In 1980, the County established a Redevelopment Agency under California Redevelopment Law as a tool, through its special legal and financial mechanisms, to do the following: 1) alleviate conditions of blight in identified communities throughout the County, 2) address the growing needs and services to its residents, and 3) ensure that the County's economic base would grow and remain healthy through the provision of new public improvements, commercial and industrial developments and affordable housing. A study was made at that time to assess the feasibility of establishing one or more project areas; however no project areas were created.

In 1993, the Victor Valley Economic Development Authority (VVEDA), a joint powers authority, was established for the purpose of providing economic development in and around the former George Air Force Base. Five jurisdictions oversee the economic development of the area, which include: the cities of Victorville, Hesperia and Adelanto, the Town of Apple Valley and the County of San Bernardino. VVEDA totals approximately 60,000 acres and is administered by the City of Victorville. The unincorporated portion of VVEDA is approximately 16,000 acres. VVEDA is currently in its eighth amendment, in which approximately 30,236 acres are being added.

In 1995, the former Kaiser Steel Mill site and other blighted industrial properties in its vicinity were formed to create the San Sevaine Redevelopment Project, currently known as the Speedway Redevelopment Project Area (Speedway). The Speedway was amended in 2004 and 2005 to add additional territory resulting in a total acreage of 3,495 acres.

In 2003, the County approved the Mission Boulevard Joint Redevelopment Project Area (Mission Boulevard) with the City of Montclair. Mission Boulevard totals approximately 404 acres and is administered by the City of Montclair.

In 2004, the Cedar Glen Disaster Recovery Project Area (Cedar Glen), consisting of 837 acres, was adopted to assist with the rebuilding of the community that was destroyed by the 2003 Old Fire.
The major goals of the Redevelopment Agency are to encourage private sector investment in the development and redevelopment of the area by removing impediments to growth, eliminating and/or preventing the spread of blight and deterioration, correcting infrastructure deficiencies, and promoting rehabilitation and augmentation of affordable housing for low- and moderate-income households.

Although the Redevelopment Agency is a separate legal entity, the Board of Supervisors acting as the Board of Directors serves as the legislative body of the Redevelopment Agency.

The Redevelopment Agency currently has eight positions to manage redevelopment activities, including project and program management as well as administrative functions. Redevelopment Agency activities include managing: capital improvement projects, housing programs, real property activities, business incentive programs, planning and development of projects, and general administration duties for the Redevelopment Agency, such as coordinating budget and reporting requirements and maintaining the Redevelopment Agency’s official records.

**2007-08 SUMMARY OF BUDGET UNITS**

<table>
<thead>
<tr>
<th></th>
<th>Appropriation</th>
<th>Revenue</th>
<th>Fund Balance</th>
<th>Staffing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Redevelopment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Speedway Project Area</td>
<td>65,759,453</td>
<td>14,027,786</td>
<td>51,731,667</td>
<td>8.1</td>
</tr>
<tr>
<td>Cedar/Glen Project Area</td>
<td>9,878,195</td>
<td>403,250</td>
<td>9,474,945</td>
<td>-</td>
</tr>
<tr>
<td>VVEDA Project Area</td>
<td>1,056,238</td>
<td>155,550</td>
<td>900,688</td>
<td>-</td>
</tr>
<tr>
<td>Mission Boulevard Joint Project Area</td>
<td>129,016</td>
<td>22,570</td>
<td>106,446</td>
<td>-</td>
</tr>
<tr>
<td>Proposed Bloomington Project Area</td>
<td>183,032</td>
<td>-</td>
<td>183,032</td>
<td>-</td>
</tr>
<tr>
<td>Proposed Cajon Project Area</td>
<td>261,830</td>
<td>-</td>
<td>261,830</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>77,267,764</td>
<td>14,609,156</td>
<td>62,658,608</td>
<td>8.1</td>
</tr>
</tbody>
</table>

**GOALS, OBJECTIVES, AND PERFORMANCE MEASURES**

**GOAL 1:** DEVELOP AND IMPLEMENT INCLUSIONARY AND REPLACEMENT HOUSING PROGRAMS/PROJECTS TO MEET SUCH NEEDS AND TO INCREASE, IMPROVE AND PRESERVE THE REDEVELOPMENT PROJECT AREAS’ AFFORDABLE HOUSING STOCK

- Objective A: Implement Home Rehabilitation Program (HRP) in all redevelopment project areas to address residential blight in project areas.
- Objective B: Continue to implement the Home Rehabilitation and Land Use Grant Program in Cedar Glen to assist with the rebuilding effort.
- Objective C: Purchase land as sites for affordable housing development.
- Objective D: Partner with housing developers to construct affordable housing.
- Objective E: Develop and implement an Infill Housing Program in project areas to address underutilized and blighted parcels and increase home ownership among very-low, low and moderate-income families.
- Objective F: Assist in the construction of new homes and apartments to increase the supply of new housing for very-low, low and moderate-income families.
- Objective G: Leverage other funds, such as CDBG and HOME, to facilitate a large-scale affordable housing project in a redevelopment project area.
- Objective H: Assist in future updates of the Housing Element of the General Plan, as necessary.

**2006-07 ACCOMPLISHMENTS**

- Initiated development of Fast Track Permitting Program to assist in expediting entitlement process for Speedway Project Area
- Provided technical and/or financial assistance to 10 businesses seeking to locate, relocate, and expand in project areas
- Initiated development of Underground Utility Program, implemented pilot project
- Facilitated installment of business district signs for Cedar Glen
- Amended VVEDA to include additional 12,000 acres to County portion of the JPA
- Continued to assist Special Districts Department in planning of water and road improvements in Cedar Glen
- Continued to plan, design and construct numerous capital improvements in Speedway Project Area
- Acquired 17 properties as part of the Voluntary Sales Program in Speedway Project Area
- Developed and implemented 3 housing loan & grant programs in Cedar Glen
- Initiated development of new housing programs for Speedway & Mission Blvd. project areas
The above intention is to improve the County’s affordable housing stock within redevelopment project areas. The Redevelopment Agency has designated two new programs in place of the Home Rehabilitation Program: The Infill Housing Program (IFH) and the Noise Attenuation Program (NAP). The IFH aims to develop small infill parcels within our more urbanized project areas such as the Mission Boulevard and Speedway project areas. In the last Business Plan it was estimated that it would take six months to one year to develop the IFH program and six months to one year to implement the program; the Redevelopment Agency is on target with meeting that objective. Ultimately, the Redevelopment Agency would like to purchase property to facilitate the development of new affordable housing on infill lots. Infill housing appeals to smaller non-profits such as Habitat for Humanity and Service Employee International Union (SEIU) Long Term Care Housing Corporation and other developers. The NAP has also been designed and the draft is being circulated among County departments such as Community Development and Housing, Planning, and Building and Safety. The objective behind this program is to mitigate the noise impacts associated with the California Speedway. Small pockets of residences are immediately adjacent to the facility and are impacted by the noise related to activities on the racetrack. The Redevelopment Agency is waiting for the noise analysis that is being prepared as part of the California Speedway’s Environmental Impact Report; this data will assist us in determining the target areas, based on noise contours, and the levels to which noise must be reduced to meet safety standards.

The following is a list of accomplishments made in the past fiscal year:

- Three programs were developed and implemented for the Cedar Glen area. The programs were approved in October of 2006. In 2007-08 it is estimated that 20 families will be approved for either loans or grants, for a total of $92,000. The Redevelopment Agency mailed each property owner a brochure announcing the availability of funds and has made all applications available online.
- The Redevelopment Agency continues to search for available property for acquisition. A number of sites have become available, but the Redevelopment Agency has not been successful in acquiring property (outbidded).
- The Redevelopment Agency has had meetings with 12 housing developers interested in constructing new affordable housing. A number of developers have expressed interest in purchasing land in project areas and are interested in maximizing public funding, including private investment, federal and state tax credits, and leveraging public funding (RDA, CDBG and HOME funds).
- The development of the Infill Housing Program is on target per the objective set forth in the previous Business Plan.

### GOAL 2: ASSIST IN THE DEVELOPMENT OF CAPITAL IMPROVEMENTS TO ELIMINATE AND PREVENT THE ACCELERATION OF PHYSICAL BLIGHT AND ENCOURAGE THE BETTER UTILIZATION OF REAL PROPERTY AND NEW PRIVATE ENTERPRISE INVESTMENT.

Objective A: Assist in the improvement of public infrastructure, including but not limited to: construction or reconstruction of roads, curbs, gutters and sidewalks; providing signalization; installing landscaping, multi-use trails, lighting and street furniture; and the construction or reconstruction of water storage and distribution facilities, drainage and flood control measures and sewerage systems.

Objective B: Ensure that capital improvement projects are carried out as planned in the work program and the budget.

Objective C: Assist in the development of public facilities and utilities, such as the construction or rehabilitation of fire and sheriff stations, community centers, school facilities, parks, multiuse trails and utility improvements.

Objective D: Expand ongoing code enforcement activities.

Objective E: Continue to implement a Graffiti Abatement Program.

Objective F: Develop and implement a Weed Abatement Program.
Status
These objectives seek to facilitate the needed infrastructure to promote economic development and improve the quality of life within established redevelopment project areas. Most capital projects are meeting project schedules and budgeted costs. The following describes how the objectives were met in the past fiscal year.

- Completed the following in Speedway Project Area:
  - A 2,100 Linear Feet (LF) median on Commerce Center Drive at a cost of $125,000 (RDA portion) with additional costs borne by Transportation.
  - Completed 1,900 LF of sidewalk along the west side of Cherry Avenue - $66,880.
  - Completed Speedway Project Area Identification Signage - $1,500.

- Under construction:
  - Speedway Project Area: San Sevaine Flood Control Channel, Adopt-A-Ramp.
  - Cedar Glen: residential street signage, State Highway (SH)-173 Business District signage, and intersection improvements at SH-173 and Hook Creek Road in Cedar Glen.

- Continued the design and specifications for the following projects:
  - Speedway Project Area: Fire Station No. 80; San Bernardino Avenue improvements - road widening, median; turn pockets, lighted intersection, railroad crossing; design of Cherry widening from Merrill to Foothill including bridge widening; Interstate 10 and Cherry interchange; West Fontana Channel; San Sevaine Channel South.
    - Although San Bernardino Avenue improvements were scheduled for construction the past fiscal year, the Redevelopment Agency and County delayed improvements in order to coordinate construction activities with the City of Fontana. The City is in the process of constructing a new sewer main along San Bernardino Avenue. In order to prevent the destruction of new street improvements and additional construction detours and delays, the County and City coordinated all construction activities thereby improving efficiencies and reducing costs and business/logistical impacts.
  - Cedar Glen: Parking improvements, business signage identification and residential street signs.

- Continued to implement Graffiti Abatement Program and ongoing Code Enforcement within the Speedway Project Area.

**GOAL 3: ASSIST IN THE DEVELOPMENT OF BUSINESS INCENTIVE PROGRAMS TO RECONSTRUCT, UPGRADE AND EXPAND COMMERCIAL AREAS IN CONFORMANCE WITH THE GENERAL PLAN (AS AMENDED) AND COMMUNITY PLANS**

Objective A: Implement an ongoing economic development and business promotion program to expand existing businesses and attract new ones.

Objective B: Develop and implement a Façade Improvement Program to rehabilitate deteriorated commercial buildings.

Objective C: Develop and implement a Volunteer Demolition Grant program to remove unsafe structures that pose public health and safety hazards.

Objective D: Provide job matching and workforce development training to help businesses find needed employees or better train existing or future employees.

Objective E: Provide incentives for the development of under-utilized parcels.

Objective F: Provide technical assistance to facilitate and expedite the entitlement process.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3B. Number of applicants assisted in the Façade Improvement Program.</td>
<td>N/A</td>
<td>N/A</td>
<td>10</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td>3C. Number of applicants assisted in the Volunteer Demolition Grant Program.</td>
<td>N/A</td>
<td>N/A</td>
<td>10</td>
<td>7</td>
<td>10</td>
</tr>
</tbody>
</table>

**Status**
The above goal and objectives were designed to retain and/or expand existing businesses, attract new businesses, promote economic development and improve the quality of life within established redevelopment project areas. The two programs are still being drafted. The Volunteer Demolition Grant Program is in its final revision and will be brought to the Board of Directors for review and approval in Spring 2008. The Façade Improvement Program has been drafted; however, staff has determined that the Strategic Plan/Community Visioning process should be conducted prior to the...
release of the program. Through the visioning process, the business community will define the types of programs it believes are necessary in the project area. The Strategic Plan/Community Visioning process is expected to start at the beginning of 2008; the Request for Proposal for the process will be released upon the Board’s approval expected in late November. The following is a list of accomplishments related to the goals and objectives:

- Continued marketing of redevelopment project areas at conventions and trade shows such as those of the International Council of Shopping Centers, High Desert Opportunity and The California Speedway.
- Created new brochures marketing the Redevelopment Agency’s project areas and programs.
- Drafted the Façade Improvement Program; will circulate the program guidelines and procedures to the business community during the Strategic Plan/Community Visioning process for input and comment.
- Drafted the Volunteer Demolition Grant Program to remove unsafe structures that pose public health, safety and welfare hazards. Circulated the program guidelines and procedures among other County departments for input, including but not limited to Building and Safety, Code Enforcement, Purchasing, Public Health and County Counsel. It is anticipated that the Board of Directors will review this program in early 2008.
- Developed a Fast Track Permitting Program to assist in expediting the review and approval process for private development proposals within the Speedway Project Area. Program is expected to be implemented by January 2008.
- Provided technical and/or financial assistance to businesses seeking to locate, relocate and expand in our redevelopment project areas.
  - Speedway Promenade, a proposed retail center at the northeast corner of Randall and Cherry Avenues, assisted with entitlement process, public utility connections and traffic analysis.
  - Inland Kenworth, a logistics company, assisted with egress and ingress planning for existing site and median improvements along San Bernardino Avenue.
  - Burrtec, a waste management company, assisted with relocating existing truck repair facility.
  - Calabash III, a 650,000 SF warehouse facility at the northeast corner of Calabash Avenue and the I-10 freeway, assisted with entitlement process.
  - California Speedway’s Opportunity, CA FanZone expansion and freeway-oriented sign
  - Vista Metals, an aluminum manufacturer, assisted in a general plan amendment and proposed expansion of existing facility along Whittram and Ilex.
  - Advanced Steel Recovery, a scrap metal recycler, assisted in the planning of on-site improvements to improve aesthetics and dust control from current operations.
- Developed the Underground Utility Program and implemented a pilot project.
  - H & E Equipment, a construction equipment rental facility

### GOAL 4: TO EFFECTUATE THE COMPREHENSIVE PLANNING, REDESIGN, REPLANNING, RECONSTRUCTION, AND/OR REHABILITATION OF PROJECT AREAS IN SUCH A MANNER AS TO FACILITATE A HIGHER AND BETTER UTILIZATION OF LAND USES IN ACCORDANCE WITH THE GENERAL PLAN

**Objective A:** Eliminate non-conforming uses as appropriate and necessary. Collaborate and coordinate with the Planning Department on the development of standards and guidelines, or where appropriate, a County-initiated Specific Plan, Community Plan or Master Plan for redevelopment project areas.

**Objective B:** Buffer residential neighborhoods from the intrusion of incompatible land uses.

**Objective C:** Actively engage in community outreach.

<table>
<thead>
<tr>
<th>MEASUREMENT</th>
<th>2005-06 Actual</th>
<th>2006-07 Actual</th>
<th>2007-08 Target</th>
<th>2007-08 Estimate</th>
<th>2008-09 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>48. Number of properties acquired as part of the Rosemary Iris Voluntary Sales program to alleviate incompatible land use.</td>
<td>11</td>
<td>20</td>
<td>40</td>
<td>37</td>
<td>44</td>
</tr>
</tbody>
</table>

**Status**
The above objectives were designed to comprehensively and strategically plan activities in the redevelopment project areas. The creation of a Strategic Plan for each project area aims to provide clear direction, target locales and specify benchmarks for facilitating the objectives in the plan. Projects accomplished in the past fiscal year include the following.
• Prepared, issued and awarded a Request for Proposal (RFP) for an Economic Impact Analysis; this study was prepared to determine the regional economic activity generated as a result of the activities of the California Speedway. The draft report is expected to be completed by December 2007.
• Prepared a RFP for Community Visioning/Strategic Plan for Speedway. The intent of this process is to elicit a community vision for the project area and a strategic economic plan for future activities. It is anticipated that this project will begin in February 2008.
• Initiated and completed a final draft of an Economic Strategic Plan for VVEDA. The report, which will guide redevelopment efforts in the project area, is expected to be finalized by the end of the calendar year.
• Continued to review and comment on all new development proposals in existing and proposed project areas.
• Continued the voluntary sales program in the Speedway Project Area to eliminate incompatible land uses. Acquired 18 properties along Rosemary and Iris drives within the fiscal year for a total of 28 properties.
• Amended the Victor Valley Economic Development Authority (VVEDA) Project Area to include the addition of approximately 12,000 acres.
• Initiated the Implementation Plan mid-cycle report for VVEDA. The report, which is required by California Community Redevelopment Law and provides an update on projects and their priorities for the area, will be completed by the end of the calendar year.
• Developed RFP for the design of business district improvements in Cedar Glen.
• Assisted Advanced Planning in the development of a lot merger program for Cedar Glen. The intent is to increase the size of lots for improved defensible space.
• Continued to assist the Special Districts Department in the planning of water and road improvements in Cedar Glen.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

The Redevelopment Agency is not requesting any additional general fund financing for 2008-09.

2008-09 PROPOSED FEE ADJUSTMENTS

The Redevelopment Agency is not requesting any proposed fee adjustments for 2008-09.

If there are questions about this business plan, please contact Kathy Thomas, Director, at (909) 387-9804.