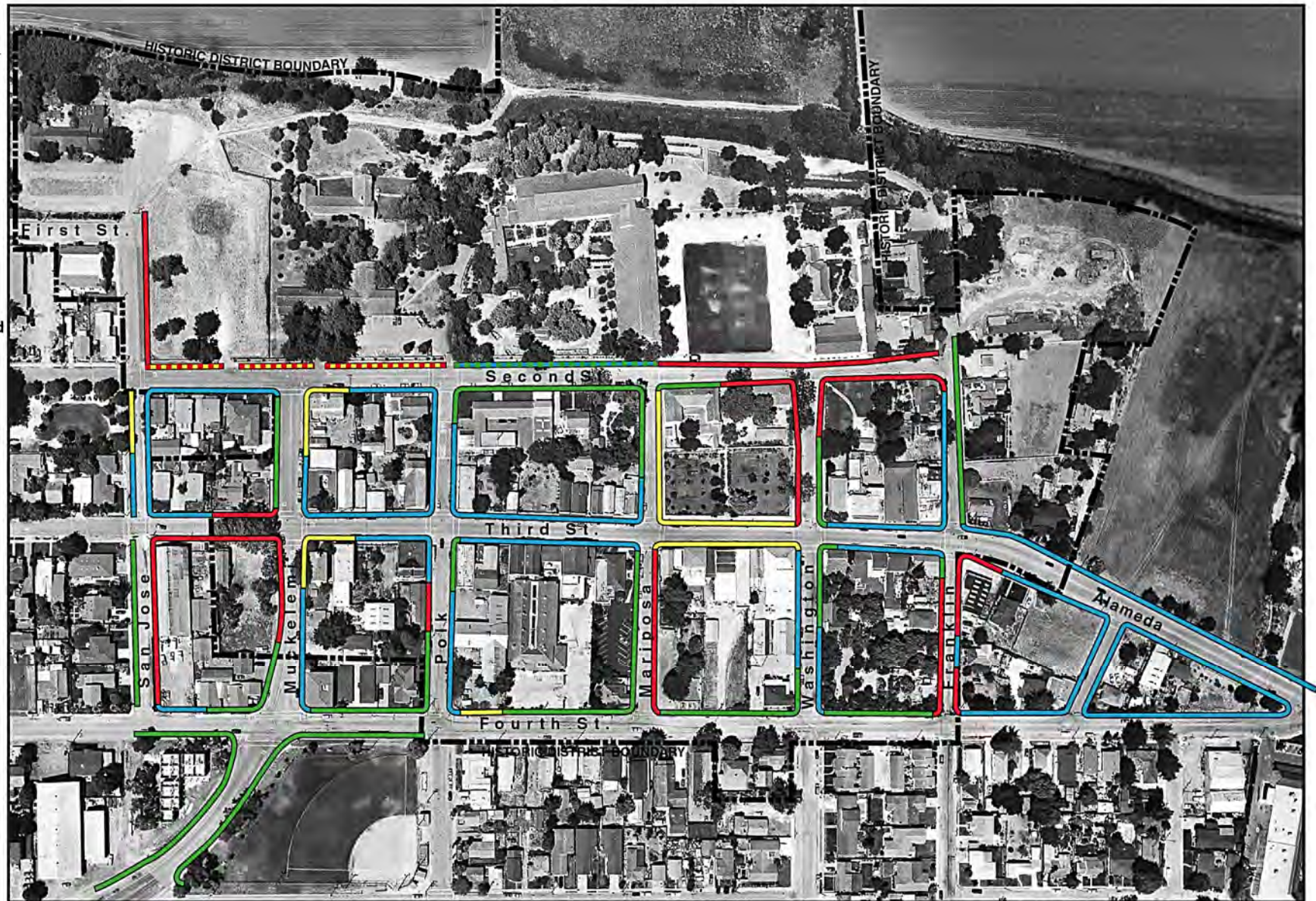
SIDEWALK CONDITIONS

- Nonexistent
- Poor
- Fair
- Good
- ✱ ADA Ramp Needed
- Historic District Boundary



CURB AND GUTTER CONDITIONS

- Nonexistent
- Poor
- Fair
- Good
- No Gutter / Poor Curb Condition
- Fair Gutter / Good Curb Condition
- Historic District Boundary



STREET CONDITIONS

-  Poor
-  Fair
-  Good
-  Historic District Boundary



POTENTIAL DRAINAGE CONCERNS

- Notable Standing Water
- Notable Poor Gutter Condition
- Notable Poor Storm Drain Condition
- Historic District Boundary



Chapter 3.0

Historic San Juan Bautista:

How We're Going to Get There

3.1 INTRODUCTION

The companion documents to the *Historic San Juan Bautista Plan – San Juan Bautista Design Guidelines, Cultural Resource Inventory Summary & Pictorial, and Zoning Ordinance Recommendations Report* – will help achieve many of the Plan's goals. But, there is much more work as well to fully implement the Plan. This chapter provides additional strategies for effectively implementing the *Historic San Juan Bautista Plan*. It is organized in the following sections:

- 3.1 *Introduction*
- 3.2 *Implementation Program & Matrix* – This section identifies – in a succinct list - the programs and public improvements recommended to implement this Plan. It connects them to a time schedule, key implementation players, and potential funding sources.
- 3.3 *Potential Funding Sources* – This section provides information on more than 100 funding sources to provide technical and financial assistance to implement the recommended public improvements and programs. These funding mechanisms should be coordinated with other private and public funding mechanisms.
- 3.4 *Grant Writing* – This section provides recommendations and tips on effective and successful grant writing. This section is included to assist those interested in pursuing outside grants and technical assistance. Local organizations and groups are encouraged to apply for grants to implement the Plan.
- 3.5 *Individual Project Sheets* – This section provides a summary and additional details on several of the recommended projects identified in the Plan. This section is included so that the sheets might be used to simplify and expedite grant application processes.



Historic San Juan Bautista

3.2 IMPLEMENTATION PROGRAM & MATRIX

The following page presents provides a four-part matrix of specific steps and actions that should be completed or initiated within the next five years to enhance and protect its cultural resources and boost economic development in Historic San Juan Bautista. The matrix represents a culmination of the Historic San Juan Bautista planning process and the strategies discussed throughout the Plan. It includes the following information:

- ❖ Implementation steps and actions, as provided in *Chapter 2: Where Are We Going*
- ❖ General timeframes for implementation (by year)
- ❖ Leaders and teams to carry out the implementation steps (see sidebar)
- ❖ Cross-references for each action to potential funding resources listed in Section 3.3

Leaders and Teams

The following key defines the abbreviations listed in the “Leaders and Teams” section of the implementation matrix. (On the matrix, leaders are identified with a black box; team members are identified by a gray box.) While the matrix attempts to identify the key players for each implementation step, a number of additional organizations, groups, and individuals may also be appropriate team members.

City = City of San Juan Bautista, including City Manager, Planning Department, Public Works, Engineering, Library, etc. Additionally, this team includes City Council and Planning Commission.

CoC = San Juan Bautista Chamber of Commerce

HS = Historical Society

State Parks = California State Parks Department

Mission = Old San Juan Bautista Mission

Main Street = Proposed San Juan Bautista Main Street Program

PO = Property owners

County = San Benito County

School = Aromas/San Juan Bautista School District or local institute of higher education (i.e. Gavilan College)

CA/ST = State of California , which may include Caltrans or other state agencies

Other = Many other local organizations or entities will serve as partners, including San Benito Agricultural Land Trust, San Juan Bautista Service Club, This section notes some of those players. An initial list of potential team members is found on page 2-5 of the Plan.

INSERT MATRIX

Steps	Year(s) of Implementation					Implementation Leaders and Key Team Members											Potential Funding Resources
	2001	2002	2003	2004	2005	City	CoC	HS	State Parks	Mission	Main Street	PO/BO	County	School	CA/ST	Other	
Actions																	
FOUNDATIONAL STRATEGIES (see Chapter 2.3 for Details)										(see 3.2 for description)							(see Section 3.3 for descriptions & additional sources)
I. INITIATE THE HISTORIC SAN JUAN BAUTISTA PLAN																	
a. Officially Recognize the Historic San Juan Bautista Plan																	na
b. Reproduce & Distribute Plan																	na
II. ORGANIZE STRATEGICALLY FOR THE FUTURE																	
a. Implement Community Partnership Strategy																	
i. Focus on Collaboration, Action, Implementation and Momentum																	F11, F14, F35, F47, L4, S7, S8, N7, P20
ii. Create a Historic San Juan Bautista Main Street Program															SHPO		L2, L4, L5, L6, S7
b. Implement Economic Development Strategies																	
i. Understand San Juan Bautista's Retail and Industrial Position																	F1-3, F5-8, F11, F14, F19, F22, F27-30, F35, S11, N12
ii. Link Commercial Development More Closely to Markets																	F1-3, F5-8, F11, F14, F19, F22, F27-30, F35, S11, N12, N15, N16
iii. Expand Commercial Development Within Strategic Niches																	F1-3, F5-8, F10, F11, F14, F19, F22, F27-30, F35, S11, N12, N15, N16
1. Build New Industries from Existing Strengths & Assets																	F1-3, F5-8, F11, F14, F19, F22, F27-30, F35, S11, N12, N15, N16
2. Create Business Incubation Feasibility Study and Development Plan																	F1-3, F5-8, F11, F14, F19, F22, F27-30, F35, S11, N12, F32
3. Encourage Culture and Arts-based Business Development																	
COMMUNITY PRESERVATION & DESIGN STRATEGIES (see Chapter 2.4 for Details)										(see 3.2 for description)							(see Section 3.3 for descriptions & additional sources)
I. RETAIN STRONG TOWN AND COUNTRY DEFINITION																	
a. Protect Surrounding Open Space																	
i. Form Greenbelt Preservation Committee																	
ii. Assess and Implement Appropriate Preservation Techniques and Strategies																San Benito Agric. Land Trust; Envri Groups; Service Orgs.	F4, F10, F17, F33, F35, S5, N1, N9, N10, N11
b. Encourage Infill Development																	Preserv. Committee; San Benito Land Trust
i. Use Public Facilities and Development Fees to Attract Investment																	L6, L7, L9
ii. Consider Assisting with Project Financing																	L1-L9
iii. Zone for Mixed Use and Higher-Density Development																	S9, L5,
iv. Encourage Rehabilitation of Existing Buildings																	F26, N2, N3, N5, N6, P2
v. Utilize Checklist for Creating Infill Development Opportunities																	L5
c. Guide New Infill Development																	F14, F15, F16, 25, P21, P37, S2, N13, L7
i. Infill Opportunity: Muckelemi lot near Hwy 156																	F14, F15, F16, 25, P21, P37, S2, N13, L7
ii. Infill Opportunity: Alameda Vacant Lot Adjacent to School																	F14, F15, F16, 25, P21, P37, S2, N13, L7
iii. Infill Opportunity: Vacant Lot Adjacent to 400 Third Street																	F14, F15, F16, 25, P21, P37, S2, N13, L7
iv. Infill Opportunity: Muckelemi and Third Street Vacant Lot																	F14, F15, F16, 25, P21, P37, S2, N13, L7
v. Infill Opportunity: Fourth Street																	F14, F15, F16, 25, P21, P37, S2, N13, L7
vi. Additional Infill Opportunities																	F14, F15, F16, 25, P21, P37, S2, N13, L7
d. Protect Dark Skies																	S9, L5,
II. PRESERVE AND PROTECT HISTORY																	
a. Clarify Historic Preservation and Design Review Policies																	
i. Formally Adopt the State Historical Building Code																	S9, L5, N1, P5
ii. Revise the Preservation of Historical and Cultural Monuments Ordinance																	F14, S9, L5, N1, P5
1. Define "Officially Designated Cultural Resource"																	S9, L5, P5
2. Prepare and Adopt "Official List" or "Official Local Register"																	S9, L5, P5
3. Establish Cultural Resources Committee to Assist Planning Commission																	F14, S9, L5, P5
4. Establish Incentives for Preservation, Restoration, & Rehabilitation																	F26, N2-N5, P5
iii. Update and Recognize the San Juan Bautista Cultural Resource Inventory																	Cultural Resources Committee
iv. Adopt Site Plan and Design Review Ordinance																	N1, N2, N4, N8, P5, P33
v. Adopt San Juan Bautista Design Guidelines																	L5
b. Establish Ongoing Support from a Historic Preservation Specialist																	L5
c. Secure Grants and Funds for Preservation																	N1, N2, N6, N8, P5, P14
d. Protect San Juan Bautista's Trees and other Natural Features																	service orgs; arts & culture orgs;
i. Conduct a Survey of Natural Features																	F38, N1-N7, P2
ii. Establish a Tree Preservation Ordinance																	S12, S13, S14, N1, N14, L5, L12
e. Enhance and Restore Historically Significant Sites and Buildings																	citizens committee; 4-H; Scouts; service groups
i. "Tell the Story" of Historic San Juan Bautista																	S12, S13, S14, N1, N14
ii. Enhance El Camino Real Trail																	S12, N1, N14, L5, L12
iii. Re-Establish Interpretive Earthquake Walk																	F32, F39, F46, S10, S11, N1, N2-4, N6, N8, N13, L2, P2-3, P7, P12, P33, P37
iv. Enhance Luck Museum and Library Site																	F32, F39, F46, S10, S11, N2-4, N6, N8, N13, L2, L12, P2-5, P7, P12, P33, P37
v. Consider Improvements to State Park Plaza																	F32, F39, F44-46, S6, S10, S11, N2-4, N6, N8, N13, L2, P2-3, P5, P7, P12, P14, P26, P33, P37
vi. Open San Juan Bautista Historic Gardens and Orchard																	F33, F35, F39, F44-46, S10, S11, N2, N6, N8, N13, P3, P26, P14
vii. Restore Indian Village																	F39, F47, S10, S11, N2, N6, N8, N13, L12, L13
viii. Enhance Mission Grounds																	F22, F39, S4, S10, S11, N2, N6, N8, N13
ix. Improve Community Center/City Yard & Create Youth Destination																	F39, S10, S11, N2, N6, N8, N13
x. Adapt Industrial Warehouses for Contemporary Uses																	American Indian Council; Cultural Resource Committee
xi. Re-Establish Rodeo Grounds																	F32, F39, F46, S10, S11, N2, N6, N8, N13, P4
xii. Revive Chapito's Garden																	F34, F37, F39, F46, S10, S11, N2, N6, N8, N13
xiii. Preserve and Highlight the San Juan Bautista Cemetery																	Community youth; sheriff dept.; Scouts
III. ENHANCE HISTORIC SAN JUAN BAUTISTA																	F27, F33, F39, S10, S11, N2, N6, N8, N13, N17, N18, L10, L13, P16, P15, P20
a. Establish Clear Gateways to Historic San Juan Bautista																	F39, S10, S11, N2, N6, N8, N13
i. Develop the Muckelemi/Highway 156 Gateway																	Teatro; service orgs; 4-H;
ii. Develop the Alameda/Highway 156 Gateway																	F25, F39, S10, S11, N2, N6, N8, N13, L13
iii. Develop the First Street Gateway																	F39, S10, S11, N2, N6, N8, N13
b. Establish Wayfinding System Identifying Mission, Historic Downtown, and the State Historic Park																	Cultural Resource Committee
i. Install Community Kiosk																	F25, F39, S3, S12-S15, N11, L12
ii. Install Directional Signs																	F22, L4, L12
c. Develop Off-Street Pedestrian Pathways																	F22, L4, L12
d. Establish Public Restrooms																	F22, F39, S6, N7, L12,
IV. IMPROVE PARKING AND INFRASTRUCTURE																	F6, F13, F22, F39, L3, L4, L7, L10, N12, N13
a. Improve Historic Downtown Parking																	
i. Improve Parking Lot at San Jose and Second Streets																	F1, F2, F6, F8, F13, F39, F40, F43, S6, N11, L6, L10
ii. Identify and Encourage Shared Parking Opportunities																	F1, F2, F6, F8, F13, F39, F40, F43, S6
iv. Eliminate Bus Parking Along Second Street																	F1, F2, F6, F8, F13, F39, F40, F43, S4, S6
v. Consider Opening First Street to Through Traffic																	F1, F2, F6, F8, F13, F39, F40, F43
vi. Develop Parking Management System for Large Events																	F1, F2, F6, F8, F13, F39, F40, F43, S6
b. Enhance Infrastructure																	F1, F2, F6, F8, F13, F39, F40, F43, S4, S6, L2, L6, L10, L11

3.3 POTENTIAL FUNDING SOURCES

This portion of the Chapter provides an overview of resources for the City of San Juan Bautista to put together a funding strategy for implementation. It looks at the various funding and technical assistance mechanisms available. This section does not impose a rigid approach to how the community shall fund the much-needed improvements in historic San Juan Bautista. Rather, by describing the alternative sources and their potential for generating dollars, the City and other appropriate entities will be able to take the next step in the process, which is to enact the various sources. It is important to note that the information presented in this section for the Historic San Juan Bautista Plan is intended as a tool available to the community to use as a guideline for future funding strategies, evaluations and negotiations. The list is not exhaustive and the Plan does not attempt to work out the many details of final funding.

This listing is organized loosely into five categories of resources: Federal, State/Regional, Non-Profit, Local, and Private. This listing is not intended to exclude any other available funding source nor does it require the use of any source listed. The following key is provided to help identify the *general* applicability of each source to San Juan Bautista's preservation and enhancement goals (cross-reference the following key with the section labeled "KEY" under each funding source).

Key to Funding Sources

- 1 = Technical/Educational Assistance
- 2 = General/Operating Support
- 3 = Building/Renovation
- 4 = Environment/Conservation/Ecology
- 5 = Community/Economic Development
- 6 = Historic Preservation and Restoration
- 7 = Infrastructure/Transportation
- 8 = Tourism Development
- 9 = Arts & Culture
- 10 = Senior and Youth Programs

FEDERAL GOVERNMENT RESOURCES

F1. U. S. Department of Agriculture (USDA) Cooperative Extension Service (CES) Community Development Technical Assistance Programs

DESCRIPTION: Provide educational and technical assistance to communities in the issues critical to the economic, social, and environmental progress of communities. Cooperative Extension Service (CES) programs assist communities to: Build human capital; improve economic competitiveness; conserve and manage natural resources; assist and promote family and economic well-being; improve nutrition, diet, and health; revitalize rural America; improve and promote water quality.

AMOUNT: Contact source

REQUIREMENTS: Contact source; non-monetary assistance

SOURCE: (CES) U. S. Department of Agriculture, South Building, Room 3909, 14th Street & Independence Ave. S.W., Washington, DC 20250. contact: Marvin Kenyha (202) 720-7947.

KEY: 4, 5

F2. U.S. Department of Agriculture (USDA) Rural Business Enterprise Grants (RBEG)

DESCRIPTION: Makes grants to finance and facilitate development of small and emerging private business enterprises outside the boundary of a city with a population of 50,000 or more and its adjacent urbanized area. Priority is given to applications for projects in open country, rural communities, and towns of 25,000 and smaller, and economically distressed communities.

AMOUNT: Variable. Funds may be used to facilitate the development of small and emerging private business enterprises. Costs that may be paid from grant funds include the acquisition and development of land, and the construction of buildings, plants, equipment, access streets and roads, parking areas, utility and service extensions, refinancing, fees, technical assistance, startup operating cost and working capital. Grants may also be made to establish or fund revolving loan programs.

REQUIREMENTS: Eligibility is limited to public bodies and private nonprofit corporations serving rural areas. Priority for such grants are given to areas having a population of less than 25,000.

SOURCE: USDA-Rural Development County Office. 441 S. Salina St., Suite 357, 5th Floor Syracuse, NY 13202-2425; (315) 477-6400; www.rurdev.usda.gov:80/ny/rbeg

KEY: 3, 5, 7

F3. U.S. Department of Agriculture (USDA) Rural Development Intermediary Re-Lending Program (IRP).

DESCRIPTION: The purpose of the IRP is to finance business facilities and community development projects in rural areas. This is achieved through loans made by RECD to intermediaries. Intermediaries re-lend funds to ultimate recipients for business facilities and/or community development. Intermediaries establish revolving loan funds so that collections from loans made to ultimate recipients in excess of necessary operating expenses and debt payments will be used for more loans to ultimate recipients.

AMOUNT: Loans to intermediaries are scheduled for repayment over a period of up to thirty years. The terms of loans from intermediaries to ultimate recipients is set by the intermediary.

REQUIREMENTS: Intermediaries may be private non-profit corporations, public agencies, Indian groups or cooperatives. Loans from intermediaries to ultimate recipients must be for the establishment of new businesses, the expansion of existing businesses, creation of employment opportunities, saving of existing jobs, or community development projects.

SOURCE: USDA-Rural Development County Office. 441 S. Salina St., Suite 357, 5th Floor Syracuse, NY 13202-2425; (315) 477-6400; www.rurdev.usda.gov:80/ny/rbeg

KEY: 3, 5, 7

F4. U. S. Department of Agriculture (USDA) Rural Economic and Community Development Soil and Water Loans

DESCRIPTION: To help individual farmers develop, conserve, and properly use their land and water resources and abate pollution.

AMOUNT: Loan limits are \$200,000 for insured loans and \$300,000 for guaranteed loans. The maximum repayment term is 40 years.

REQUIREMENTS: Loans are made to persons with experience in farming, who will be the owners or operators of a farm when the loan is made, and who make a living from farming. USDA lends to the qualified farmer who cannot get necessary credit elsewhere.

SOURCE: USDA-Rural Development County Office. 441 S. Salina St., Suite 357, 5th Floor Syracuse, NY 13202-2425; (315) 477-6400; www.rurdev.usda.gov:80/ny/rbeg

KEY: 4, 5

F5. U.S. Department of Agriculture (USDA) Rural Electrification Administration (REA) Loans & Grants

DESCRIPTION: The REA has a Rural Economic Development Loan and Grant Program that provides zero interest loans and grants to REA borrowers for the purpose of promoting rural economic development and job creation projects. Feasibility studies, start-up costs, and incubator projects can be included.

AMOUNT: Preference is to zero interest loans rather than grants.

REQUIREMENTS: Contact source.

SOURCE: Administrator, Rural Electrification Administration, Dept. of Agriculture, Washington, DC 20250; 202- 720-9540.

KEY: 3, 5

F6. U.S. Department of Agriculture (USDA) Rural Economic Development Grants (REDG)

DESCRIPTION: Provides grants from the Rural Business-Cooperative Service (RBS) to rural communities through Rural Utilities Service (RUS) borrowers to be used for revolving loan funds for community facilities and infrastructure and for assistance in conjunction with rural economic development loans.

AMOUNT: Maximum size of grant: 3 percent of projected total funds available under Section 313 of the Act, during that fiscal year, rounded to nearest \$10,000. Current maximum is \$330,000; current minimum is \$10,000.

REQUIREMENTS: Funds may be granted to any electric or telephone RUS borrower that is not financially distressed, delinquent on any Federal debt, or in bankruptcy proceedings.

SOURCE: The program is administered at the State level by Rural Development State Offices. Addresses and telephone numbers of State Offices can be obtained by calling the RBS National Office 202-720-0813. www.rurdev.usda.gov/rbs/busp/redg

KEY: 3, 5, 7

F7. U. S. Department of Agriculture (USDA) Economic Research Service (ERS)

DESCRIPTION: Provide analysis, economic, and social information for measuring and improving the performance of agriculture and the quality of life in rural America. Produce economic and social science information as a service to the general public. Prepare research monographs, situation and outlook reports, professional journals, and computerized databases available for purchase 1-800-999-6779.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: ERS U.S. Department of Agriculture, 1301 New York Avenue, N.W., Washington, DC 20005, (202) 219-0530.

KEY: 4, 5

F8. U.S. Department of Agriculture (USDA) - Rural Development Facility Loans

DESCRIPTION: USDA is authorized to make loans to develop community facilities for public use in rural areas and towns of not more than 20,000 people. Loans are available for public entities such as municipalities, counties, and special purpose districts.

AMOUNT: Interim commercial financing will normally be used during construction, and USDA funds will be available when the project is completed. If interim financing is not available or if the project costs less than \$50,000, multiple advances of USDA funds may be made as construction progresses.

REQUIREMENTS: Loans are available for public entities such as municipalities, counties and

special purpose districts. Nonprofit corporations and Indian Tribes may also receive loan assistance when adequate plans for loan repayment are made. Borrowers must be unable to obtain needed funds from other sources at reasonable rates and terms; have legal authority to borrow and repay loans, to pledge security for loans, and to construct, operate, and maintain the facilities or services; be financially sound, and be able to organize and manage the facility effectively. Loan repayment must be based on taxes, assessments, revenues, fees, or other satisfactory sources of money sufficient for operation, maintenance, and reserve, as well as to retire the debt. The project also must be consistent with available comprehensive and other development plans for the community, and comply with Federal, State, and local laws.

SOURCE: Gilbert Naong, Rural Development Manager; 405 S. Orchard Avenue, Ukiah, CA 95482-5090; Phone: 707-462-2916; www.rurdev.usda.gov/ca

KEY: 3, 5, 7

F9. U.S. Department of Agriculture (USDA)- Rural Economic Development Grants (REDG)

DESCRIPTION: Provides grants from the Rural Business-Cooperative Service to rural communities through Rural Utilities Service borrowers to be used for revolving loan funds for community facilities and infrastructure and for assistance in conjunction with rural economic development loans. Grants may be used to establish a revolving loan fund, for project feasibility studies/technical assistance, for community development assistance, and for education and training to rural residents to facilitate economic development.

AMOUNT: Variable; contact Source.

REQUIREMENTS: Funds may be granted to any electric or telephone RUS borrower that is not financially distressed, delinquent on any Federal debt, or in bankruptcy proceedings.

SOURCE: Gilbert Naong, Rural Development Manager; 405 S. Orchard Avenue, Ukiah, CA 95482-5090; Phone: 707-462-2916; www.rurdev.usda.gov/ca

KEY: 3, 5, 7

F10. U.S. Department of Agriculture (USDA)- Rural Development Non-farm Enterprise Loans

DESCRIPTION: To help farmers develop and operate nonagricultural enterprises to supplement farm income.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Gilbert Naong, Rural Development Manager; 405 S. Orchard Avenue, Ukiah, CA 95482-5090; Phone: 707-462-2916; www.rurdev.usda.gov/ca

KEY: 4, 5

F11. Rural Information Center (RIC)

DESCRIPTION: The Rural Information Center (RIC) provides information and referral services to local, state, and federal government officials; community organizations; health professionals and organizations; rural electric and telephone cooperatives; libraries; businesses; and, rural citizens working to maintain the vitality of America's rural areas. The Office of Rural Health Policy in the Department of Health and Human Services (DHHS) and the National Agricultural Library (NAL) jointly created a rural health information clearinghouse known as the Rural Information Center Health Service (RICHS). RICHS, situated within RIC, is designed to be a national clearinghouse for collecting and disseminating information on rural health issues, research findings related to rural health, and innovative approaches to the delivery of rural health care

services. Staff will: provide customized information products to specific inquiries including assistance in economic revitalization issues; local government planning projects; rural health topics; identification of a wide array of funding sources; technical assistance programs; research studies; and other related issues. Information requests processed include such topics as: successful strategies, models, and case studies of community development projects; small business attraction, retention, and expansion; housing programs and services; tourism promotion and development; community water quality; technology transfer to rural areas; and health programs and services.

AMOUNT: Non-monetary

REQUIREMENTS: Contact source

SOURCE: USDA/NAL/DHHS. www.nal.usda.gov/ric ; ric@nal.usda.gov; 1031 Baltimore Ave., Rm. 304, Beltsville, MD; 1-800-633-7701.

KEY: 1, 5, 7, 8,

F12. U.S. Department of Agriculture (USDA) Rural Community Development Initiative

DESCRIPTION: The Department of Agriculture, through its Rural Housing Service, has opened competition for its Rural Community Development Initiative to improve housing, community facilities, and community and economic development. Approximately \$6 million is available to develop the capacity of rural communities of fewer than 50,000 through technical assistance provided by qualified intermediary organizations. These grants may be used to:

- ◆ Provide technical assistance to develop recipients' ability to improve housing, community facilities, or community and economic development;
- ◆ Develop the capacity of recipients to conduct community development programs such as home-ownership education or training for minority business entrepreneurs;
- ◆ Enhance the capacity of recipients to conduct development initiatives, such as programs that support micro-enterprise, cooperatives, and sustainable development.
- ◆ Increase the leveraging ability and access to alternative funding sources by providing resources to recipients for training staffing, and other related costs;
- ◆ Develop successful community facilities by providing resources to recipients for training, staffing, and other related costs;
- ◆ Provide resources for a technical assistance program to assist recipients in completing predevelopment requirements for housing, community facilities, or community and economic development projects

AMOUNT: Variable

REQUIREMENTS: Low-income rural communities, private nonprofits, and federally recognized Native American tribes.

SOURCE: Contact Beth Jones, Senior Loan Specialist, Community Programs, RHS, USDA, STOP 0787, 1400 Independence Ave. SW, Washington, DC 20250-0787; (202) 720-1498; fax (202) 690-0471; e-mail epjones@rdmail.rural.usda.gov

KEY: 1, 3, 5

F13. Department of Housing & Urban Development (HUD): Community Development Block Grants (CDBG)

DESCRIPTION: Provides partial funding for public infrastructure to support industrial and business expansion. Also downtown revitalization projects, low-income housing, physical infrastructure, low-income jobs, and reduction of blight.

AMOUNT: Variable, up to \$500,000

REQUIREMENTS: Grants to cities and counties only, with sub-recipients (nonprofits) common. Project must benefit low and moderate-income households, maximum of \$10,000 per new job.
SOURCE: Department of Housing and Urban Development (HUD); 202-708-3176; www.hud.gov
KEY: 3, 5, 6, 7, 8

F14. HUD: Community Development Block Grant (CDBG) Technical Assistance

DESCRIPTION: To increase the effectiveness with which states and units of general local government plan, develop, and administer their Community Development Block Grant Programs.

AMOUNT: Variable, \$2.5 million was awarded in FY99.

REQUIREMENTS: State and local governments, and public and private nonprofits.

SOURCE: Department of Housing and Urban Development (HUD), Contact Deirdre Neighbors, (202) 708-3176 ext. 4386

KEY: 2, 5

F15. HUD: Community Development Block Grant (CDBG) Home Technical Assistance Program

DESCRIPTION: To design and implement housing strategies and incorporate energy efficiency into affordable housing, encourage private lenders and for-profit developers of low-income housing to participate in public-private partnerships, and establish and operate land bank programs.

AMOUNT: Variable, \$8 million was awarded in FY99.

REQUIREMENTS: Local governments, nonprofits, for-profits, and states.

SOURCE: Department of Housing and Urban Development (HUD), Contact Deirdre Neighbors, (202) 708-3176 ext. 4386

KEY: 1, 3, 5

F16. HUD: Brownfields Economic Development Initiative

DESCRIPTION: To help public entities redevelop abandoned, idled, or under-used real property, where expansion or redevelopment is complicated by real or perceived contamination.

AMOUNT: Variable, \$25 million was awarded in FY99.

REQUIREMENTS: Any public entity eligible to apply for a Section 108 loan.

SOURCE: Contact Stan Gimont, (202) 708-1871 ext. 4559 at the HUD Community Planning and Development Division.

KEY: 3, 4, 5

F17. American Communities

DESCRIPTION: The information center of HUD's Office of Community Planning and Development, American Communities serves State and local agencies, nonprofit organizations, public interest and intermediary groups, and others interested in housing and community development.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: American Communities; P.O. Box 7189; Gaithersburg, MD 20898-7189; 1-800-998-9999.

KEY: 1, 2, 3, 5

F18. US Department of Health & Human Services Community Services Block Grant (CSBG)

DESCRIPTION: Helps states, territories, and Indian Tribes fund services for low-income people including employment, education, and housing. Eligible groups receive funding to ameliorate the causes of poverty in their communities.

AMOUNT: Variable, up to \$30 million.

REQUIREMENTS: States must pass 90% of their CSBG funds to eligible entities including community action agencies and other local organizations or organizations that serve migrant farm workers.

SOURCE: (202) 401-5529, www.acf.dhhs.gov/programs/ocs/csbgr

KEY: 3, 5

F19. Economic Development Assistance (EDA) Program for New Markets and Livable Communities

DESCRIPTION: Through the Economic Development Administration, the Economic Development Assistance Programs support projects that are designed to alleviate “conditions of substantial and persistent unemployment and underemployment in economically-distressed areas and regions of the Nation, and to address economic dislocations resulting from sudden and severe job losses.” Economic distress, according to EDA, includes high levels of unemployment, low-income levels, large concentrations of low-income families, significant decline in per-capita income, high rates of business failure, closing of plants or military bases, mass layoffs, and depletion of natural resources. EDA will concentrate its funding on projects that address its “New Markets” and “Livable Communities” initiatives, as well as the general priorities of the Commerce Department. This includes projects that:

- ◆ Build and rehabilitate public works infrastructure and economic development facilities that contribute to long-term growth and provide stable, diverse local economies in distressed communities;
- ◆ Build local capacity such as small business incubators and community financial intermediaries, and projects benefiting minorities, businesses owned by women, and people with disabilities;
- ◆ Attract private investment in economically distressed inner-city areas, small and medium-sized towns, rural areas, and Native American communities as part of the New Markets Initiative;
- ◆ Demonstrate innovative approaches to economic development;
- ◆ Support the economic development of Native American and/or Alaska Native communities;
- ◆ Support locally created partnerships that focus on regional solutions for economic development;

AMOUNT: EDA has set aside approximately \$204.5 million for this initiative; the average grant award in FY 1999 was \$849,000.

REQUIREMENTS: Cities, states, and counties; nonprofit organizations; Indian tribes, economic development districts; and institutions of higher education located in economically distressed areas.

SOURCE: Leonard Smith, Regional Director, Jackson Federal Building, 915 Second Avenue, Room 1856, Seattle, WA 98174, (206) 220-7660, fax (206) 220-7659, email: Lsmith7@doc.gov, or www.doc.gov/eda

KEY: 5, 7, 8

F20. Economic Development Administration (EDA) Economic Adjustment Program

DESCRIPTION: Help state and local areas design and implement strategies for facilitating adjustment to changes in their economic situation that are causing or threaten to cause serious

structural damage to the underlying economic base. Such changes may occur suddenly (“Sudden and Severe Economic Dislocation”) or over time (“Long Term Economic Deterioration”) and result from industrial or corporate restructuring, new Federal laws or requirements, reductions in defense expenditures, depletion of natural resources or natural disasters.

AMOUNT: Contact source.

REQUIREMENTS: Applicant may be a state, a city or other political subdivision, an Indian Tribe, a designated Redevelopment Area, a community development corporation, or nonprofit organization determined by EDA to be representative of a Redevelopment Area. The area to be assisted must either 1) have experienced, or anticipate, a change in the economic situation resulting in the loss of a significant number of permanent jobs relative to the area’s employed labor force and/or other severe economic impacts, or 2) manifest at least one of three symptoms of economic deterioration: very high unemployment, low per capita income, or failure to keep pace with national economic growth trends over the last five years.

SOURCE: Economic Development Administration; contact Aldred Ames, 208-334-1521 or 888-693-1370.

KEY: 1, 3, 5, 6

F21. Economic Development Administration (EDA) Loans and Grants

DESCRIPTION: Grants to communities for site preparation and construction of water and sewer facilities, access roads, railroad spurs, etc.

AMOUNT: Restricted to \$10,000 per created job. Loan guarantees of 80% for loans equal to or greater than \$600,000 for individual enterprises.

REQUIREMENTS: Individual enterprises must demonstrate they are unable to obtain financing through conventional means. Frequently combined with other funding sources (CDBG). Matching funds of varying proportions are required.

SOURCE: Economic Development Districts or Economic Development Administration; contact Aldred Ames, 208-334-1521 or 888-693-1370.

KEY: 5, 7

F22. Economic Development Administration (EDA) Rural Development Through Tourism

DESCRIPTION: The EDA has provided strategy grants to perform regional and local studies for assessing the feasibility of tourism activities. EDA has also provided public works grants for local public infrastructure necessary to accommodate tourism activity.

AMOUNT: Variable

REQUIREMENTS: Contact source

SOURCE: Economic Development Administration; contact Aldred Ames, 208-334-1521 or 888-693-1370.

KEY: 5, 6, 7, 8

F23. Economic Development Administration (EDA) Technical Assistance Research Division

DESCRIPTION: Provide technical assistance to local communities to stimulate job and business growth in areas of high unemployment. EDA assists local communities in determining the feasibility of resource development; prepare women for roles as entrepreneurs; conduct national workshops on various aspects of the economy; and provide onsite assistance to local officials in isolated rural areas.

AMOUNT: Non-monetary assistance

REQUIREMENTS: Contact source

SOURCE: EDA Technical Assistance Research Division U.S. Department of Commerce, 14th Street & Pennsylvania Avenue, N.W., Herbert C. Hoover Building, Room 7315, Washington, DC 20230, (202) 482-4085.

KEY: 5

F24. Economic Development Administration (EDA) Program for Economic Development Districts, Indian Tribes and Redevelopment Areas

DESCRIPTION: Grants support the formulation and implementation of economic development programs designed to create or retain full-time permanent jobs and income for the unemployed and underemployed in areas of economic distress.

AMOUNT: Contact source.

REQUIREMENTS: Eligible applicants are Economic Development Districts, Redevelopment Areas, Indian Tribes, and organizations representing Redevelopment Areas or multiple Indian Tribes.

SOURCE: Economic Development Administration; contact Alfred Ames, 208-334-1533 or 888-693-1370.

KEY: 5

F25. National Foundation on the Arts/National Endowment for the Arts (NEA) – Design Program

DESCRIPTION: To promote excellence in the design of cities, towns, buildings, and landscapes; and in graphic, interior, and product design. Projects are funded that create design awareness, produce new designs, develop design talent, and otherwise improve the practices and techniques of the design disciplines: architecture, landscape architecture, urban design and planning, historic preservation, graphic, industrial and product design, and interior design, costume and clothing design. The program's mission is to create a clearer understanding and recognition of good design, conserve design history and heritage, and invigorate informed discussion and criticism, and creativity in approaching design problems.

AMOUNT: Contact source

REQUIREMENTS: Grants may be used for a variety of activities. There are no funds for capital improvements and construction, general operating costs, school tuition, or debt elimination.

SOURCE: Director, Design Program, 1100 Pennsylvania Avenue, NW, Room 627, Washington, DC 20506 arts.endow.gov (202) 682-5437, (202) 682-5669 fax. For a great resource on available culture and arts funding opportunities, also visit arts.endow.gov/federal

KEY: 6, 8, 9

F26. US Department of the Interior: Preservation Tax Incentives for Historic Buildings

DESCRIPTION: A part of the Tax Reform Act of 1986, this act establishes; (1) a 20% tax credit for the substantial rehabilitation of historic buildings for commercial, industrial and rental residential purposes, and a 10% tax credit for the substantial rehabilitation for nonresidential purposes of buildings built before 1936; (2) a straight-line depreciation period of 27.5 years for residential property and 31.5 years for nonresidential property for the depreciable basis of the rehabilitated building reduced by the amount of the tax credit claims.

AMOUNT: Variable

REQUIREMENTS: The 10% tax credit is not available for rehabilitation of certified historic structures, and owners who have properties within registered historic districts and who wish to elect this credit must obtain certification that their buildings are not historic.

SOURCE: U. S. Department of the Interior, National Park Service and National Conference of State Historic Preservation Offices.

KEY: 3, 5, 6

F27. Small Business Administration (SBA) Microloan Program

DESCRIPTION: SBA has made funds available to nonprofit organizations for the purpose of lending to small businesses. Money borrowed under this program can be used for the purchase of machinery and equipment, furniture and fixtures, inventory, supplies, and working capital. Virtually all types of businesses are eligible for a microloan. To be eligible, your business must be operated for profit and fall within size standards set by the SBA. A microloan must be paid on the shortest term possible — no longer than six years — depending on the earnings of the business.

AMOUNT: Loans range from less than \$100 to a maximum of \$25,000, averaging about \$10,000.

REQUIREMENTS: A microloan must be paid on the shortest term possible (no longer than six years). The interest rate on these loans cannot be higher than 4 percent over the New York prime rate. Funds may not be used to pay existing debts.

SOURCE: U.S. Small Business Administration www.sba.gov; San Francisco office: 415-744-6820.

KEY: 3, 5

F28. Small Business Administration (SBA) 504 Program Loans

DESCRIPTION: The fund is fixed asset financing for land and building purchases, new construction, long-term leasehold improvements and equipment purchases. Must be a for-profit business and unable to obtain comparable funding for the project from private sources.

AMOUNT: Maximum SBA share, \$750,000 or 40 percent of project cost.

REQUIREMENTS: The term of the loan is up to 20 years at a fixed, below-market interest rate. The borrower's capital injection requirement is 10 percent of the project total. Working capital, debt refinancing and real estate speculation is not allowed under this program. Must create/retain approximately one job for each \$35,000 of SBA financing. Net worth of less than \$6,000,000 and net earnings of less than \$2,000,000 (after taxes) on average of last 2 years.

SOURCE: U.S. SBA www.sba.gov; San Francisco office: 415-744-6820; Private Banks.

KEY: 3, 5

F29. Small Business Administration (SBA) Guaranteed Loans (7a Program)

DESCRIPTION: To provide assistance to small businesses in obtaining financing for up to 90 percent of a loan made by a commercial lending institution. Projects might include: land and/or building purchases; new building construction and/or building renovation; machinery and equipment purchases; leasehold improvements; acquisition of inventory; financing of working capital; or reduction of trade debt. This program allows real estate loans of up to 25 years and working capital loans of up to 7 years. The rate for SBA 7(a) Guaranteed Loans may not exceed the prime rate by more than 2.75 percent. Loans may be either fixed or variable rate.

AMOUNT: Contact source

REQUIREMENTS: For-profit businesses meeting the following size limitations: 1) Retail and service: Sales do not exceed \$3.5 million; 2) Wholesale: Employees do not exceed 100 people; 3) Manufacturing: Employees do not exceed 500 people; and 4) Construction: Sales average of less than \$17.0 million for past 3 years.

SOURCE: U.S. Small Business Administration – www.sba.gov; San Francisco office is 415-744-6820. Private Banks are the ultimate source of loans.

KEY: 3, 5, 6

F30. Small Business Association (SBA) - Small Business Innovation & Research (SBIR)

DESCRIPTION: SBIR provides contract funding (not grants) to small businesses for environmental innovation. EPA is one of 10 federal agencies that participate in the SBIR program.

AMOUNT: Contact source

REQUIREMENT: Small businesses are eligible and defined as “for Profit” organizations with no more than 500 employees. Must be independently owned and operated.

SOURCE: U.S. Small Business Administration Office of Technology - Mail Code 6470, 409 3rd Street, SW, Washington, DC 20416, Phone: (202) 205-6450 Fax: (202) 205-7754

KEY: 4, 5

F31. U. S. Department of Commerce "Information Superhighway" Grants

DESCRIPTION: The National Telecommunications and Information Administration (NTIA), Department of Commerce serves as the President’s principal advisor on telecommunications and information policy. Through its Office of Telecommunications and Information Applications, NTIA administers four Federal assistance programs, including the Telecommunications and Information Infrastructure Assistance Program (TIIAP), to support the development of educational, economic, and cultural telecommunication services to the public. Congress created the TIIAP in 1993 to promote the widespread use of telecommunications and information technologies in the public and non-profit sectors.

AMOUNT: Funds must be matched by contributions generated by the applicant.

REQUIREMENTS: Contact source.

SOURCE: U.S. Dept. of Commerce, NTIA/TIIAP; 14th and Constitution Ave., NW; Washington, D.C. 20230; 202- 482-2048.

KEY: 5, 7

F32. U.S. Department of Commerce - Native American Program

DESCRIPTION: To provide business development service to Native Americans interested in entering, expanding or improving their efforts in the marketplace.

AMOUNT: Contact source

REQUIREMENTS: Program funds are restricted to providing management and technical assistance.

SOURCE: Assistant Director for Program Development, Room 5096, Minority Business Development Agency, U. S. Department of Commerce, 14th and Constitution Ave. NW., Washington, DC 20230. (202) 482-5770.

KEY: 2, 3, 5

F33. Environmental Protection Agency (EPA) Environmental Education Grants

DESCRIPTION: Funding for projects to meet one or more of the following objectives: to improve environmental education by enhancing environmental teaching skills; to facilitate communication, information exchange, and partnerships; to motivate the general public to be more environmentally conscious, resulting in informed decisions about the environment.

AMOUNT: Grants can range up to \$250,000. EPA is encouraging requests for \$5,000 or less, in keeping with the statutory requirement that 25% of all funds awarded must not be larger than that amount.

REQUIREMENTS: The project should also develop an environmental education practice, method, or technique which is new or significantly improved; may have wide application; addresses an environmental issue which is of a high priority. Individuals are not eligible for grants, only

organizations.

SOURCE: Environmental Education Grants, U.S. Environmental Protection Agency, (800) 424-4372. www.epa.gov

KEY: 4

F34. Environmental Protection Agency (EPA) Wetlands Protection Grants (State/Tribal/Local) 104 (b)(3)

DESCRIPTION: Assist state, tribal and local wetlands protection efforts. Funds can be used to develop new wetlands protection programs or refine existing protection programs.

AMOUNT: Variable

REQUIREMENT: Funds not available for operational support of wetlands programs.

SOURCE: Cheryl McGovern, Water Division, (415) 744-2013, mcgovern.cheryl@epa.gov

KEY: 4

F35. Environmental Protection Agency (EPA) Innovative Community Partnerships (ICP Grants)

DESCRIPTION: An EPA community grants initiative to support communities' efforts to solve their environmental problems and make their communities more livable places to live, work, raise families, and participate in community life. To promote smart growth (development that serves the economy, community, and the environment) and cleaner, more livable communities, EPA will use ICP grants as tools for encouraging local innovation, cross-media environmental approaches, and community partnerships working to achieve measurable results.

AMOUNT: Variable

REQUIREMENT: Priority consideration for: 1) restoration and protection of community watersheds and airsheds; 2) integrated community planning for environmental results; 3) environmentally responsible redevelopment and revitalization.

SOURCE: Environmental Protection Agency, 75 Hawthorne Street, San Francisco, CA 94105; www.epa.gov/region09, (415) 744-1305, Email: r9.info@epa.gov

KEY: 4, 5, 6

F36. Environmental Protection Agency (EPA) Jobs Through Recycling Program (JTR)

DESCRIPTION: A recycling business development program that seeks to foster recycling/resue businesses that increase the use of recyclable or reusable materials and contribute to economic development and jobs creation.

AMOUNT: Variable, Up to \$200,000

REQUIREMENT: For infrastructure building proposals, must show a commitment to sustaining a recycling business development program well beyond the grant period. For a demonstration proposal, must contain a significant replication component and be regional or national in scope.

SOURCE: Mary Keil, Waste Management Division, (415) 744-2131, keil.mary@epa.gov

KEY: 4, 5

F37. US Fish and Wildlife Service Small Grants Program

DESCRIPTION: Funds long-term wetland conservation activities such as acquisition, creation, enhancement, and restoration.

AMOUNT: Up to \$1 million was awarded in FY99.

REQUIREMENTS: State and local governments, public and private organizations, and schools.

SOURCE: Contact Dr. Keith Morehouse, (703) 358-1784 at the US Fish and Wildlife Service or visit <http://www.fws.gov/r9nawwo/nawcahp>

KEY: 1, 2, 4, 7

F38. National Heritage Area Act

DESCRIPTION: Encourages local, state, and federal governments to develop heritage areas.

AMOUNT: None

REQUIREMENTS: Contact source.

SOURCE: National Park Service.

KEY: 1, 5, 6

F39. Transportation Efficiency Act for the 21st Century (H.R. 2400)

DESCRIPTION: TEA-21 gives local governments unprecedented flexibility in developing a mix of highway corridor enhancements, with funds for such projects as public transit, bikeways, highway enhancements, recreation, historic preservation, scenic byways, and other alternatives to address transportation and community needs. Contact source for funding amounts. States and localities are permitted to use federal dollars (provided primarily from the gas tax) for more flexibly to meet their transportation needs. More comprehensive planning, taking into account such factors as desired land use patterns and environmental effects, is required as a prerequisite to federal funding.

AMOUNT: Variable

REQUIREMENTS: Visit www.dot.ca.gov/hq/TransEnhAct for details and application or call Marsha Mason @ 916-654-5275.

SOURCE: U.S. Dept. of Transportation - Federal Highway Administration; Caltrans

KEY: 4, 6, 7

F40. Surface Transportation Program

DESCRIPTION: The STP provides flexible funding that may be used by States and localities for projects on any Federal-aid highway, including the NHS, bridge projects on any public road, transit capital projects and intracity and intercity bus terminals and facilities. A portion of funds reserved for rural areas may be spent on rural minor collectors.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: U.S. Dept. of Transportation - Federal Highway Administration; www.fhwa.dot.gov; Caltrans.

KEY: 3, 7

F41. Federal Transit Administration (FTA) Job Access Grants Program

DESCRIPTION: The main goals of the program are to:

- ◆ Provide transportation services in urban, suburban, and rural areas to assist welfare recipients and other low-income individuals in accessing employment opportunities.
- ◆ Increase collaboration among regional transportation providers, human service agencies, employers, metropolitan planning organizations (MPOs), states, and affected communities and individuals.

Job Access projects will implement new or expanded transportation services to transport individuals to and from jobs and other employment-related support services. Eligible activities for the Job Access component include: Adding late-night and weekend service, providing a guaranteed-ride-home service, providing shuttle service, extending fixed-route mass transit service, providing demand-responsive van service, sponsoring ridesharing and carpooling activities, and encouraging bicycling.

AMOUNT: Variable, total of \$75 million

REQUIREMENTS: Local governments, states, metropolitan planning organizations, public transit agencies, tribal governments, nonprofit organizations, and designated recipients under other FTA programs.

SOURCE: For more information, visit www.fta.dot.gov/wtw. Or contact Doug Birnie, Office of Research Management, TRI-30, Federal Transit Administration, Room 9409, 400 7th St. SW, Washington, DC 20590; (202) 366-0176; fax (202) 366-3765; email douglas.birnie@fta.dot.gov

KEY: 5, 7

F42. Federal Transit Administration (FTA) Livable Communities Initiative

DESCRIPTION: The Federal Transit Administration initiated the Livable Communities Initiative to strengthen the link between transit and communities. Transit facilities and services that promote more livable communities are ones which are customer-friendly, community-oriented and well designed resulting from a planning and design process with active community involvement.

AMOUNT: Contact source

REQUIREMENT: Threshold factors will include evidence that the project: 1) resulted from a community planning process and contains community endorsement; 2) increases access to jobs, educational opportunities, or social services; 3) incorporates community services or other transit and pedestrian-oriented mixed use developments, and; 4) provides opportunities for small or disadvantaged business participation in the planing, design, and implementation phases of the project.

SOURCE: Federal Transit Administration, 201 Mission Street, Suite 2210, San Francisco, CA 94105-1800, (415) 744-3133; www.fta.dot.gov/library/planning/livbro

KEY: 3, 4, 5, 7

F43. U.S. Federal Highway Administration (FHWA) Transportation & Community and System Preservation Pilot Program (TCSP)

DESCRIPTION: To develop programs that demonstrate the short- and long-term environmental, economic, and social equity effects to help build sustainable communities. The Transportation and Community and System Preservation Pilot Program is a comprehensive initiative of research and grants to investigate the relationships between transportation and community and system preservation and private sector-based initiatives. States, local governments, and metropolitan planning organizations are eligible for discretionary grants to plan and implement strategies that improve the efficiency of the transportation system; reduce environmental impacts of transportation; reduce the need for costly future public infrastructure investments; ensure efficient access to jobs, services, and centers of trade; and examine private sector development patterns and investments that support these goals.

AMOUNT: Variable. A total of \$120 million is authorized for this program for 1999-2003.

REQUIREMENTS: State agencies, local governments, metropolitan planning organizations, transit agencies, school boards, air resource boards, park districts, and other public agencies.

SOURCE: Contact Susan Petty, (202) 366-0106 at the United States Federal Highway Administration, or visit www.fhwa.dot.gov/tcsp

KEY: 4, 5, 7

F44. Millennium Trails Program

DESCRIPTION: Millennium Trails is a national program that will celebrate, recognize and be a catalyst for creating trails to “honor the past and imagine the future” as part of America’s legacy for the year 2000.

AMOUNT: Non-monetary

REQUIREMENTS: Contact source

SOURCE: U.S. Department of Transportation, Office of the Secretary, S-3, 400 Seventh Street, SW, Washington, DC 20590; www.dot.gov/mtp

KEY: 4, 6, 7, 8

F45. National Park Service, Rivers & Trails

DESCRIPTION: The Rivers, Trails and Conservation Assistance (Rivers & Trails) program of the National Park Service offers local groups two kinds of assistance with locally-led conservation projects: staff assistance and consultations.

AMOUNT: Non-monetary assistance.

REQUIREMENT: Staff assistance requires a written application. No written application is needed for a consultation; just call the nearest Rivers & Trails office and ask for an appointment.

SOURCE: Rivers, Trails and Conservation Assistance - National Park Service, 600 Harrison Street, Suite 600, San Francisco, CA 94107-1372 Fax (415) 744-4043, Barbara Rice: Barbara_Rice@nps.gov (415) 427-1449

KEY: 4

F46. National Park Service Technical Assistance

DESCRIPTION: Provide technical assistance and/or staff to assist in historic preservation, interpretation, and/or recreation.

AMOUNT: Non-monetary assistance.

REQUIREMENTS: Contact source.

SOURCE: National Park Service; www.nps.gov/legacy/support

KEY: 4, 6, 8

F47. National Leadership Grants for Libraries

DESCRIPTION: The National Leadership Grants for Libraries program was created to enhance library services around the nation and provide opportunities for libraries and museums to work together to address community needs, enlarge audiences, and “implement use of the most efficient and appropriate technologies.”

AMOUNT: Grants for this program range from \$15,000 to \$500,000; projects may last up to two years.

REQUIREMENTS: OLS (Office of Library Services) is seeking proposals that address needs in education, research, and preservation.

Funding is generally available in four categories:

- ◆ Education and training in library and information science,
- ◆ Research in library science that can be demonstrated to test potential solutions to problems in real-world situations,
- ◆ Preservation or digitization of library services, and
- ◆ Library-museum collaboration programs that show how museums and libraries can work together to expand service to their communities.

SOURCE: National Leadership Grants for Libraries: Jeanne McConnel, (292) 606-5389, email, jmcconnell@imls.fed.us Applications can be downloaded from IMLS’ website at www.imls.fed.us

KEY: 6, 9, 10

STATE / REGIONAL GOVERNMENT RESOURCES

S1. Rural Economic Development Infrastructure Program (REDIP)

DESCRIPTION: The REDIP Program was established in 1986 to provide low-cost financing for the construction, improvement or expansion of public infrastructure necessary to create or retain permanent, private sector jobs through the retention, expansion and attraction of businesses in rural areas.

AMOUNT: Variable, \$1 million maximum (loan only)

REQUIREMENT: California only, county and city restricted (contact source); or a county or city outside of an urbanized area (<1000 persons per square mile). The project must be associated with the construction, improvement or expansion of a private company, which requires the infrastructure in order to create or retain employment. A minimum of one job should be created/retained for every \$50,000 in REDIP loan funds. The private development must provide a binding commitment letter as part of the application process. In some cases, an industrial park, incubator or other areas providing a unique development may be eligible.

SOURCE: REDIP Manager, Venoo Chisholm, California Trade and Commerce Agency, 801 K Street, Suite 1700, Sacramento, CA 95814, (916) 322-1498, (916) 323-7481 fax www.commerce.ca.gov

KEY: 5, 7

S2. Downtown Rebound Program (DRP)

DESCRIPTION: In November 2000, the California Department of Housing and Community Development (HCD) announced the availability of funding in the amount of \$18.5 million for the adaptive reuse of existing structures and up to \$2.3 million for the development of vacant land and transit-oriented mixed income and mixed use developments. Major emphasis is on adaptive reuse of existing commercial or industrial structures to residential units, infill development of vacant or soon to be vacant properties that demonstrate a reduction in infrastructure costs and environmental consequences.

AMOUNT: Contact source.

REQUIREMENTS: Affordable housing requirements. For profit and not-for-profits eligible. Contact source for additional information.

SOURCE: California Department of Housing and Community Development (HCD); Contact 916-327-2881 or agilroy@hcd.ca.gov www.hcd.ca.gov/ca/drp

KEY: 3, 5, 6

S3. Environmental and Mitigation Fund

DESCRIPTION: The California State Department of Transportation (CALTRANS) has established this state fund for beautification improvements to roadsides to mitigate the effects of transportation projects.

AMOUNT: Typical grants range from \$200,000 to \$250,000.

REQUIREMENTS: Up to 25% local matching is usually required.

SOURCE: CALTRANS, www.dot.ca.gov

KEY: 4, 7

S4. Safe Routes to School Program

DESCRIPTION: On October 6, 1999, Governor Davis signed AB 1475 (Soto) which created a new

traffic safety program in California. The goal is to demonstrate and evaluate the effectiveness of a "Safe Routes to School" program. This new act became effective January 1, 2000 and will remain in effect until January 1, 2002, unless a later enacted statute deletes or extends that date. Recent grants have funded the following types of infrastructure projects: installation of curbs, gutters, and sidewalks; crosswalk painting; raised crosswalks; traffic control devices; bicycle pedestrian paths; safety lighting.

AMOUNT: Varies – contact source

REQUIREMENTS: Contact source

SOURCE: California Department of Transportation - DISTRICT 5 Contact
Jerry.Gibbs@dot.ca.gov or 805 542-4606 www.dot.ca.gov/hq/LocalPrograms/saferoute
LocalPrograms@dot.ca.gov

KEY: 7, 10

S5. California Farmland Conservancy Program (CFCP)

DESCRIPTION: Through its Division of Land Resource Protection (DLRP), the Department of Conservation plays a major role in protecting California's farmland, open space, and related resources. Financial assistance to local governments and landowners for farmland and open space protection is offered through programs which provide property tax incentives for retaining agricultural and open space land uses. Competitively-awarded grants for the purchase of agricultural conservation easements are also available.

AMOUNT: Contact source

REQUIREMENT: No minimum or maximum individual grant amounts have been established. Applicants may submit more than one CFCP grant proposal, providing that each proposal is distinct and can be reviewed independently.

SOURCE: California Department of Conservation, Division of Land Resource Protection, 801 K Street, MS 13-71, Sacramento, California 95814, (916) 322-9721, Fax: (916) 327-3430, e-mail cfcf@consrv.ca.gov, www.consrv.ca.gov/dlrp/cfcf

KEY: 4

S6. AB 2766 Emission Reduction Grant Program

DESCRIPTION: Assembly Bill (AB) 2766 was passed by the California State Legislature and signed into law in 1990 and is part of the California Health and Safety Code, Sections 44220 - 44247. The code authorizes the Department of Motor Vehicles (DMV) to collect a surcharge on motor vehicle registration fees in each air district for use by Monterey, San Benito and Santa Cruz counties to fund projects that reduce motor vehicle pollution. Four categories of project funding exist which are: Emission Reducing Projects (quantifiable reductions), Demonstration Projects, Education Projects, and Infrastructure Projects. Projects which have received funding in the past include: traffic calming study; pedestrian/bike infrastructure improvement study and facilities; pedestrian master plan; vanpools and shuttles; park-and-ride lots; clean fuel vehicles.

AMOUNT: Variable

REQUIREMENT: Contact Source

SOURCE: Monterey Bay Area Pollution Control District. Contact Dave Fairchild, (831) 647-9411, dfair@MBUAPCD; www.mbuapcd.org

KEY: 1,4,5,7

S7. California Main Street

DESCRIPTION: As a member of the California Main Street program, technical assistance is available. Helping cities and towns revitalize their downtown or neighborhood commercial

district. It organizes a district's comprehensive revitalization efforts into a four-point framework: organization, promotion, design, and economic restructuring. This framework ensures the district's place as a vital economic, social and cultural center of the community.

AMOUNT: Non-monetary assistance

REQUIREMENT: California Main Street's application requirements are designed to identify communities that will work effectively to revitalize their downtown and/or neighborhood commercial district. A desire to provide the greatest social, community and economic returns consistent with long-standing Main Street "guiding principles" and practices guide California Main Street's policies and criteria. On behalf of its downtown or neighborhood commercial district, any California community may apply to the California Trade and Commerce Agency to receive designation as a *Certified California Main Street Community*. A local government collaborates with a community organization such as a downtown business association, revitalization organization, chamber of commerce, or 501(c)(3) non-profit corporation to jointly complete the application process and submit an application fee.

SOURCE: California Trade and Commerce Agency - Main Street Program Manager, (916) 322-3536, www.commerce.ca.gov/business/select/communities/mainstreet

KEY: 1,5,6,8,9

S8. California Rural Development Council (CRDC)

DESCRIPTION: The Governor's CRDC, administered out of the California Trade & Commerce Agency, coordinates efforts of state and federal agencies working with tribal and local governments, provides a forum for discussing rural issues, and recommends policies, strategies, and programs to address the needs of rural California.

AMOUNT: Non-monetary assistance

REQUIREMENT: Contact source

SOURCE: California Trade and Commerce Agency – California Rural Development Council 801 K Street, Ste. 1700 Sacramento, CA 95814 Program Manager, (916) 322-0560 or Regional Outreach Coordinator (916) 322-0556 www.commerce.ca.gov/business/crdc

KEY: 1,5

S9. Office of Permit Assistance (OPA)

DESCRIPTION: The Office of Permit Assistance (OPA) is the only agency of its type mandated to act in a non-regulatory role to directly assist economic development in California. OPA advocates streamlining of all statewide and local environmental permitting processes from an economic development perspective, complying with state and federal law and regulations, and maintaining high environmental standards.

AMOUNT: Non-monetary

REQUIREMENT: Contact source

SOURCE: Office of Permit Assistance Manager, California Office of Permit Assistance California Trade and Commerce Agency, 801 "K" Street, Suite 1700, Sacramento, CA 95814, (916) 322-4245, www.commerce.ca.gov/business/permits_assist/index

KEY: 5

S10. Certified Local Government (CLG)

DESCRIPTION: The CLG program is a national program designed to encourage the direct participation of a local government in the identification, registration, and preservation of historic properties located within the jurisdiction of the local government. Becoming a CLG can provide local staff and commissions the tools, technical training, and more meaningful leadership roles in

the preservation of the community's heritage. Benefits of becoming a CLG include: 1) Eligibility for federal grants from the Historic Preservation Fund administered by the California Office of Historic Preservation. 2) Direct participation in the nomination of historic properties to the National Register of Historic Places. 3) Opportunity for enhanced responsibilities to review and comment on development projects compliance with federal environmental regulations, thereby expediting the review time. 4) Special technical assistance and training for local preservation commission members and staff from the State Historic Preservation Office. 5) Potential for participation in the review of building rehabilitation plans for federal investment tax credits.

AMOUNT: Contact source

REQUIREMENTS: Local governments may be certified to participate in the CLG program by complying with the five minimum responsibilities of a CLG. Local governments must: 1) Enforce appropriate state and local legislation for the designation and protection of historic properties; 2) Establish an adequate and qualified historic preservation review commission by local law; 3) Maintain a system for the survey and inventory of historic properties; 4) Provide for adequate public participation in the local historic preservation, including the process of reviewing and recommending properties for nomination to the National Register of Historic Places; and 5) Satisfactorily perform the responsibilities delegated to it by the state.

SOURCE: Local Government Unit, Office of Historic Preservation, P.O. Box 942896, Sacramento, CA 94296-0001, phone (916) 653-6624, fax (916) 653-9824 <http://www2.cr.nps.gov/clg> or ohp.cal-parks.ca.gov/programs/local – California State Parks

KEY: 1,3,6

S11. The California Division of Tourism (CalTour)

DESCRIPTION: The California Division of Tourism is designed to increase tourism to and within California. CalTour provides various programs supporting rural tourism development and promotion in order to help rural communities diversify their economies.

REQUIREMENTS: Contact source

SOURCE: California Division of Tourism, Contact the Rural Tourism Liaison at (916)-322-1266. www.gocalif.gov

KEY: 5, 8

S12. Urban Forestry Grant Program: Trees for the Millenium

DESCRIPTION: This program provides grants for local governments to purchase trees, which are environmentally tolerant and high quality. Trees must be on public property, and projects must be completed within 18 months of project award. The City can apply and receive awards for up to four years in a row.

AMOUNT: Variable, up to \$50,000

REQUIREMENTS: Contact source

SOURCE: California Department of Forestry and Fire Protection, Urban Forestry Program. www.fire.ca.gov/ResourceManagement/UrbanForestry, 2524 Mulberry Street, Riverside CA 92501 (909-782-4140) (Morgan Hill office – 408-779-2121).

KEY: 4

S13. Leaf-It-To-Us: Kid's Crusade for Trees!

DESCRIPTION: This tree planting grant program is a statewide campaign designed to provide opportunities to involve California's primary and secondary school students to become more knowledgeable in the benefits trees play in providing for livable communities, improving the global environment, and making improvements to their local learning environment. The

program provides funds for community tree planting projects initiated and undertaken by school kids in partnership with school volunteers. for local governments to purchase trees, which are environmentally tolerant and high quality. Trees must be on public property, and projects must be completed within 18 months of project award. The City can apply and receive awards for up to four years in a row.

AMOUNT: Minimum request is \$500; maximum request is \$3,000

REQUIREMENTS: Public and private non-profit schools with affiliated parent support organizations may apply; funds targeted for K-12th grades.

SOURCE: California Department of Forestry and Fire Protection, 2524 Mulberry Street, Riverside CA 92501 (909-782-4140). Eric_older@fire.ca.gov; (Morgan Hill office: 408-779-2121) www.fire.ca.gov/ResourceManagement/UrbanForestry

KEY: 4, 10

S14. California ReLeaf

DESCRIPTION: The California ReLeaf Network is a growing alliance of community-based organizations that share the common goals of planting and protecting trees, fostering an ethic of environmental stewardship, and promoting citizen involvement. The California ReLeaf Network was formed in 1991 to provide a forum for exchange, education and mutual support for community-based tree-planting and stewardship groups in the state. Through membership in the network, groups build their organizational and technical skills; share their enthusiasm, experiences, and ideas; address issues of common concern; and work together to advance urban forestry throughout the state. Grants available to projects that plant large-crowning, environmentally tolerant trees on public property to provide shade and other benefits. The grants can be awarded to citizen groups and city affiliated volunteer entities.

AMOUNT: Variable, up to \$5,000

REQUIREMENTS: Contact source

SOURCE: California Department of Forestry and Fire Protection; Contact the Trust for Public Land at: 116 New Montgomery St., 3rd Floor, San Francisco, CA 94105, (415) 495-5660 FAX (415) 495-0541, sla@tpl.org or MarthaOzonoff@tpl.org; www.tpl.org

KEY: 4

S15. Environmental Enhancement and Mitigation Program (EEMP) Grants (Prop111)

DESCRIPTION: Three categories of projects are eligible, among them “highway landscaping and urban forestry.” The City can pursue this for the purchase, installation, and maintenance of street trees. Projects must be designed to mitigate the environmental impacts of modified or new public transportation facilities but do not have to be within the road right-of-way.

AMOUNT: Variable, up to \$500,000

REQUIREMENTS: Contact source

SOURCE: State of California Resources Agency, EEMP Coordinator (916-653-5656); ceres.ca.gov/cra

KEY: 4, 7

NOT-FOR-PROFIT/VOLUNTEER ORGANIZATIONS

N1. California Preservation Foundation

DESCRIPTION: The Foundation board members and staff offer a wide range of experience and skills -- from architecture, engineering and planning, to finance and preservation law. Board

members volunteer their time and knowledge to work at the state and local level, promoting and encouraging a broad spectrum of preservation activities. Assisted in more than 100 preservation projects each year, helping local citizens and organizations preserve their historic buildings and protect their local landmarks.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: CPF, 1611 Telegraph, Suite 820, Oakland, CA 94612. 510/763-0972, e-mail office@californiapreservation.org

KEY: 3, 6

N2. The National Trust for Historic Preservation – Preservation Services Fund

DESCRIPTION: Provides matching grants to nonprofit organizations, universities, and public agencies to initiate preservation projects. Funds may be used to support consultants with professional expertise in areas such as architecture, law, planning, economics and graphic design; conferences that address subjects of particular importance to historic preservation.

AMOUNT: Variable, Grants range from \$500 to \$5,000.

REQUIREMENTS: Nonprofit organizations, government agencies

SOURCE: National Trust for Historic Preservation, 1785 Massachusetts Avenue, NW Washington, D.C. 20036; 202-558-6054; comm_partners@nthp.org ; www.nationaltrust.org

KEY: 6, 8

N3. The National Trust for Historic Preservation – National Preservation Loan Fund (NPLF)

DESCRIPTION: Provides below-market-rate loans to help preserve properties listed in or eligible for the National Register of Historic Places. Funds may be used to create or expand local and statewide preservation revolving funds, for site acquisition or rehabilitation work, and to preserve National Historic Landmarks.

AMOUNT: Variable, up to \$150,000

REQUIREMENTS: Tax-exempt nonprofit organizations and local governments.

SOURCE: National Trust for Historic Preservation, 1785 Massachusetts Avenue, NW Washington, D.C. 20036; 202-588-6054; comm_partners@nthp.org ; www.nationaltrust.org

KEY: 3, 6, 8

N4. The National Trust for Historic Preservation – The Johanna Favrot Fund

DESCRIPTION: Offers grants for projects that contribute to businesses and individuals for projects that contribute to the preservation or the recapture of an authentic sense of place. May be used to obtain professional expertise in areas such as architecture, planning, archeology or media relations; sponsoring preservation conferences and workshops; and designing and implementing innovative preservation education programs.

AMOUNT: Variable, from \$2,000 to \$25,000

REQUIREMENTS: Nonprofit organizations, government agencies, for-profit businesses and individuals.

SOURCE: National Trust for Historic Preservation, 1785 Massachusetts Avenue, NW Washington, DC 20036 202-588-6054; comm_partners@nthp.org ; www.nationaltrust.org

KEY: 3, 4, 5, 6, 8, 9, 10

N5. The National Trust for Historic Preservation – Banc of America Historic Tax Credit Fund

DESCRIPTION: The Fund will seek to acquire an interest in historic properties that qualify for Federal and state historic tax credits and provide economic or community development benefits for the surrounding commercial or residential neighborhoods.

AMOUNT: Variable

REQUIREMENTS: Eligible projects include historic properties that will be rehabilitated for community development purposes, including: market-rate, mixed-income or affordable housing; mixed-use facilities; office and retail space; and nonprofit and government facilities.

SOURCE: 1785 Massachusetts Avenue, NW Washington, DC, 20036; (202) 588-6000, fax (202) 588-6038, www.nationaltrust.org

KEY: 3, 5, 6,

N6. The National Trust for Historic Preservation – Critical Issues Fund (CIF)

DESCRIPTION: The CIF was created to help local communities resolve major disputes involving historic preservation and urban development. CIF model project and research grants are intended to support studies or other activities that address widespread, pressing preservation problems. Competitive model projects range from \$5,000 to \$25,000 and must be matched on a “one to one” basis.

AMOUNT: Variable, \$5,000 – \$25,000

REQUIREMENTS: Contact source

SOURCE: The National Trust for Historic Preservation, 1785 Massachusetts Ave. NW Washington, DC 20036, Phone: 202-588-6000 Fax: 202-588-6038 www.nationaltrust.org

KEY: 4, 6, 9

N7. Heritage Tourism Initiative

DESCRIPTION: Offers comprehensive technical assistance for heritage tourism development and marketing.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: National Trust for Historic Preservation. Call State Historic Preservation Office.

KEY: 1, 5, 6, 8

N8. Save America’s Treasures Program

DESCRIPTION: A private / public partnership between White House Millennium Council and the National Trust for Historic Preservation. The funds are directed to support historic preservation and conservation project work on historic properties, artifacts, and collections. Funding is available for restoration/conservation work on historic places, properties, artifacts, collections, monuments and works of art. Recipient projects must be of national significance and must be threatened, endangered or demonstrate urgent need. Project work must also support some element of education, interpretation or training.

AMOUNT: Contact source

REQUIREMENT: Non-federal match is required at a 50:50 ratio.

SOURCE: Millennium Grants Coordinator, Heritage Preservation Services, 1849 C Street, NW – NC200, Washington, DC 20240, www.saveameericatreasures.org (202) 343-1146

KEY: 3, 6, 8, 9

N9. San Benito Agricultural Land Trust

DESCRIPTION: Local not-for-profit land trust working to preserve agricultural and ranching land within the San Juan Valley.

AMOUNT: Technical assistance; monetary assistance variable – contact source

REQUIREMENTS: Contact source

SOURCE: San Benito Agricultural Land Trust 608 Bolado Road; Tres Pinos, CA 95075. Contact Paul Hain at 831-628-0838 or 831-628-3390) phain@hollinet.com

KEY: 4

N10. National Land Trusts and Environmental Preservation Organizations

DESCRIPTION: Many land trusts and environmental organizations exist that should be researched for available technical assistance and/or funding assistance for environmental and open space preservation efforts. Among these resource organizations are: 1) American Farmland Trust; 2) The Trust for Public Land; 3) Sierra Club; and 4) The Nature Conservancy.

AMOUNT: Varies – contact sources

REQUIREMENTS: Vary – contact sources

SOURCE: **1)** 1200 18th Street NW, Ste. 800 Washington, DC 20036 Phone 202-331-7300 Fax 202-659-8339 www.farmland.org **2)** Western Regional Office, 116 New Montgomery St., 3rd Floor San Francisco, CA 94105 (415) 495-5660 FAX (415) 495-054 www.tpl.org **3)** Sierra Club, 85 Second Street, Second Floor San Francisco CA, 94105-3441 Phone 415-977-5500 Fax 415-977-5799 www.sierraclub.org Local Chapter - P.O. Box 5667 Carmel, CA 93921 Phone (831)624-8032 **4)** California Regional Headquarters - 201 Mission Street, 4th Floor San Francisco, CA 94105 Phone 415-777-0487 Fax 415-777-0244 www.tnc.org or www.tnccalifornia.org

KEY: 4

N11. Scenic America

DESCRIPTION: To preserve and enhance the scenic character of America's communities and countryside. Areas of interest include: controlling billboards along highways; helping local governments enact effective strategies to protect community appearance; control signs, preserve trees, and protect special landscapes and views; and developing conservation-oriented state scenic byways programs.

AMOUNT: Contact source

REQUIREMENT: Contact source

SOURCE: Development and Membership Assistant, 801 Pennsylvania Avenue, SE, Suite 300, Washington, DC 20003-2152; ph: (202) 543-6200, (202) 543-9130 fax www.scenic.org

KEY: 4, 6, 7

N12. National Rural Development and Finance Corporation (NRD&FC)

DESCRIPTION: A private nonprofit rural lender that provides technical assistance and loans for rural business expansion and creation.

AMOUNT: Average loan size is \$125,000 with terms of 5 to 7 years and an interest rate of prime rate plus 1.5 points.

REQUIREMENTS: Contact source.

SOURCE: Neal Nathanson, President; 1818 N Street, NW, Suite 410; Washington, DC 20036; 1-800-233-3518.

KEY: 3, 5

N13. Community Reinvestment Fund (CRF)

DESCRIPTION: A nonprofit organization that purchases development loans from community-based development organizations and government agencies. This secondary market function makes it possible for local communities and nonprofit organizations to raise money for new projects by selling their existing loans. CRF purchases a variety of loan types. In addition, CRF also offers contract portfolio management, portfolio review, training, and capacity building.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: CRF, 2400 Foshay Tower, 821 Marquette Ave., Minneapolis, MN 55402; 612-338-3050; www.crfusa.com

KEY: 5

N14. National Environmental Education and Training Foundation (NEETF) Challenge Grants

DESCRIPTION: NEETF supports environmental education projects that promote community-wide understanding of water sources, quality, treatments, protection strategies, costs, and options as it relates to human health and community vitality.

AMOUNT: 22 grants totaling \$2.9 million

REQUIREMENT: Contact source

SOURCE: Samantha Blodgett, Grants Coordinator, (202) 261-6478, www.neetf.org

KEY: 4, 7, 10

N15. SCORE (The Service Corps of Retired Executives)

DESCRIPTION: SCORE, sponsored by SBA, comprises 13,000-person volunteer program with over 750 locations nationwide. They provide technical assistance to small business owners, managers, and potential owners to solve operating problems through free one-on-one counseling and a wide variety of free or low-cost workshops.

AMOUNT: Contact source; non-monetary assistance

REQUIREMENTS: Contact source

SOURCE: SCORE Association @ Small Business Administration, 409 3rd Street, SW, 6th Floor, Washington, DC 20024 1-800-634-0245, (202) 205-6762; www.score.org

KEY: 5

N16. Team California

DESCRIPTION: A network of public and private sector economic development leaders bringing together resources and expertise from various organizations throughout California to promote businesses, utilities, community colleges and government agencies. This network is improving California's competitiveness and business climate. Through information sharing, communications and increased assistance, we are better serving our communities, thereby enhancing local and statewide economies.

AMOUNT: Non-monetary

REQUIREMENT: The only membership requirement is that you are involved with economic development and business on an ongoing basis. TeamCalifornia is a voluntary organization.

SOURCE: California Trade and Commerce Agency, 801 K Suite 1700, Sacramento, CA 95814, (800) 326-2606, www.teamcalifornia.org

KEY: 1, 5

N17. AmeriCorps

DESCRIPTION: The mission of the Corporation is to engage Americans of all ages and backgrounds in community based service. The Corporation for National Service fosters civic responsibility by providing educational opportunities for those who make a substantial commitment to service in a variety of areas related to the environment and community development. AmeriCorps programs provide members with a full or part-time service experience, a living stipend and education award from the Corporation for National Service Trust Fund.

AMOUNT: Americorps Members serving one full year of service provide 1,700 hours of volunteer time and part-time Members provide 900 volunteer hours.

REQUIREMENT: The Corporation requires a 15% cash match for AmeriCorps member support cost and 33% cash or in-kind match of the overall operating program costs. State commissions may add additional match requirements. A Member must have U.S. Citizenship or legal alien status in the U.S.; be 17 years of age or older; and must be a high school graduate or agree to achieve a GED prior to receiving education awards.

SOURCE: Charles Supple, Executive Director, 1110 K Street, Suite 210, Sacramento, CA 95814, (916) 323-7646 (916) 323-3227 fax, dmuraki@cilts.ca.gov; www.cns.gov

KEY: 1, 4, 6, 9, 10

N18. BRICK Award for Community Leadership

DESCRIPTION: Founded in 1993, “Do Something” is a national nonprofit organization sponsoring several programs to encourage young people to serve as community leaders to effect positive change.

AMOUNT: Contact source

REQUIREMENTS: “Do Something’s” BRICK Award is available to all individuals under the age of 30 who wish to improve their community “brick by brick”.

SOURCE: www.dosomething.com

KEY: 3, 4, 6, 9, 10

LOCAL RESOURCES

L1. General Taxes

DESCRIPTION: These taxes include excise taxes, utility user taxes, and property tax. Each of these taxes could be raised to generate revenue for San Juan Bautista. However, the political realities in California Requires a 2/3-voter approval for property tax increases or a special tax.

AMMOUNT: Variable

REQUIREMENTS: Contact source.

SOURCE: City / Taxpayers

KEY: 1-10

L2. Transient Occupancy Tax

DESCRIPTION: Transient Occupancy Taxes (TOT) are frequently used for projects that service and bolster the tourism industry. Currently, the City’s TOT is 10%. An increase of 1% could generate sufficient additional funds to help support downtown revitalization.

AMOUNT: Variable

REQUIREMENTS: Refer to California Revised Statutes

SOURCE: Hotel and Lodging facilities.

KEY: 3, 6, 8, 9

L3. Assessment-backed Debt

DESCRIPTION: Debt undertaken for public improvements wherein payback is tied to LIDs or BIAs.

AMOUNT: Variable

REQUIREMENTS: Contact source.

SOURCE: City coordinates assessment of property owners and/or businesses.

KEY: 2, 3, 5, 6

L4. Business Improvement Areas (BIA)

DESCRIPTION: Self-taxing business districts. Business and property owners pay for capital improvements, maintenance, marketing, parking, and other items as jointly agreed to through systematic, periodic self-assessment. BIAs include Business Improvement Districts (BIDs), Local Improvement Districts (LIDs) and other such financial districts.

AMOUNT: Variable

REQUIREMENTS: BIAs can be controversial since taxation is involved. Considerable communication and consensus building should be conducted prior to launching a BIA creation program.

SOURCE: Individual businesses, coordinated through City government.

KEY: 2, 3, 5, 6, 7

L5. City/County General Fund

DESCRIPTION: It is not uncommon for cities that are seeking to revitalize their downtown to commit a certain amount of the General Fund to the effort over a period of years. General revenue funding is recommended for those improvements or ongoing projects, which have general community-wide benefits.

AMOUNT: Variable

REQUIREMENTS: Contact source.

SOURCE: City or County. These funds could come from a Special Projects Fund or through the normal Capital Improvements budgeting process.

KEY: 2, 3, 5, 6, 7

L6. Development Fees

DESCRIPTION: A system of fees on private development to address infrastructure impacts.

AMOUNT: Variable

REQUIREMENTS: A difficulty of establishing equitable fees: those which are fair and do not eliminate the viability of desirable new projects.

SOURCE: Developers.

KEY: 2, 3, 5, 6, 7

L7. Development Incentive Programs

DESCRIPTION: Incentives encourage the private sector to provide the desired public improvement.

AMOUNT: Variable

REQUIREMENTS: Contact source.

SOURCE: City.

KEY: 2, 3, 5, 6, 7

L8. Tax Increment Financing

DESCRIPTION: Also known as revenue allocation financing. Most tax revenues from any increase in property values within the urban renewal area are dedicated to servicing the bonds.

AMOUNT: Funding dependent upon increased property values within revenue allocation area.

REQUIREMENTS: Facilities must be located within designated revenue allocation area boundaries. Only available within incorporated cities. Requires vote of city council to establish urban renewal area and dedicate any increased revenues to the project.

SOURCE: City ordinance.

KEY: 2, 3, 5, 6

L9. Exactions

DESCRIPTION: Exactions are direct charges and dedications collection a one-time basis for a service provided or as a condition of an approval being granted. The purpose must related to the need created by the development; the amount must be proportional to the cost of the service or improvement. Four major exactions include 1) Dedication of land and fees in lieu of dedication; 2) Subdivision reservation for public use; 3) Development architectural review; and, 4) Fees. While development architectural review doesn't provide funding directly, it can contribute to the provision of certain downtown amenities required for new or renovated buildings.

AMOUNT: Variable

REQUIREMENTS: Charge must be directly related to need created by development.

SOURCE: Developers

KEY: 3, 4, 6, 7

L10. General Obligation Bonds

DESCRIPTION: Tax-supported bonds used to finance governmental capital improvements such as public buildings, roads, infrastructure improvements, community centers, etc.

AMOUNT: Variable

REQUIREMENTS: This form of debt requires a public vote for approval.

SOURCE: Loan. Private banking industry.

KEY: 2, 3, 5, 6

L11. Utility Under-grounding Funds

DESCRIPTION: Utility companies are required to budget funds each year for under-grounding. These budgets are approved by the Public Utilities Commission and assigned to specific projects in each area based on priorities developed by local government.

AMOUNT: Variable

REQUIREMENTS: Contact source

SOURCE: City's Electric Division

KEY: 7

L12. Adopt-a-Light Program

DESCRIPTION: As a unique method for paying for street lighting fixtures, a small projected plaque sign could be affixed to the light pole with the name or logo of the local merchant/business/

person/entity who purchased the fixtures. This program can also be applied to historic plaques, benches, trees, paving surfaces, and banners.

AMOUNT: Variable

REQUIREMENTS: Varies

SOURCE: Coordinated through City, Chamber, or local non-profit organizations.

KEY: 4, 5, 6, 7, 8, 9

L13. 501 (c)(3) Bonds

DESCRIPTION: Nonprofit, 501 (c)(3) organizations may now borrow for land purchases, and financing, acquisition, design and/or improvement of facilities. Museums, performing arts, theaters, social services (e.g., teen centers), historical societies and others are included.

AMOUNT: Variable

REQUIREMENTS: Must be 501 (c)(3) organization.

SOURCE: Banks.

KEY: 3, 4, 5, 6

L14. Revenue Bonds

DESCRIPTION: Debt undertaken wherein payback is tied to specific revenue streams. This form of debt does not require a public vote. Common uses include industrial development, housing and social services.

AMOUNT: Variable

REQUIREMENTS: Requires local government support.

SOURCE: Private banking industry

KEY: Varies

PRIVATE FOUNDATIONS

P1. The David and Lucile Packard Foundation

DESCRIPTION: *Conservation Program* - With its focus primarily in the state of California, along the West Coast of North America, and in the Pacific Ocean, the goals of the Conservation Program are threefold: first, to protect globally outstanding habitats in areas of natural significance and biological diversity through the development of site-based programs; second, to address important factors of environmental degradation found in inappropriate and unsustainable use of land, water, energy and marine resources; and third, to elevate the role of natural and social science in the management of key resources and in the arena of conservation policy. Funds can be used conservation policy and land use planning, as well as for innovative land transactions/acquisitions which result in conservation.

Arts - Another funding area of the Packard Foundation includes the Arts. Funds are available for institutional support for nonprofit arts organizations, improving arts education, or upgrading or renovating arts facilities.

AMOUNT: Variable

REQUIREMENT: Funds must not be for direct benefit an individual or religious institution. Contact source for additional information.

SOURCE: 300 Second Street, Suite 200, Los Altos, CA 94022, (650) 948-7658; www.packfound.org

KEY: 4

P2. Getty Grant Program (Architectural Conservation Grants)

DESCRIPTION: Architectural Conservation Grants are designed to support the preservation of buildings of outstanding architectural, historical, and cultural significance.

AMOUNT: Variable

REQUIREMENT: Nonprofit, charitable organizations are eligible to apply. Funding is available for the development of thorough research and documentation in preparation for a property's long-term preservation; support is also available on a highly selective basis for actual conservation intervention. Projects must focus on the historic structure and fabric of building(s), and should also address conservation issues related to the building's urban or rural settings.

SOURCE: John James Oddy, Program Officer, The Getty Grant Program, 1200 Getty Center Drive, Suite 800, Los Angeles, CA 90049-1685, (310) 440-7320, (310) 440-7703 fax; www.getty.edu/grant/gcons

KEY: 6, 9

P3. Anheuser-Busch Foundation / Anheuser-Busch Charitable

DESCRIPTION: The trust focuses on three primary areas of charitable contributions: 1) community support, which assists local nonprofit organizations, social service agencies, arts and culture groups, health care institutions, youth groups, colleges and universities, and environmental preservation; 2) alcohol-related issues; and 3) minority development, which contributes to the preservation of cultural heritage.

AMOUNT: Contact source

REQUIREMENTS: Grants for nonprofit organizations only.

SOURCE: One Busch Place, St. Louis, MO 63118-1852; (314) 577-2453, (314) 577-3251 fax

KEY: 4, 6, 8, 9, 10

P4. The Bay Foundation

DESCRIPTION: To preserve biological diversity; to support Native American cultural heritage preservation and economic development programs; to enhance children's services and educational programs; to reserve the cultural and natural history collections and training in museums, zoos, libraries, and botanical gardens.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: 17 West 94th Street, New York, NY 10025 (212) 663-1115

KEY: 4, 5, 6, 8, 9

P5. Bretzlaff Foundation

DESCRIPTION: The Foundation supports ethnic & folk arts and resource conservation. Provides grants for project/program support and specializes in cultural resources and land-use planning.

AMOUNT: Contact source

REQUIREMENTS: Nonprofit organizations

SOURCE: President, 4700 Plumas Street, Reno, NV 89509; (702) 333-0300

KEY: 4, 6, 8, 9

P6. Broadhurst Foundation Centers

DESCRIPTION: The Broadhurst Foundation supports the arts and humanities, community development, and medical research. In addition to program support, funds are awarded for building programs and necessary equipment in these areas.

AMOUNT: Variable

REQUIREMENTS: Contact source

SOURCE: Broadhurst Foundation, 100 Mid-Continent Tower, 401 S. Boston, Tulsa, OK 74103,
918-584-0661
KEY: 5, 9

P7. Butler Foundation

DESCRIPTION: Funding priorities include conservation, historic preservation, religion, youth, and women. Specialty areas include land acquisition/protection, cultural resources.

AMOUNT: Contact source

REQUIREMENTS: Grant use for Project/Program Support

SOURCE: c/o Charter Trust Company, PO Box 2530, Concord, NH 03302; (603) 224-1350

KEY: 4, 6, 10

P8. Cottonwood Foundation

DESCRIPTION: Dedicated to promoting empowerment of people, protection of the environment, and respect for cultural diversity. The Foundation focuses its funding on committed, grassroots organizations that rely strongly on volunteer efforts and where Foundation support will make a significant difference.

AMOUNT: Contact source

REQUIREMENTS: Organizations are not required to have 501(c)(3) status, but only charitable, nonprofit organizations will be funded.

SOURCE: PO Box 10803, White Bear Lake, MN 55110; (651) 426-8797, (651) 426-0320 fax

KEY: 4, 6, 8, 9

P9. Eastman Kodak Charitable Trust

DESCRIPTION: Supports environmental conservation, education, senior and youth organizations, health care programs, community centers, and volunteer services.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: 343 State Street, Rochester, NY 14650-0517

KEY: 4, 5, 10

P10. The Levinson (Max and Anna) Foundation

DESCRIPTION: The Foundation's concern is the "development of a more humane and rewarding society in which people have a greater ability and opportunity to determine directions for the future." Funding is allocated equally among: the environment, social causes and Jewish/Israel causes.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: Charlotte Talberth, Executive Director, PO Box 6309, Santa Fe, NM 87502-6309; (505) 982-3662, (505) 982-3665 fax

KEY: 4

P11. Mellon (Richard King) Foundation

DESCRIPTION: To acquire and preserve key tracts of land which are in danger of being lost to urban sprawl and environmentally-insensitive development. The American Land conservation Program is committed to conservation and preservation of Civil War battlefields, wildlife habitat, and scenic vistas throughout the U.S.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: One Mellon Bank Center, Suite 4106, Pittsburgh, PA 15219-2502, (412) 392-2800;
www.fdncenter.org/grantmaker/rkmellon

KEY: 4

P12. PacificCorp Foundation

DESCRIPTION: The foundation supports cultural enrichment organizations dedicated to historic preservation, performing arts, cross cultural education, and civic betterment such as improvement of park and recreation facilities, education, youth organizations, hospital and medical facilities, human services organizations.

AMOUNT: Contact source

REQUIREMENT: Giving primarily in Montana, Utah, Wyoming, Oregon, Alaska, Northern California, Nevada, and Washington.

SOURCE: Executive Director, 700 NE Multnomah, Suite 1600, Portland, OR 97232; (503) 731-2000

KEY: 6, 9, 10

P13. Richard & Rhonda Goldman Fund

DESCRIPTION: The Richard & Rhoda Goldman Fund is interested in supporting programs that will have a significant positive impact in an array of fields, including: environment, population, Jewish affairs-domestic, Jewish affairs - Israel, violence prevention, children and youth, the elderly, social and human services, health, education and the arts.

AMOUNT: Variable

REQUIREMENT: To apply for a grant, first submit a letter of inquiry, www.goldmanfund.org/howtoapply. Applications for support are accepted on an ongoing basis; there are no deadlines for submission. In fairness to other organizations, each organization may only submit one application per year for consideration.

SOURCE: Charles F. Greene, Executive Director, One Lombard, Suite 303, San Francisco, CA 94111, (415) 788-1090

KEY: 4, 9, 10

P14. Stewardship Initiatives

DESCRIPTION: Stewardship Initiatives is a 501(c)(3) nonprofit corporation providing professional assistance to groups and interests involved in community-based conservation efforts. Their goal is to provide reduced-cost assistance to conservation efforts that lack access to funds.

AMOUNT: Contact source

REQUIREMENT: Initial consultation is without cost.

SOURCE: 2260 Baseline Road, Suite 101, Boulder, CO 80302

KEY: 4

P15. Verizon Foundation

DESCRIPTION: Community performing and Visual Arts, Arts in Education Programs. Support for local communities, targeting organizations with a broad outreach for diverse populations serving in large urban cities to small rural towns.

AMOUNT: Contact source

REQUIREMENT: Contact source

SOURCE: Carolyn Henke, carol.henke@telops.gte.com

KEY: 8, 9, 10

P16. The Public Welfare Foundation, Inc.

DESCRIPTION: Priority areas are: Environment, population, criminal justice, disadvantaged youth, disadvantaged elderly and health, and telecommunications.

AMOUNT: Variable, up to five digits

REQUIREMENTS: Contact source

SOURCE: The Public Welfare Foundation, Inc., 2600 Virginia Ave., NW, Room 505, Washington, DC 20037-1977, 202-965-1800.

KEY: 1, 2, 4, 6

P17. The AT&T Foundation – Civic and Community Service

DESCRIPTION: To promote diversity and advance equal opportunity; support projects that promote economic capacity building in local communities; support organizations that aim to protect the environment.

AMOUNT: Contact source.

REQUIREMENTS: Funding awarding to non-profit organizations.

SOURCE: AT&T Foundation, 1875 Lawrence Street, Suite 750, Denver, CO 80202; 303-298-6559.

KEY: 2, 4, 5

P18. The Ben and Jerry's Foundation

DESCRIPTION: Supports projects which facilitate progressive social change in the following areas: children and families, disadvantaged groups, minorities, civil rights, community development, the environment and grass roots organizing.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: The Ben and Jerry's Foundation, P.O. Box 299, Waterbury, VT 05676. Contact; Rebecca Golden, Foundation Director, 802-244-7105.

KEY: 3, 4, 5, 6

P19. The William and Flora Hewlett Foundation

DESCRIPTION: To promote the well-being of mankind by supporting selected activities of charitable nature, as well as organizations or institutions engaged in such activities. The Foundation concentrates its resources on activities in education, performing arts, population, environment, conflict resolution, family and community development, and U.S.-Latin American relations.

AMOUNT: Variable; contact source.

REQUIREMENTS: Contact source.

SOURCE: The William and Flora Hewlett Foundation, 525 Middlefield Road, Suite 200, Menlo Park, CA 94025; 650-329-1070, fax; 650-329-9342.

KEY: 3, 4, 5

P20. The John D. and Catherine T. MacArthur Foundation

DESCRIPTION: Program supports efforts to; Generate new knowledge about community dynamics and community-building, and about the relationships between community characteristics and individual development. Enhance the capacity of community residents to organize, to mobilize their own resources, and to obtain and use external resources. Support, evaluate, and strengthen community-improvement initiatives, especially in education, public safety, economic opportunity, and recreation.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: The John D. and Catherine T. MacArthur Foundation, 140 South Dearborn Street, Suite 1100, Chicago, IL. 60603-5285. 312-920-6285.

KEY: 1, 2, 3, 4, 5

P21. Metropolitan Life Foundation

DESCRIPTION: Emphasizes projects that build or stabilize community resources, such as new or renovated housing for low and moderate income people; revitalize deteriorated commercial districts; or provide service enriched facilities for groups with special needs, such as the homeless and mentally ill.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Social Investment Program, MetLife/Metropolitan Life Foundation, One Madison Avenue, New York, NY 10010-3690.

KEY: 3, 5

P22. The Annenberg Foundation

DESCRIPTION: The Annenberg Foundation provides support for program development and other pilot projects.

AMOUNT: Contact source.

REQUIREMENTS: The Foundation makes grants only to nonprofit organizations that are defined as tax-exempt under Section 501 (c) (3) of the Internal Revenue Code and are not classified as private foundations.

SOURCE: The Annenberg Foundation, St. Davids Center, Suite A-200, 150 Radnor-Chester Road, St. Davids, PA 19087.

KEY: 1, 2, 6

P23. Aetna Foundation

DESCRIPTION: Provides funding in the following areas; Matching funds, employee matching gifts, employee-related scholarships, scholarship funds, special projects, annual campaigns, and renovation projects. Urban affairs, minorities, law and justice, youth, education, arts, community development, employment, AIDS, higher education, disadvantaged, housing, insurance education, leadership development, international affairs, literacy, performing arts, educational associations, and urban development.

AMOUNT: Contact source.

REQUIREMENTS: Giving limited to organizations in the U.S. No support for religious organizations for religious purposes, private secondary schools, political activities, or sporting events.

SOURCE: Aetna Foundation, 151 Farmington Avenue, Hartford, CT 06156-3180; 203-273-1932.

KEY: 2, 3, 4, 5, 6

P24. Community Development Institute

DESCRIPTION: Helps low-income communities combat the causes of racism and poverty. Offers training, technical assistance, and consultation in management, organizational development, resource development, program planning and evaluation, public relations, conflict resolution, and research and policy analysis. Also provides professional services.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Community Development Institute, P.O. Box 5099, Palo Alto, CA 94303; 415-327-5846; fax 415-327-4430.

KEY: 1, 2, 4, 5

P25. Amoco Foundation

DESCRIPTION: Provides funding in the following areas; Seed money, operating budgets, continuing support, annual campaigns, emergency funds, building funds, equipment, scholarship funds, fellowships, special projects, general purpose, capital campaigns, and employee matching gifts. Higher education, education, social services, community development, cultural programs, youth urban affairs, conservation, energy, science and technology, engineering, and medical research.

AMOUNT: Contact source.

REQUIREMENTS: Giving primarily in areas of company representation to assist communities. No support for primary or secondary schools, religious, fraternal, social, or athletic organizations; generally no support for organizations already receiving operating support through United Way. No grants to individuals, nor for endowments, research, publications, or conferences; no loans.

SOURCE: Amoco Foundation, 200 East Randolph Drive, Chicago, IL 60690; 312-856-6306.

KEY: 1, 2, 3, 4, 5, 6

P26. The Andrew W. Mellon Foundation

DESCRIPTION: The purpose of the Foundation is to aid and promote such religious, charitable, scientific, literary, and educational purposes as may be in the furtherance of the public welfare or tend to promote the well-doing or well-being of mankind. The Foundation currently makes grants on a selective basis to institutions in higher education: in cultural affairs and the performing arts: in population; in conservation and the environment; and in public affairs.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: The Andrew W. Mellon Foundation, 140 East 62nd Street, New York, NY 10021. 212-838-8400.

KEY: 4, 5, 6

P27. DeWitt Wallace-Reader's Digest Fund

DESCRIPTION: To foster fundamental improvement in the quality of educational and career development opportunities for all school-age youth, and to increase access to these improved services for young people in low-income communities.

AMOUNT: Contact source.

REQUIREMENTS: Limited to non-profit organizations.

SOURCE: The DeWitt-Reader's Digest Fund.

KEY: 4, 6, 9

P28. The Nathan Cummings Foundation

DESCRIPTION: The Foundation seeks to build a society that values nature and protects ecological balance for future generations: promotes humane health care; and fosters arts to enrich communities.

AMOUNT: Grants range from \$5,000 to \$300,000.

REQUIREMENTS: Contact source.

SOURCE: The Nathan Cummings Foundation, 1926 Broadway, Suite 600, New York, NY 10023. 212-787-7300.

KEY: 4, 5, 6

P29. Otto Bremer Foundation

DESCRIPTION: Emphasis on rural poverty and combating racism. Support also for post-secondary education, human services, health, religion and community affairs.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Otto Bremer Foundation, 445 Minnesota Street, Suite 2000, St. Paul, MN 55101-2107. Contact; John Kostishack, Executive Director, 612-227-8036.

KEY: 4, 5, 6, 8, 9

P30. The American Honda Foundation

DESCRIPTION: Supports organizations working in the areas of youth and scientific education, minorities, and human services.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: American Honda Foundation, P.O. Box 2205, Torrance, CA 90509-2205. Contact: Kathryn A. Carey, Manager, 310-781-4090.

KEY: 6, 9, 10

P31. The Rockefeller Foundation

DESCRIPTION: Supports groups and communities undertaking change that is culturally informed and builds on diversity. The Foundation identifies community-based, cooperative and culturally grounded initiatives that are building on diversity.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: The Rockefeller Foundation, 420 Fifth Avenue, New York, NY 10018.

KEY: 4, 6, 9

P32. The Gabelli Foundation, Inc.

DESCRIPTION: Provides funding for general/operating support in the Foundation's areas of interest, which include; secondary school/education; general charitable giving.

AMOUNT: Contact source.

REQUIREMENTS: No grants to individuals. Contact source.

SOURCE: Gabelli Foundation, Inc., 165 W. Liberty St., Reno, NV 89501-1915. Contact Mario J. Gabelli, President.

KEY: 1

P33. America the Beautiful Fund

DESCRIPTION: To assist and encourage realistic grassroots efforts to improve community life, rescue and revive American cultural and historical sites and traditions and develop community self-reliance.

AMOUNT: Variable. Contact source.

REQUIREMENTS: Local projects to protect, enhance or restore a community that have broad-scale participation by a significant number of people and can be given an immediate try-out or testing period.

SOURCE: America the Beautiful Fund, 1511 K Street, N.W., Suite 611, Washington, DC 20005; contact Nanine Bilski, president, 202-638-1649.

KEY: 1,6,9

P34. Local Initiatives Support Corporation

DESCRIPTION: The Local Initiatives Support Corporation is a national private-sector response to the increasing promise of local community development organizations and their programs. By combining investments, technical assistance and grants, LISC will seek to increase the capacity of experienced local development groups to design projects of significance, raise and manage necessary capital and work effectively with their natural allies in the private and public sectors.

AMOUNT: Variable. Contact source.

REQUIREMENTS: Contact source.

SOURCE: Local Initiatives Support Corporation, 733 Third Avenue, New York, NY 10017; contact Mike Peterson, Director of Communications, 212-455-9342.

KEY: 3,5

P35. Bristol-Myers Squibb Civic and Community Services Grants

DESCRIPTION: In contributing to civic activities, the fund seeks to support organizations whose efforts are directed toward three specific objectives: to help strengthen economic and community development; to provide equal opportunity and job training for socially or economically disadvantaged groups; and to improve the operation of the US system of law and justice.

AMOUNT: Contact source.

REQUIREMENTS: Any nonprofit organization may submit a written request containing a brief statement of history, goals and accomplishments; statement of purpose for which the grant is requested; amount requested and list of current funding sources; current annual report and list of board members; copy of IRS tax-exempt letter; copy of organization's most recent income tax return; and current year's operating budget and most recent audited financial statements.

SOURCE: Bristol-Meyers Squibb Co Foundation, 345 Park Ave., Ste 4364, New York, NY 10154; contact Grants Administrator, 212-546-4331.

KEY: 5

P37. Candle Foundation Grants

DESCRIPTION: The Foundation is the philanthropic arm of the Candle Corporation and funds education and cultural programs worldwide involved in community investment and redevelopment, education and information dissemination, preventive health care, medical research, and efforts to combat hunger and homelessness.

AMOUNT: \$1000 - \$10,000

REQUIREMENTS: 501 (c) (3) nonprofits are eligible for grant support.

SOURCE: Candle Foundation, 2425 Olympic Blvd., Santa Monica, CA 90404; contact Martha Mossawir, 310-829-5800, fax: 310-582-4208,

KEY: 1,5,9

P38. Community Innovation Award Program

DESCRIPTION: The National Science Foundation (NSF) and the Bayer Corporation are seeking applicants for their Award for Community Innovation, which will give grant money to students who develop new ways to solve problems affecting their communities. The competition, which is co-sponsored by the Christopher Columbus Fellowship Foundation and Discover Magazine, requires teams of four students each, along with a coach, to identify problems in their

communities and develop creative approaches to solving them using scientific or technological methods.

AMOUNT: \$25,000 plus individual savings bonds.

REQUIREMENTS: Students in 6th, 7th, and 8th grades in public, private, or home schools or in youth groups.

SOURCE: (800) 291-6020. Visit the program's website at <http://www.nsf.gov/bayer-nsf-award.htm>. Entry form at www.nsf.gov/od/lpa/events/bayernsf/entry/entry.htm

KEY: 5, 10

P39. Other Private Donations

DESCRIPTION: Private donations for a variety of different types of projects are generally available from foundations, institutions and corporations that have major interests in these areas.

AMOUNT: Variable

REQUIREMENTS: Varies

SOURCE: Varies

KEY: Varies

3.4 GRANT WRITING

Competition for community and economic development resources is fierce. Nevertheless, there are hundreds of resources available that might be tapped for a wide variety of improvement projects. Generally, competitiveness depends upon four key traits:

1. Strategic rationale for the project as demonstrated in a strategic plan
2. Demonstrated broad public support for the project
3. Significant local matching funds and in-kind contributions (i.e., tangible local commitment)
4. Demonstrated organizational capacity to complete the project (and/or manage it, if appropriate)

The City of San Juan Bautista should ensure that each of these traits is addressed as it moves forward with the Historic San Juan Bautista Plan. Then it should define those resources most needed to assist local establishments and public works. Important resources currently unavailable should be sought to build the network necessary to accomplish key programs and projects. A variety of resources are listed in Section 3.3 that may be used for implementation of the Plan. These resources include funding and technical assistance from federal, state, regional, local and private nonprofit entities. Keep in mind that all potential outside supporters will seriously consider local investment and fundraising efforts. The greater local commitment, the more competitive the community will be for outside assistance. Toward this end, a Main Street Program and coordination of volunteer labor may be particularly valuable.

The following grant writing advice is borrowed from the Catalog of Federal Domestic Assistance web site (www.cfda.gov/public/cat-writing). Although the information is geared toward the preparation of federal government grant proposals, much of it also applies to non-profit and private sector grants and assistance and will be helpful when preparing grant applications to implement project identified in the Historic San Juan Bautista Plan.

PART ONE: DEVELOPING A GRANT PROPOSAL

Preparation

A successful grant proposal is one that is well-prepared, thoughtfully planned, and concisely packaged. The potential applicant should become familiar with all of the pertinent program criteria related to the Catalog program from which assistance is sought. Refer to the information contact person listed in the Catalog program description before developing a proposal to obtain information such as whether funding is available, when applicable deadlines occur, and the process used by the grantor agency for accepting applications. Applicants should remember that the basic requirements, application forms, information and procedures vary with the Federal agency making the grant award.

Individuals without prior grant proposal writing experience may find it useful to attend a grantsmanship workshop. A workshop can amplify the basic information presented here. Applicants interested in additional readings on grantsmanship and proposal development should consult the references listed at the end of this section and explore other library resources.

INITIAL PROPOSAL DEVELOPMENT

Developing Ideas for the Proposal

When developing an idea for a proposal it is important to determine if the idea has been considered in the applicant's locality or State. A careful check should be made with legislators and area government agencies and related public and private agencies which may currently have grant awards or contracts to do similar work. If a similar program already exists, the applicant may need to reconsider submitting the proposed project, particularly if duplication of effort is perceived. If significant differences or improvements in the proposed project's goals can be clearly established, it may be worthwhile to pursue Federal assistance.

Community Support

Community support for most proposals is essential. Once proposal summary is developed, look for individuals or groups representing academic, political, professional, and lay organizations which may be willing to support the proposal in writing. The type and caliber of community support is critical in the initial and subsequent review phases. Numerous letters of support can be persuasive to a grantor agency. Do not overlook support from local government agencies and public officials. Letters of endorsement detailing exact areas of project sanction and commitment are often requested as part of a proposal to a Federal agency. Several months may be required to develop letters of endorsement since something of value (e.g., buildings, staff, services) is sometimes negotiated between the parties involved.

Many agencies require, in writing, affiliation agreements (a mutual agreement to share services between agencies) and building space commitments prior to either grant approval or award. A useful method of generating community support may be to hold meetings with the top decision makers in the community who would be concerned with the subject matter of the proposal. The forum for discussion may include a query into the merits of the proposal, development of a contract of support for the proposal, to generate data in support of the proposal, or development of a strategy to create proposal support from a large number of community groups.

Identification of a Funding Resource

A review of the Objectives and Uses and Use Restrictions sections of the Catalog program description can point out which programs might provide funding for an idea. Do not overlook the related programs as potential resources. Both the applicant and the grantor agency should have the same interests, intentions, and needs if a proposal is to be considered an acceptable candidate for funding.

Once a potential grantor agency is identified, call the contact telephone number identified in Information Contacts and ask for a grant application kit. Later, get to know some of the grantor agency personnel. Ask for suggestions, criticisms, and advice about the proposed project. In many cases, the more agency personnel know about the proposal, the better the chance of support and of an eventual favorable decision. Sometimes it is useful to send the proposal summary to a specific agency official in a separate cover letter, and ask for review and comment at the earliest possible convenience. Always check with the Federal agency to determine its preference if this approach is under consideration. If the review is unfavorable and differences cannot be resolved, ask the

examining agency (official) to suggest another department or agency which may be interested in the proposal. A personal visit to the agency's regional office or headquarters is also important. A visit not only establishes face-to-face contact, but also may bring out some essential details about the proposal or help secure literature and references from the agency's library.

Federal agencies are required to report funding information as funds are approved, increased or decreased among projects within a given State depending on the type of required reporting. Also, consider reviewing the Federal Budget for the current and budget fiscal years to determine proposed dollar amounts for particular budget functions.

The applicant should carefully study the eligibility requirements for each Federal program under consideration (see the Applicant Eligibility section of the Catalog program description). The applicant may learn that he or she is required to provide services otherwise unintended such as a service to particular client groups, or involvement of specific institutions. It may necessitate the modification of the original concept in order for the project to be eligible for funding. Questions about eligibility should be discussed with the appropriate program officer.

Deadlines for submitting applications are often not negotiable. They are usually associated with strict timetables for agency review. Some programs have more than one application deadline during the fiscal year. Applicants should plan proposal development around the established deadlines.

Getting Organized to Write the Proposal

Throughout the proposal writing stage keep a notebook handy to write down ideas. Periodically, try to connect ideas by reviewing the notebook. Never throw away written ideas during the grant writing stage. Maintain a file labeled "Ideas" or by some other convenient title and review the ideas from time to time. The file should be easily accessible. The gathering of documents such as articles of incorporation, tax exemption certificates, and bylaws should be completed, if possible, before the writing begins.

REVIEW

Criticism - At some point, perhaps after the first or second draft is completed, seek out a neutral third party to review the proposal working draft for continuity, clarity and reasoning. Ask for constructive criticism at this point, rather than wait for the Federal grantor agency to volunteer this information during the review cycle. For example, has the writer made unsupported assumptions or used jargon or excessive language in the proposal?

Signature - Most proposals are made to institutions rather than individuals. Often signatures of chief administrative officials are required. Check to make sure they are included in the proposal where appropriate.

Neatness - Proposals should be typed, collated, copied, and packaged correctly and neatly (according to agency instructions, if any). Each package should be inspected to ensure uniformity from cover to cover. Binding may require either clamps or hard covers. Check with the Federal agency to determine its preference. A neat, organized, and attractive proposal package can leave a positive impression with the reader about the proposal contents.

Mailing - A cover letter should always accompany a proposal. Standard U.S. Postal Service requirements apply unless otherwise indicated by the Federal agency. Make sure there is enough time for the proposals to reach their destinations. Otherwise, special arrangements may be necessary. Always coordinate such arrangements with the Federal grantor agency project office (the agency which will ultimately have the responsibility for the project), the grant office (the agency which will coordinate the grant review), and the contract office (the agency responsible for disbursement and grant award notices), if necessary.

PART TWO: WRITING THE GRANT PROPOSAL

The Basic Components of a Proposal

There are eight basic components to creating a solid proposal package: (1) the proposal summary; (2) introduction of organization; (3) the problem statement (or needs assessment); (4) project objectives; (5) project methods or design; (6) project evaluation; (7) future funding; and (8) the project budget. The following will provide an overview of these components.

The Proposal Summary: Outline of Project Goals

The proposal summary outlines the proposed project and should appear at the beginning of the proposal. It could be in the form of a cover letter or a separate page, but should definitely be brief -- no longer than two or three paragraphs. The summary would be most useful if it were prepared after the proposal has been developed in order to encompass all the key summary points necessary to communicate the objectives of the project. It is this document that becomes the cornerstone of your proposal, and the initial impression it gives will be critical to the success of your venture. In many cases, the summary will be the first part of the proposal package seen by agency officials and very possibly could be the only part of the package that is carefully reviewed before the decision is made to consider the project any further.

The applicant must select a fundable project which can be supported in view of the local need. Alternatives, in the absence of Federal support, should be pointed out. The influence of the project both during and after the project period should be explained. The consequences of the project as a result of funding should be highlighted.

Introduction: Presenting a Credible Applicant or Organization

The applicant should gather data about its organization from all available sources. Most proposals require a description of an applicant's organization to describe its past and present operations. Some features to consider are:

- A brief biography of board members and key staff members.
- The organization's goals, philosophy, track record with other grantors, and any success stories.
- The data should be relevant to the goals of the Federal grantor agency and should establish the applicant's credibility.

The Problem Statement: Stating the Purpose at Hand

The problem statement (or needs assessment) is a key element of a proposal that makes a clear, concise, and well-supported statement of the problem to be addressed. The best way to collect information about the problem is to conduct and document both a formal and informal needs assessment for a program in the target or service area. The information provided should be both factual and directly related to the problem addressed by the proposal. Areas to document are:

- The purpose for developing the proposal.
- The beneficiaries -- who are they and how will they benefit.
- The social and economic costs to be affected.
- The nature of the problem (provide as much hard evidence as possible).
- How the applicant organization came to realize the problem exists, and what is currently being done about the problem.
- The remaining alternatives available when funding has been exhausted. Explain what will happen to the project and the impending implications.
- Most importantly, the specific manner through which problems might be solved. Review the resources needed, considering how they will be used and to what end.

There is a considerable body of literature on the exact assessment techniques to be used. Any local, regional, or State government planning office, or local university offering course work in planning and evaluation techniques should be able to provide excellent background references. Types of data that may be collected include: historical, geographic, quantitative, factual, statistical, and philosophical information, as well as studies completed by colleges, and literature searches from public or university libraries. Local colleges or universities which have a department or section related to the proposal topic may help determine if there is interest in developing a student or faculty project to conduct a needs assessment. It may be helpful to include examples of the findings for highlighting in the proposal.

Project Objectives: Goals and Desired Outcome

Program objectives refer to specific activities in a proposal. It is necessary to identify all objectives related to the goals to be reached, and the methods to be employed to achieve the stated objectives. Consider quantities or things measurable and refer to a problem statement and the outcome of proposed activities when developing a well-stated objective. The figures used should be verifiable. Remember, if the proposal is funded, the stated objectives will probably be used to evaluate program progress, so be realistic. There is literature available to help identify and write program objectives.

Program Methods and Program Design: A Plan of Action

The program design refers to how the project is expected to work and solve the stated problem. Sketch out the following:

- The activities to occur along with the related resources and staff needed to operate the project (inputs).

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- A flow chart of the organizational features of the project. Describe how the parts interrelate, where personnel will be needed, and what they are expected to do. Identify the kinds of facilities, transportation, and support services required (throughputs).
 - Explain what will be achieved through 1 and 2 above (outputs); i.e., plan for measurable results. Project staff may be required to produce evidence of program performance through an examination of stated objectives during either a site visit by the Federal grantor agency and or grant reviews which may involve peer review committees.
 - It may be useful to devise a diagram of the program design. For example, draw a three column block. Each column is headed by one of the parts (inputs, throughputs and outputs), and on the left (next to the first column) specific program features should be identified (i.e., implementation, staffing, procurement, and systems development). In the grid, specify something about the program design, for example, assume the first column is labeled inputs and the first row is labeled staff. On the grid one might specify under inputs five nurses to operate a child care unit. The throughput might be to maintain charts, counsel the children, and set up a daily routine; outputs might be to discharge 25 healthy children per week. This type of procedure will help to conceptualize both the scope and detail of the project.
 - Wherever possible, justify in the narrative the course of action taken. The most economical method should be used that does not compromise or sacrifice project quality. The financial expenses associated with performance of the project will later become points of negotiation with the Federal program staff. If everything is not carefully justified in writing in the proposal, after negotiation with the Federal grantor agencies, the approved project may resemble less of the original concept. Carefully consider the pressures of the proposed implementation, that is, the time and money needed to acquire each part of the plan. A Program Evaluation and Review Technique (PERT) chart could be useful and supportive in justifying some proposals.
 - Highlight the innovative features of the proposal which could be considered distinct from other proposals under consideration.
 - Whenever possible, use appendices to provide details, supplementary data, references, and information requiring in-depth analysis. These types of data, although supportive of the proposal, if included in the body of the design, could detract from its readability. Appendices provide the proposal reader with immediate access to details if and when clarification of an idea, sequence or conclusion is required. Time tables, work plans, schedules, activities, methodologies, legal papers, personal vitae, letters of support, and endorsements are examples of appendices.

Evaluation: Product and Process Analysis

The evaluation component is two-fold: (1) product evaluation; and (2) process evaluation. Product evaluation addresses results that can be attributed to the project, as well as the extent to which the project has satisfied its desired objectives. Process evaluation addresses how the project was conducted, in terms of consistency with the stated plan of action and the effectiveness of the various activities within the plan.

Many agencies now require some form of program evaluation among grantees. The requirements of the proposed project should be explored carefully. Evaluations may be conducted by an internal staff member, an evaluation firm or both. The applicant should state the amount of time needed to evaluate, how the feedback will be distributed among the proposed staff, and a schedule for review and comment for this type of communication. Evaluation designs may start at the beginning, middle or end of a project, but the applicant should specify a start-up time. It is practical to submit an evaluation design at the start of a project for two reasons:

- Convincing evaluations require the collection of appropriate data before and during program operations; and,
- If the evaluation design cannot be prepared at the outset then a critical review of the program design may be advisable.
- Even if the evaluation design has to be revised as the project progresses, it is much easier and cheaper to modify a good design. If the problem is not well defined and carefully analyzed for cause and effect relationships then a good evaluation design may be difficult to achieve. Sometimes a pilot study is needed to begin the identification of facts and relationships. Often a thorough literature search may be sufficient.

Evaluation requires both coordination and agreement among program decision makers (if known). Above all, the Federal grantor agency's requirements should be highlighted in the evaluation design. Also, Federal grantor agencies may require specific evaluation techniques such as designated data formats (an existing information collection system) or they may offer financial inducements for voluntary participation in a national evaluation study. The applicant should ask specifically about these points. Also, consult the Criteria For Selecting Proposals section of the Catalog program description to determine the exact evaluation methods to be required for the program if funded.

Future Funding: Long-Term Project Planning

Describe a plan for continuation beyond the grant period, and/or the availability of other resources necessary to implement the grant. Discuss maintenance and future program funding if program is for construction activity. Account for other needed expenditures if program includes purchase of equipment.

The Proposal Budget: Planning the Budget

Funding levels in assistance programs change yearly. It is useful to review the appropriations over the past several years to try to project future funding levels.

However, it is safer to never anticipate that the income from the grant will be the sole support for the project. This consideration should be given to the overall budget requirements, and in particular, to budget line items most subject to inflationary pressures. Restraint is important in determining inflationary cost projections (avoid padding budget line items), but attempt to anticipate possible future increases.

Some vulnerable budget areas are: utilities, rental of buildings and equipment, salary increases, food, telephones, insurance, and transportation. Budget adjustments are sometimes made after the grant award, but this can be a lengthy process. Be certain that implementation, continuation and phase-down costs can be met. Consider costs associated with leases, evaluation systems, hard/soft match requirements, audits, development, implementation and maintenance of information and accounting systems, and other long-term financial commitments.

A well-prepared budget justifies all expenses and is consistent with the proposal narrative. Some areas in need of an evaluation for consistency are: (1) the salaries in the proposal in relation to those of the applicant organization should be similar; (2) if new staff persons are being hired, additional space and equipment should be considered, as necessary; (3) if the budget calls for an equipment purchase, it should be the type allowed by the grantor agency; (4) if additional space is rented, the increase in insurance should be supported; (5) if an indirect cost rate applies to the proposal, the division between direct and indirect costs should not be in conflict, and the aggregate budget totals should refer directly to the approved formula; and (6) if matching costs are required, the contributions to the matching fund should be taken out of the budget unless otherwise specified in the application instructions.

It is very important to become familiar with Government-wide circular requirements. The Catalog identifies in the program description section (as information is provided from the agencies) the particular circulars applicable to a Federal program, and summarizes coordination of Executive Order 12372, "Intergovernmental Review of Programs" requirements in Appendix I. The applicant should thoroughly review the appropriate circulars since they are essential in determining items such as cost principles and conforming with Government guidelines for Federal domestic assistance.

3.5 INDIVIDUAL PROJECT SHEETS

A variety of improvement and enhancement projects are included in this Plan. Information sheets would offer slightly more detail on a number of those important projects. A template for such project sheets is provided on the following page to use while organizing, grant writing, and implementing projects.

TEMPLATE ON FOLLOWING PAGE

SAMPLE PROJECT INFORMATION SHEET

Project Name
Project Need/Justification
Project Description
Project Location
Project Partners/Stakeholders
Level of Public Support
Permits & Environmental Review Required
Estimated Project Costs
Funding Strategies
Implementation Schedule
References/Reference Projects

