



## Implementation Program

Section 8



## Introduction

The implementation program on the following pages specifies the steps and actions that should be undertaken within the next five to ten years to implement the Downtown Plan and realize the vision for Downtown Hollister. This implementation matrix represents the culmination of the entire planning process and the strategies referenced throughout the Downtown Plan. The matrix is a tool to help implement and monitor progress of the Downtown Plan and can be revised to reflect changes in community priorities and available resources. The actions listed in the implementation program matrix, below, coincide with the actions in Sections 3 and 4.

Funding and financing for projects and programs identified within this chapter will require a comprehensive and creative financing approach through the use of various financing mechanisms, including debt financing, equity financing, loan guarantees, and tax credits. Additionally, grants should be pursued for public improvements and arts projects.

### 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 and team members are identified by a gray box.)

HDA = Hollister Downtown Association

City = City of Hollister

Departments involved may include: City Manager’s Office, Development Services, Engineering, Community Services, Finance

## Potential Funding Mechanisms

The following table lists potential funding opportunities available from Federal and State agencies, local and regional funds, as well as selected private and nonprofit entities. Note that funding and financing programs are dynamic and change according to available funds, changes in Federal and State law, and other factors. The list is not exhaustive and should be supplemented as new sources become available.

<b>Federal</b>
<p><b>Federal Economic Development Administration (EDA)</b> Funds from the EDA can be used to finance construction and rehabilitation of infrastructure and facilities that are necessary to achieve long-term growth and dynamic local economies. Grants to communities for site preparation and construction of water and sewer facilities, access roads, etc.</p>
<p><b>U.S. Federal Highway Administration (FHWA) Transportation AND Community and System Preservation Pilot Program (TCSP)</b> The TCSP 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 these discretionary grants. 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.</p>



**Federal (Continued)**

**Federal Highway Administration Department of Transportation (DOT)**

The FHWA provides funds to the States to develop and maintain recreational trails and trail-related facilities for both nonmotorized and motorized recreational trail uses.

**Environmental Protection Agency (EPA) Program Grants**

The EPA funds federal grants for various purposes, including State and local program research, demonstrations, development, and implementation of various environmentally based programs, including water pollution, conservation, solid waste disposal, etc.

**EPA - Clean Water Revolving Fund**

This low-interest loan program was established by the Federal Clean Water Act. Loans for projects that address point and nonpoint sources of water pollution.

**FTA Metropolitan Planning Program**

Operated by the Federal Transit Administration (FTA), this program provides financial assistance, through the states, to metropolitan planning organizations (MPOs) to support the costs of preparing long-range transportation plans required as a condition of obtaining Federal Capital Program and Urbanized Area Formula Program grants for transit projects. Funds can be used for technical studies relating to management, operations, capital requirements, innovative financing opportunities, and economic feasibility; evaluation of previously assisted projects; and other similar or related activities preliminary to and in preparation for the construction, acquisition, or improved operation of transportation systems, facilities, and equipment, including the planning for "livability" features such as improved pedestrian and bicycle access to the station and shops and community services in the station area, incorporating arts and artistic design in stations and surrounding areas, and other improvements that enhance the usability and community-friendliness of the transit system environment. Up to a maximum of 20 percent of the preliminary engineering and design costs for a transportation facility.

**Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU)**

Continuing the transportation enhancement program of TEA-21, SAFETEA-LU 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. States and localities are permitted to use Federal dollars (provided primarily from the gasoline tax) for more flexibility 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.

**State**

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

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

**Building Equity and Growth in Neighborhoods Program (BEGIN)**

BEGIN reduces local regulatory barriers to affordable ownership housing, and provides down payment assistance loans to qualifying first-time low- and moderate-income buyers of homes in BEGIN projects. Eligible homes must be newly constructed in projects facilitated by local regulatory incentives or barrier reductions, and may include manufactured homes.

**CalHome Program**

CalHome enables low-and very-low-income households to become or remain homeowners. Grants eligible to local public agencies and nonprofit developers to assist individual households through deferred-payment loans. Direct, forgivable loans to assist development projects involving multiple ownership units, including single-family subdivisions.

**Code Enforcement Grant Program (CEGP)**

The CEGP funds capital expenditure costs of existing or proposed local building code enforcement programs. Grants for three-year local programs. There is no formal match requirement, but grants must supplement existing funding for code enforcement that covers soft costs and staffing. Maximum grant amount to a single recipient was \$300,000; minimum grant was \$30,000. Eligible activities include purchase of capital assets that will be dedicated to local housing code enforcement. These may include tangible physical property with an expected useful life of 15 years or more, major maintenance of a capital asset, and equipment with an expected useful life of two years or more, such as vehicles, computers, and inspection equipment.

**Multifamily Housing Program (MHP)**

The MHP assists with new construction, rehabilitation, and preservation of permanent and transitional rental housing for lower-income households. Eligible activities include new construction, rehabilitation, or acquisition and rehabilitation of permanent or transitional rental housing, and the conversion of nonresidential structures to rental housing. Projects are not eligible if construction has commenced as of the application date, or if they are receiving 9% Federal low-income housing tax credits. MHP funds will be provided for post-construction permanent financing only. Eligible costs include the cost of child care, after-school care, and social service facilities integrally linked to the assisted housing units; real property acquisition; refinancing to retain affordable rents; necessary on-site and off-site improvements; reasonable fees and consulting costs; and capitalized reserves.



**State (Continued)**

**Predevelopment Loan Program (PDLP)**

The PDLP provides predevelopment capital to finance the start of low-income housing projects. Eligible activities include predevelopment costs of projects to construct, rehabilitate, convert, or preserve assisted housing, including manufactured housing and mobile home parks. Eligible costs include, but are not limited to, site control, site acquisition for future low-income housing development, engineering studies, architectural plans, application fees, legal services, permits, bonding, and site preparation. Priority will be given to developments that are rural, located in the public transit corridors, or which preserve and acquire existing government-assisted rental housing at risk of conversion to market rents.

**State Water Resources Control Board Nonpoint Source Water Pollution Control Grants**

Established by the Federal Clean Water Act §319, these grants are for the implementation of State nonpoint source (NPS) pollution control programs. Each State passes through a portion of these funds to other entities for implementing specific NPS management practices. State water quality agencies are the lead agencies for these grant programs.

**Workforce Housing Reward Program**

This program provides financial incentives to cities and counties that issue building permits for new housing that is affordable to very-low or low-income households. Eligible activities include construction or acquisition of capital assets such as traffic improvements, neighborhood parks, bike paths, libraries, school facilities, play areas, community centers, and police and fire stations.

**California Infrastructure and Economic Development Bank (CIEDB)**

The CIEDB was created in 1994 to promote economic revitalization, enable future development, and encourage a healthy climate for jobs in California. The CIEDB has broad authority to issue tax-exempt and taxable revenue bonds, provide financing to public agencies, provide credit enhancements, acquire or lease facilities, and leverage State and Federal funds. The Infrastructure Bank's current programs include the Infrastructure State Revolving Fund (ISRF) Program and the Conduit Revenue Bond Program.

**Integrated Waste Management Board Sustainable Building Grants**

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

**Safe Drinking Water State Revolving Fund**

This low-interest loan program was established by the 1996 Safe Drinking Water Amendments. U.S. EPA provides funds to each State to establishing ongoing loan programs. The State administers the State Revolving Fund (SRF) and makes loans to drinking water systems for projects that will ensure that drinking water remains safe and affordable. States may also fund wellhead and source water protection projects.

**State (Continued)**

**California Pollution Control Financing Authority Sustainable Communities Loan and Grant Program**

The SCGL program has been designed to be flexible and encourage creativity. Funding will be awarded to communities that wish to implement policies, programs, and projects using sustainable development principles. All projects must encompass sustainable development principles to be eligible for funding. Examples of eligible projects are: (1) Specific plans, or portions of specific plans that direct the nature of development and revitalization within the boundaries of a required general plan consistent with sustainable development principles. (2) Alternative transportation studies, urban design studies, finance plans, redevelopment plans and engineering studies that facilitate sustainable development. (3) Projects such as a community center, park enhancements, or infrastructure improvements that are key elements of a comprehensive community or neighborhood sustainable development plan. (4) Funding for local communities to hire individuals at various stages of planning, depending on the needs of the community. An example would be hiring a new staff member or consultant to assist an individual community with the design and/or implementation of a particular plan for development or revitalization using sustainable development principles. (5) Funding for communities to hire technical experts to identify, assess, and complete applications for State, Federal, and private economic assistance programs that fund sustainable development and sound environmental policies and programs.

**Solid Waste Assistance Funds**

These grants fund program development or pilot projects that promote waste reduction, recycled-content products, or markets for recycled materials, or assist in the development of solid waste management plans and the clean-up of open dumps. They incorporate EPA initiatives and priorities with source reduction, product stewardship, reuse, recycling, composting, and/or recycled product procurement projects and stimulate the market for difficult-to-recycle materials such as tires, construction/demolition debris, green waste and electronics.

**Trade and Commerce Agency Renewable Energy Loan Guarantee Program**

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

**Water Quality 104(b)(3) Grants**

These grants to support critical National Pollutant Discharge Elimination System (NPDES) water-quality-related projects.

**Water Quality Assessment and Planning**

These grants established by the federal Clean Water Act §205/§604, will fund water quality assessment and planning projects that will lead to implementable actions that promote healthy aquatic ecosystems. Projects that foster local watershed management efforts to protect and enhance aquatic environmental conditions. Projects that result in total maximum daily load calculations for impaired waters on the State Clean Water Act Section 303(d) list.



## Local and Regional

### City General Fund

The City's General Fund is used to support ongoing City operations and services, including general government operations, development services, public safety and community services. Primary revenue sources for the General Fund are property taxes, sales taxes, and intergovernmental revenues. It is not uncommon for cities that are seeking to improve their community to commit a certain amount of the General Fund to the effort over a period of years. Improvements and ongoing projects or programs should have general community-wide benefits.

### Redevelopment Agency (RDA) Tax Increment and Housing Set-Aside

The entire Downtown area is designated Redevelopment Areas, and redevelopment funds could be used for land banking, public capital improvements, or other projects or purposes that would support implementation of the Plan. The future generation of a new tax increment in the redevelopment project area is also a possibility. State redevelopment law requires that the redevelopment agency set aside 20 percent of any property tax increment revenues for low- and moderate-income housing needs.

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

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

### Revenue Bonds

This type of debt is undertaken to fund projects whose payback is tied to specific revenue streams. This form of debt does not require a public vote. Common uses of fund projects whose funds are housing and social services.

### Development Incentive Programs

Incentive programs are created to encourage the private sector to provide the desired public improvement.

### Landscape and Lighting Maintenance District (LMDs)

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

### Development Impact Fees

Dedications of land and impact fees are exactions that lessen the impacts of new development resulting from increased population or demand on services. The City's current development impact fees could help to offset costs of public improvements, architectural review, etc.



### Local and Regional (Continued)

#### Business Improvement Areas (BIAs)

BIAs are self-taxing business districts. BIAs include Business Improvement Districts (BIDs), Local Improvement Districts (LIDs), and other such financial districts. Business and/or property owners pay for capital improvements, maintenance, marketing, parking, and other items as jointly agreed to through systematic, periodic self-assessment. Districts can undertake a wide variety of programs, including, but not limited to, the following:

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

#### Special Benefit Assessments

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

#### In-Lieu Parking Fee

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



## Private and Nonprofit

### Private Donations

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. Information about grants is available online from sources such as the Foundation Center, in libraries and from nonprofit support organizations.

### Donor Programs

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

### Implementation Program and Matrix

The following implementation program and matrix identifies the strategies and actions described in Sections 3 and 4, and provides recommendations for years of implementation, leaders and team members, and potential funding sources.

Legend	
	Team
	Leader
HDA = Hollister Downtown Association	
City = City of Hollister	
Private = Private Stakeholders (Identified by HDA)	

Steps	Actions	Year(s) of Implementation				Leaders & Team Members			Potential Funding Resources
		Year 1	Year 2-3	Year 4-6	Year 7+	CITY	HDA	PRIVATE	
<b>PROJECT INITIATION RECOMMENDATIONS</b>									
I.	<b>INITIATE THE HOLLISTER DOWNTOWN PLAN</b>								
a.	Adopt the Hollister Downtown Plan (including Design Guidelines and Implementation Program)								
b.	Amend the Zoning Ordinance as Needed to Ensure Recommendations in the Design Guidelines are Permitted								
c.	Host one to three workshops focused on implementing this Downtown Plan. The goal of the workshops will be to organize people to adopt, embrace, and help implement the projects and programs in this Downtown Plan and vision poster.								
d.	Implement Design Guidelines								
e.	Reproduce and Distribute Plan and Vision Poster								HDA Funds
g.	Implement a Project Now!								Federal and State Funds, Redevelopment Funds, Private Funds
h.	Develop and Implement a Long-Term Maintenance Plan for Downtown								Redevelopment Funds
i.	Refine and Adopt Amendments to the Downtown Plan (as Needed)								Redevelopment Funds

Steps	Actions	Year(s) of Implementation				Leaders & Team Members			Potential Funding Resources
		Year 1	Year 2-3	Year 4-6	Year 7+	CITY	HDA	PRIVATE	
<b>REDEVELOPMENT AND DESIGN RECOMMENDATIONS</b>									
I.	<b>IMPROVE CONNECTIONS</b>								
a.	Improve the pedestrian connection to Vista Park Hill from Third Street by installing an entry sign, sidewalk, and								Federal and State Funds, Redevelopment Funds, BID Assessments, G.O. Bonds



Steps	Actions	Year(s) of Implementation				Leaders & Team Members			Potential Funding Resources
		Year 1	Year 2-3	Year 4-6	Year 7+	CITY	HDA	PRIVATE	
	enhanced crosswalks.								
b.	Improve railroad pedestrian crossings by constructing safer sidewalks.								Federal and State Funds, Redevelopment Funds, BID Assessments, G.O. Bonds
c.	Design and construct a street that links McCray Street to the Fifth Street/Sixth Street Connection, south of the train station and plaza.								Federal and State Funds, Redevelopment Funds, BID Assessments, G.O. Bonds
d.	Design and construct pedestrian/bicycle connections linking McCray Street to Fifth Street and Seventh Street.								Federal and State Funds, Redevelopment Funds, BID Assessments, G.O. Bonds
e.	Add bike route signage and markings to all Downtown streets and consider bike routes along alleys.								Federal and State Funds, Redevelopment Funds, BID Assessments, G.O. Bonds
f.	Plan for potential passenger rail service along the existing railroad tracks with a station stop at or near the train station and plaza. If rail service is not feasible, consider using the right-of-way as a recreational trail.								Federal and State Funds, Redevelopment Funds, BID Assessments, G.O. Bonds
g.	Maintain existing bus routes and plan a detour route along Monterey Street or East Street during San Benito Street closures.								Federal and State Funds, Redevelopment Funds, BID Assessments, G.O. Bonds
h.	Encourage additional transit ridership and consider a Downtown loop trolley and/or bus depot.								
i.	If the industrial properties at the end of Fifth Street and Sixth Street are redeveloped, construct a new street that connects Fifth Street and Sixth Street (public/private partnership). The street could be designed as a convertible street (a street with decorative pavement that can be closed to function as a public space).								Federal and State Funds, Redevelopment Funds, BID Assessments, G.O. Bonds
j.	If the large industrial properties east of Sally Street are redeveloped, divide the properties into smaller blocks by creating new street connections. These street connections should include the extension of Prospect Avenue from South Street to the proposed Fifth Street/Sixth Street connection, the extension of Seventh Street to the proposed Prospect Avenue Extension, and a new north-south street connecting South Street to the proposed Seventh Street Extension.								Federal and State Funds, Redevelopment Funds, BID Assessments, G.O. Bonds
k.	Install directional signs along the routes that connect Highway 156 and the future Highway 25 bypass with Downtown.								City General Fund, Redevelopment Funds, BID Assessments, G.O. Bonds
l.	Enhance connections to nearby neighborhoods and shopping areas, such as the West Gateway and shopping centers along Fourth Street and McCray Street.								City General Fund, Redevelopment Funds, BID Assessments, G.O. Bonds
m.	Designate the original routes for Highway 25 (San Benito Street) and Highway 156 (Fourth Street) as "business routes".								City General Fund, Redevelopment Funds
<b>II. ENHANCE DOWNTOWN STREETSCAPES</b>									
a.	Relocate existing benches to the street edge of the sidewalk and orient the bench so it faces the adjacent buildings.								Redevelopment Funds, BID Assessments
b.	Install additional streetscape furniture and amenities along Downtown streets. Streetscape furniture and amenities should be installed based on the recommendations in Section 5.								Redevelopment Funds, BID Assessments, Development Impact Fees
c.	After the Highway 25 bypass is complete, redesign San Benito Street. The street should be designed to include one travel lane in each direction, a center left turn lane, angled and parallel parking, landscaped bulbouts at intersections and mid-block crossings, and enhanced crosswalks with decorative paving.								Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
d.	After the Highway 25 bypass is complete, redesign San Benito Street Fourth Street to Fifth Street, and/or from Sixth Street to Seventh street (or portions of both sections) as a convertible street (a street with decorative pavement that can be closed to function as a public space for events and serves as an extension of a plaza). Alternative locations for the convertible street include other portions of San Benito Street north of Seventh Street or Fifth Street east of Monterey Street.								Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
e.	Install enhanced crosswalks with special paving at intersections throughout Downtown. Priorities should be given to intersections along San Benito Street, Fourth Street, Fifth Street, and Sixth Street.								Redevelopment Funds, BID Assessments, Development Impact Fees
f.	Construct primary gateways at the intersections of San Benito Street / South Street and San Benito Street / Third Street.								Redevelopment Funds, BID Assessments, Development Impact Fees
g.	Construct secondary Gateway at the intersections of San Benito Street / First Street, San Benito Street / Hawkins Street, Fourth Street / West Street, and Fourth Street / Sally Street.								Redevelopment Funds, BID Assessments, Development Impact Fees

Steps	Actions	Year(s) of Implementation				Leaders & Team Members			Potential Funding Resources
		Year 1	Year 2-3	Year 4-6	Year 7+	CITY	HDA	PRIVATE	
	h. Design and install a simple and easy-to-use wayfinding signage system along entrance corridors and throughout Downtown.								Redevelopment Funds, BID Assessments, Development Impact Fees
	i. Improve the West Street / Third Street / Virginia Drive intersection with a modified roundabout to calm vehicular traffic and provide additional landscaping.								Federal and State Funds, Redevelopment Funds, G.O. Bonds
	j. Enhance selected alleys as pedestrian paseos and outdoor dining areas.								Federal and State Funds, Redevelopment Funds, BID Assessments, Development Impact Fees,
	k. Develop and implement a streetscape and alley maintenance plan.								Federal and State Funds, Redevelopment Funds, BID Assessments, Development Impact Fees,
<b>III. PROVIDE SPACE FOR COMMUNITY AND CIVIC ACTIVITY</b>									
	a. Create a mixed-use development and plaza at the intersection of San Benito Street / Fourth Street. The plaza should include with outdoor dining areas and gathering spaces incorporated with new mixed-use buildings. A feasibility analysis of this project was conducted (see Appendix B) and concluded that public subsidies would be required to make the project feasible.								Federal and State Funds, Redevelopment Funds, BID Assessments, Development Impact Fees
	b. Encourage small entry plazas and courtyards at prominent intersections within Downtown.								Federal and State Funds, Redevelopment Funds, BID Assessments, Development Impact Fees
	c. Encourage a senior center to be located in Downtown, especially in and around the Civic Center district.								Federal and State Funds, City's General Fund, Redevelopment Funds
	d. Create recreational opportunities for youth, such as after school teen centers, sports fields, skate parks, agricultural centers, and the like. These opportunities should be encouraged in or near the Civic Center and possible fault zone park area.								Federal and State Funds, Redevelopment Funds, BID Assessments, Development Impact Fees
	e. If the industrial properties at the eastern terminus of Fifth Street and Sixth Street are redeveloped, create a permanent plaza and convertible street near the historic train station building (public/private partnership).								Federal and State Funds, Redevelopment Funds, BID Assessments, Development Impact Fees
	f. Enhance the plaza at Veterans' Memorial Building with landscaping, additional streetscape furniture, an information kiosk, and string lighting within trees.								Federal and State Funds, Redevelopment Funds, BID Assessments, Development Impact Fees, Private Funds
	g. Develop a fault zone park and/or linear park/trail along the fault corridor (public/private partnership).								Federal and State Funds, Redevelopment Funds, BID Assessments, Development Impact Fees
	h. Establish an interpretive center around the preserved cannery conveyor on Sally Street between Hazel Street and Hawkins Street.								Federal and State Funds, Redevelopment Funds, BID Assessments, Development Impact Fees
	i. Consider a strategy for using portions of San Benito Street and Fifth Street for events. Segments to consider include San Benito Street (from Fourth Street to Seventh Street) and Fifth Street (from Monterey Street to Sally Street). During events, the street segments could be closed to vehicular traffic and could be pedestrian-only zones.								Federal and State Funds, Redevelopment Funds, BID Assessments, Development Impact Fees
	j. Redevelop the Fremont School site as a civic center and/or courthouse facility with outdoor gathering spaces (City/County/State partnership).								State Funds, Redevelopment Funds, BID Assessments
	k. Implement a public art program/fee. Public art should be provided in public spaces throughout the Downtown.								BID Assessments
<b>IV. PROVIDE CONVENIENT AND ATTRACTIVE PARKING</b>									
	a. Establish a parking management district and program to manage Downtown parking.								Redevelopment Funds, BID Assessments, Development Impact Fees
	b. Develop an in-lieu parking fee program allowing Downtown development without on-site parking spaces.								Redevelopment Funds, BID Assessments, Development Impact Fees, In-Lieu Parking Fees
	c. Implement and enforce time limits for on- and off-street parking spaces between 9:00 a.m. and 6:00 p.m. Low maximum time limits should be required at the most desirable on-street locations where demand is highest. Time limits should be limited to 2 to 3 hours for on-street parking spaces in locations where demand parking is low, and 4 hours for off-street parking lots and structures.								Redevelopment Funds, BID Assessments, Development Impact Fees, Parking Citations
	d. Implement an employee parking permit system that allows Downtown employees to park in off-street lots and structures throughout the day.								Redevelopment Funds, BID Assessments, Development Impact Fees, Parking Citations



Steps	Actions	Year(s) of Implementation				Leaders & Team Members			Potential Funding Resources
		Year 1	Year 2-3	Year 4-6	Year 7+	CITY	HDA	PRIVATE	
	e. Consider charging for parking during major events in Downtown.								
	f. Implement paid parking systems for on- and off-street parking spaces. Parking rates should vary based on demand (i.e. higher prices for desirable locations and/or peak times of day).								Redevelopment Funds, BID Assessments, Development Impact Fees, Parking Citations
	g. Provide alternating angled/parallel parking on San Benito Street after the Highway 25 bypass is complete.								Redevelopment Funds, BID Assessments, Development Impact Fees, In-Lieu Parking Fees
	h. Provide angled parking on the north side of Third Street (between San Benito Street and East Street).								Redevelopment Funds, BID Assessments, Development Impact Fees, In-Lieu Parking Fees
	i. Implement a security system for off-street parking structures.								Redevelopment Funds, BID Assessments, Development Impact Fees, Parking Citations
	j. Evaluate the impacts of the parking management program on the adjacent residential neighborhoods. If necessary, consider implementing a residential permit parking system during business hours.								Redevelopment Funds, HDA Funds, BID Assessments, Development Impact Fees, Parking Citations
	k. Encourage underground, podium, structured, and alley loaded parking for new development.								Redevelopment Funds, BID Assessments, Development Impact Fees
	l. Identify parking lots that can accommodate future parking demand and/or can redevelop with additional parking structures. Consider building a parking structure in the Civic Center.								Redevelopment Funds, BID Assessments, Development Impact Fees, In-Lieu Parking Fees, Parking Citations
	m. Install user-friendly technologies that direct drivers to available on- and off-street parking, notify users when parking limits expire, and allow users to remotely add more time.								Redevelopment Funds, BID Assessments, Development Impact Fees, Parking Citations
	n. Install technologies that allow parking management and enforcement agencies to manage parking and enforcement on an hourly basis.								Redevelopment Funds, BID Assessments, Development Impact Fees, Parking Citations
	o. Provide parking incentives to promote the reduction of greenhouse emissions, such as giving preferred parking spaces to car-poolers, hybrid vehicles, and electric vehicles.								Redevelopment Funds, BID Assessments, Development Impact Fees, Parking Citations
<b>V. INTROUCE NEW DEVELOPMENT AND REDEVELOPMENT</b>									
	a. Ensure that standards within the City of Hollister Zoning Ordinance support Downtown redevelopment consistent with the vision of this Plan. Amend the Zoning Ordinance as necessary to revise standards that discourage redevelopment of Downtown consistent with this Plan.								City General Fund
	b. Encourage new housing in a range of densities and that fits into the surrounding urban fabric.								Private Funds
	c. Work with property owners and developers to provide new buildings that replace vacant parcels, buildings that are out of character with Downtown, or buildings beyond repair (public/private partnership).								Federal and State Funds, Redevelopment Funds, Private Funds
	d. Continue to provide incentives to encourage adaptive reuse and preservation of older buildings, such as facade rehabilitation loans or grants.								Private Funds
	e. Encourage residential development, senior housing, housing for young professionals and singles, and affordable housing in Downtown.								Federal and State Funds, City General Fund, Redevelopment Funds, Private Funds
	f. If the industrial uses within Downtown Hollister are redeveloped, encourage a variety of mixed-use buildings, apartment flats, townhouses, and small single-family houses that are compatible with adjacent properties and buildings (public/private partnership).								Private Funds
	i. Redevelop the fire station near the intersection of Sally Street / Fifth Street.								City General Fund
	j. Encourage the use of green building or sustainable design/development principles.								Federal and State Funds, Redevelopment Funds, Private Funds
	k. Conduct a study to determine the fault location and constraints on development in Downtown.								Federal and State Funds, City General Fund, Redevelopment Funds, Development Impact Fees
<b>VI. ENHANCE AND MAINTAIN EXSTING DOWNTOWN BUILDINGS</b>									
	a. Encourage adaptive reuse and historic preservation of older, landmark buildings (public/private partnership).								Federal and State Funds, Redevelopment Funds, Development Impact Fees, Private Funds
	b. Provide incentives to improve and maintain building facades throughout Downtown.								Federal and State Funds, Redevelopment Funds, Development Impact Fees, Private Funds

Steps	Actions	Year(s) of Implementation				Leaders & Team Members			Potential Funding Resources
		Year 1	Year 2-3	Year 4-6	Year 7+	CITY	HDA	PRIVATE	
	c. Encourage the restoration/preservation of the Granada Theatre (public/private partnership). A feasibility analysis of this project was conducted (see Appendix B) and concluded that public subsidies would be required to make the project feasible.							Redevelopment Funds, Private Funds	
	d. Encourage the rehabilitation of the Pendergrass Hotel building at the intersection of San Benito Street/Fifth Street (public/private partnership). A feasibility analysis of this project was conducted (see Appendix B) and concluded that public subsidies would be required to make the project feasible.							Redevelopment Funds, Private Funds	
	e. Improve/expand the fire station near the intersection of Sally Street/Fifth Street.							City General Fund, Redevelopment Funds	
	f. If the industrial uses within Downtown are redeveloped, encourage the preservation or reuse of key building elements, such as the cannery conveyor across Sally Street, metal siding, and industrial building elements (public/private partnership). Interpretive elements could be used to describe the history of the site and the industrial building elements.							Federal and State Funds, Redevelopment Funds, Development Impact Fees, Private Funds	
	g. Promoting the Commercial Facade Improvement Program.							Private Funds	
<b>VII. IMPLEMENT CATALYST PROJECTS TO CREATE MOMENTUM FOR FURTHER REDEVELOPMENT</b>									
	a. Pendergrass Hotel								
	i. Recruit and facilitate discussion with the property owner to actively engage in a development project that will benefit Downtown, and enter into a Memorandum of Understanding (MOU) agreement to move forward with the implementation process.							Redevelopment Funds, HDA Funds, Private Funds	
	ii. Conduct a hotel market study to determine the appropriate market niche, a viable market concept, and project operating results for a boutique hotel in Downtown.							Redevelopment Funds, Private Funds	
	iii. Encourage the property owner to enter into an agreement with an experienced small hotel operating entity to operate the renovated property as a boutique hotel.							Private Funds	
	iv. Encourage preparation of a capitalization and operating plan that documents any need for outside funding (use of tax increment funding will require full public disclosure of deal terms and development economics in the documents required by California Redevelopment Law, prior to commitment of tax increment funds to the project; HDA should provide a statement of public support for the project as it relates to Downtown revitalization goals).							Redevelopment Funds, Private Funds	
	v. Enter into an Owner Participation Agreement (OPA) with the property owner and developer, which includes the specific development parameters, confirms its conformance with the Redevelopment Plan, and defines any public roles in the development.							Redevelopment Funds, Private Funds	
	vi. Secure historic preservation tax credits and public/private funding.							Federal and State Funds, Private Funds	
	vii. Construction and project opening.							Private Funds	
	b. Granada Theatre								
	i. Recruit and facilitate discussion with the property owner to actively engage in a development project that will benefit Downtown, and enter into a Memorandum of Understanding (MOU) agreement to move forward with the implementation process.							Redevelopment Funds, HDA Funds, Private Funds	
	ii. Create a business plan based on a realistic assessment of the potential utilization of the facility (as a commercial and community use), potential box office and related revenue from operations (including expert assessments of the potential financial support from the likely fundraising support base), and the required building improvements for this use.							Redevelopment Funds, Private Funds	
	iii. Develop a renovation plan consistent with the design guidelines for historic buildings (see Section 7).							Private Funds	



Steps	Actions	Year(s) of Implementation				Leaders & Team Members			Potential Funding Resources
		Year 1	Year 2-3	Year 4-6	Year 7+	CITY	HDA	PRIVATE	
iv.	Determine the need for any development and/or operating subsidy (assuming availability of historic preservation tax credits) and identify resources available to fill any feasibility gaps.							Private Funds	
v.	Secure operating agreements for theater use(s) and public commitment to the project.							Private Funds	
vi.	Enter into an Owner Participation Agreement (OPA) with the property owner and developer, which includes the specific development parameters, confirms its conformance with the Redevelopment Plan, and defines any public roles in the development.							Redevelopment Funds, Private Funds	
vii.	Secure historic preservation tax credits and public/private funding.							Federal and State Funds, Private Funds	
viii.	Reevaluate and revise (as necessary) the above business plan.							Private Funds	
ix.	Construction and project opening.							Private Funds	
c. Sally Street Project									
i.	Recruit and facilitate discussion with the property owner to actively engage in a development project that will benefit Downtown, and enter into a Memorandum of Understanding (MOU) agreement to move forward with the implementation process.							Redevelopment Funds, HDA Funds, Private Funds	
ii.	Evaluate the feasibility of affordable housing (including financing).							Redevelopment Funds, Private Funds	
iii.	Secure public commitment to the project.							Redevelopment Funds, Private Funds	
iv.	Enter into an Owner Participation Agreement (OPA) with the property owner and developer, which includes the specific development parameters, confirms its conformance with the Redevelopment Plan, and defines any public roles in the development.							Redevelopment Funds, Private Funds	
v.	Initiate applications for funding affordable housing component and prepare public documentation of the rationale for Agency investment.							Redevelopment Funds, Private Funds	
vi.	Secure private financing commitments.							Private Funds	
vii.	Construction and project opening.							Private Funds	
d. Plaza Project									
i.	Secure Agency commitment for the project.							Redevelopment Funds	
ii.	Evaluate the feasibility and impact of affordable housing (including financing).							Redevelopment Funds, Private Funds	
iii.	Prepare and distribute a developer solicitation for the Plaza site in the form of request for qualifications (RFQ), request for proposal (RFP), or a combination of the two that clearly states development objectives, availability of any public resources, and developer requirements. In the current housing market, affordable housing is a more readily marketable development concept for the site.							Redevelopment Funds	
iv.	Select a developer and enter into an exclusive negotiating agreement.							Redevelopment Funds, Private Funds	
v.	Negotiate disposition and development agreement (DDA).							Redevelopment Funds, Private Funds	
vi.	Prepare Reuse Appraisal and Section 33433 report to document consistency of property disposition transaction with Redevelopment Law.							Redevelopment Funds, Private Funds	
vi.	Initiate applications for funding affordable housing component and prepare public documentation of the rationale for Agency investment.							Redevelopment Funds, Private Funds	
viii.	Require developer to satisfy pre-conveyance requirements.							Private Funds	
ix.	Construction and project opening.							Private Funds	



Steps	Actions	Year(s) of Implementation				Leaders & Team Members			Potential Funding Resources
		Year 1	Year 2-3	Year 4-6	Year 7+	CITY	HDA	PRIVATE	
<b>ECONOMIC DEVELOPMENT AND PROMOTION RECOMMENDATIONS</b>									
<b>I. TARGET, RECRUIT, RETAIN, AND EXPAND DOWNTOWN BUSINESSES</b>									
	a. Hire an economic development strategist to assist in preparing an aggressive marketing strategy to target, recruit, and retain specific industries (responding to Hollister’s current dependence on the convenience goods and service station sales tax revenue categories).								HDA Funds, BID Assessments
	b. Target and recruit industries that are currently absent from Downtown, but have the ability to strengthen it as a destination for local families, youth, and tourists (e.g. comparison goods: specialty shops, apparel, general merchandise, home furnishings; eating and drinking establishments: mid-range, family dining, and/or fine dining offerings; personal and professional services: after-school tutorial programs, martial arts, dental and legal services).								HDA Funds, BID Assessments
	c. Target and recruit growing industries into Downtown (e.g. retail trade, health and social sciences, information technology, creative enterprise clusters, agri-tourism, construction, etc.).								HDA Funds, BID Assessments
	d. Ensure that required permit review and/or business licensing application processes for prospective Downtown businesses are streamlined and not cost prohibitive.								City General Fund, HDA Funds
	e. Concentrate auto-related uses along the new Highway 25 Bypass near the new Honda Powerhouse Dealership, Lowe’s Center, and Gibson Center. There will be strong revenue generation opportunities as more tourist traffic intersects the City in this area. This concentration will allow non-competing types of businesses to locate Downtown and remain successful in catering to a pedestrian-oriented crowd.								HDA Funds, BID Assessments, Private Funds
	f. Support small business incubators, targeted specifically to help the out-commuter and through-commuter population to remain local during some days of the week by providing communal office space with tele-commuting, video-conferencing, and shared conference space capabilities (approximately 24 percent of Hollister’s residents are currently commuting over an hour to work; this will become increasingly important as travel congestion is expected to worsen significantly by 2025).								HDA Funds, BID Assessments
	g. Develop a business retention program that annually surveys the satisfaction, expectations, and expansion needs of Downtown businesses.								HDA Funds, BID Assessments, Private Funds
	h. Encourage Downtown businesses to extend their hours of operation to include evenings and weekends, or restructure hours to open and close a few hours later in order to accommodate Hollister’s out-commuter population and tourists.								Private Funds
<b>II. MARKET DOWNTOWN TO RESIDENTS AND REGIONAL USERS</b>									
	a. Develop a slogan for marketing Downtown Hollister.								HDA Funds
	b. Incorporate the slogan with the existing logo into visual and promotional elements (including signage, gateways, and HDA materials) and encourage business owners to incorporate the logo/slogan into their advertising.								Redevelopment Funds, HDA Funds, BID Assessments, Private Funds (Donor Programs)
	c. Brand Downtown through visual elements, including signage and gateways.								Redevelopment Funds, BID Assessments, Private Funds (Donor Programs)
	e. Produce and aggressively distribute a quality comprehensive and unified brochure for Downtown. The brochure should be provided at the City of Hollister, Hollister Chamber of Commerce, inside the businesses advertised, and in motels/hotels within the City and throughout San Benito County.								Redevelopment Funds, BID Assessments, Private Funds (Donor Programs)
	f. Enhance and maintain the HDA website as a central point for information.								HDA Funds
	g. Add a link to the HDA website on the official City of Hollister website and encourage Downtown business owners to do the same.								HDA Funds



Steps	Actions	Year(s) of Implementation				Leaders & Team Members			Potential Funding Resources
		Year 1	Year 2-3	Year 4-6	Year 7+	CITY	HDA	PRIVATE	
	h. Consider marketing Downtown online using services such as video clips (e.g. YouTube), social networking (e.g. MySpace or Facebook), and blogs (e.g. Blogger, Blogspot, Twitter).								HDA Funds
	i. Utilize Internet-based technologies to promote Downtown events, businesses, and points of interest (e.g. online videos, online walking tours, podcasts, and links to online ratings sites).								HDA Funds
	j. Encourage quarterly cluster advertising by Downtown business owners.								Redevelopment Funds, BID Assessments, Private Funds (Donor Programs)
	k. Create or expand on-going seasonal promotions to draw employees, local residents, and regional users into Downtown on a regular basis (e.g. New Year's, Valentine's Day, Memorial Day, Christmas, etc), especially during evenings and weekends.								Redevelopment Funds, BID Assessments, Private Funds (Donor Programs)
	l. Coordinate the development and distribution of a Downtown "welcome kit" with the City of Hollister, which is mailed to new residents of the community.								Redevelopment Funds, BID Assessments, Private Funds (Donor Programs)
	m. Prepare and implement an aggressive public relations plan for promoting Downtown's vision and image. This public relations plan should outline specific goals, timelines, implementation and monitoring components to expand the marketing efforts already in place.								Redevelopment Funds, BID Assessments, Private Funds (Donor Programs)
<b>III. EXPAND THE TYPES OF COMMUNITY, CULTURAL, AND CIVIC ACTIVITIES</b>									
	a. Promote and Support Activities within the Downtown Area, such as:								
	i. Heritage Walk (Tour of Historic Buildings or Other Landmarks)								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
	ii. Farmers Markets								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
	iii. Outdoor Movie Nights								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
	iv. Summer Concert Tours								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
	v. Live Street Performers (Musicians, Mimes, Card Players, Chalk Artists, etc.)								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
	vi. Host Chalk Art, or Large Chess/Checkers Game Competitions								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
	vii. School Plays								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
	viii. Annual Parades, Beauty Pageants, or Talent Shows								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
	ix. Classic Car Shows, or Motorcycle Rallies								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
	x. Family Friday Nights Out, Flashlight Nights								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
	xi. Wine-Tasting Events								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
	xii. Book Clubs and Sales								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
	xiii. Art and Wine, or Agricultural Street Festivals								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
	xiv. Sidewalk Sales								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
	xv. Seasonal Holiday Festivities (Tree-Lighting Ceremony, Haunted House, Ice Skating Rink, Harvest Festivals/Parades, and Fourth of July Fireworks and Parade; around Appropriate Holidays and Seasons)								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
	xvi. Cultural Fairs, Dances, Festivities								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
	xvii. Family-Oriented Events (Ice Cream Social, Downtown Picnic)								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
	xiii. Develop additional events that are targeted to Hollister residents who commute out of the City for work. Such events should be scheduled during the evenings and on weekends.								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
	b. HDA Should Promote these Events by:								

Steps	Actions	Year(s) of Implementation				Leaders & Team Members			Potential Funding Resources
		Year 1	Year 2-3	Year 4-6	Year 7+	CITY	HDA	PRIVATE	
i.	Advertise Events at Local Schools and Involve Youth in Activities.								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
ii.	Advertise Local Business who Sponsor Events.								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
iii.	Develop, Update and Distribute an Annual Downtown Calendar of Events.								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
iv.	Maintain an Online Community Calendar.								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
v.	Consider advertising events using online event calendars (e.g. Yahoo's Upcoming).								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
vi.	Distribute Flyers of Upcoming Events to Local Businesses (Leave Them Next to Counter Register).								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
vii.	Hang Event Banners Across Downtown Streets.								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
viii.	Advertise Upcoming Events in Local Newspaper, Website, and on Radio (Capture/Inform Commuters).								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
ix.	Print Articles and Photos about Success of Events in Local Newspaper and Online.								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
x.	Create Friendly Business Competition at Community Events to Draw Interested Participants.								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
xi.	As funding becomes available, hire a full-time promotions coordinator for Downtown events.								HDA Funds, BID Assessments
<b>IV. EXPLORE EDUCATIONAL PARTNERSHIP OPPORTUNITIES BETWEEN YOUTH AND BUDINESSES</b>									
a.	Establish a Downtown volunteer crew of business owners and hire teens/young adults to assist with events organization, logistics (i.e. set-up, tear-down, clean-up), and public safety measures. This teaches youth how to facilitate events and instills within them a sense of community pride that helps reduce overall public safety concerns and vandalism.								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
b.	Commission local students to participate in design competitions for Downtown events and graphics (e.g. event ideas or naming, gateway signage, event banners, program fliers, etc.) to attract interest in the Downtown. Students tend to share their projects with family and friends, which can ultimately serve as a strong "by word-of-mouth" marketing tool.								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
c.	Explore opportunities to educate youth through Demonstration or Envision Schools, whereby a range of 400 to 500 students are given the opportunity to partake in "real-life" projects (consulting to the City, Chamber of Commerce, or local businesses) and simultaneously obtain state educational credits.								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
d.	Ensure that the local adult school offers coursework related to the specific industries that are targeted for the Downtown long-term.								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
e.	Provide internship opportunities for students within Downtown businesses.								HDA Funds, BID Assessments, Private Funds (Donor Programs and Other Organizations Funding)
<b>IV. INCREASE FUNDING BASE</b>									
a.	Research and apply for grants.								Redevelopment Funds, HDA Funds, BID Assessments, Private Funds
b.	Implement a property-based Business Improvement District (BID) to increase revenue and engage property and business owners in the self-management of the Downtown.								BID Assessments
c.	Institute a paid parking system within Downtown (see Strategy 4 in Section 3).								Redevelopment Funds, BID Assessments, Development Impact Fees, Parking Citations
d.	Evaluate the costs, benefits and feasibility of pursuing Enterprise Zone Designation through the State of California. This program offers business tax benefits that include, but are no limited to, up to \$37,440 in state tax credits for each qualified employee, sales tax credits on purchases of \$20 million per of qualified machinery and machinery parts, up-front expensing of certain depreciable property, and up to 100% Net Operating Loss (NOL) carry-forward up to 15 years.								Redevelopment Funds, HDA Funds, BID Assessments
e.	<input type="checkbox"/> At a future date (following 2012), the City may wish to evaluate the cost, benefits and feasibility of pursuing Enterprise Zone Designation through the State of California. There are very few eligibility openings in 2009, 2010,								Redevelopment Funds, HDA Funds, BID Assessments



Steps	Actions	Year(s) of Implementation				Leaders & Team Members			Potential Funding Resources
		Year 1	Year 2-3	Year 4-6	Year 7+	CITY	HDA	PRIVATE	
	2011, and 2012; hence, the application process will be highly competitive. However, the program is very beneficial to communities in that it offers business tax benefits that include, but are no limited to, up to \$37,440 in state tax credits for each qualified employee, sales tax credits on purchases of \$20 million per of qualified machinery and machinery parts, up-front expensing of certain depreciable property, and up to 100% Net Operating Loss (NOL) carry-forward up to 15 years.								

Legend	
	Team
	Leader
HDA = Hollister Downtown Association	
City = City of Hollister	
Private = Private Stakeholders (Identified by HDA)	