

**FIVE-YEAR
IMPLEMENTATION PLAN
2005-2009**

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In Conjunction With:

THE LANCASTER REDEVELOPMENT AGENCY

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VOLUME II

APPENDIX A

Below are excerpts from CCRL: Section 33490.

"33490(a)(1)(A). On or before December 31, 1994, and each five years thereafter, each agency that has adopted a redevelopment plan prior to December 31, 1993, shall adopt, after a public hearing, an implementation plan that shall contain the specific goals and objectives of the agency for the project area, the specific programs, including potential projects, and estimated expenditures proposed to be made during the next five years, and an explanation of how the goals and objectives, programs, and expenditures will eliminate blight within the project area and implement the requirements of [CCRL] Section 33333.10, if applicable, and [CCRL] Sections 33334.2, 33334.4, 33334.6, and 33413. After adoption of the first implementation plan, the parts of the implementation plan that address [CCRL] Section 33333.10, if applicable, and [CCRL] Sections 33334.2, 33334.4, 33334.6, and 33413 shall be adopted every five years either in conjunction with the housing element cycle or the implementation plan cycle. The agency may amend the implementation plan after conducting a public hearing on the proposed amendment.... Subsequent implementation plans required pursuant to this section shall be adopted pursuant to the terms of this section, and as if the first implementation plan had been adopted on or before December 31, 1994.

"(B) Adoption of an implementation plan shall not constitute an approval of any specific program, project, or expenditure and shall not change the need to obtain any required approval of a specific program, project, or expenditure from the agency or community. The adoption of an implementation plan shall not constitute a project within the meaning of Section 21000 of the Public Resources Code.... In addition, the inclusion of programs, potential projects, and expenditures in an implementation plan shall not eliminate review pursuant to the California Environmental Quality Act (Division 13 (commencing with Section 21000) of the Public Resources Code), at the time of the approval of the program, project, or expenditure, to the extent that it would be otherwise required.

"(2) (A) A portion of the implementation plan shall address the agency housing responsibilities and shall contain a section addressing [CCRL] Section 33333.10, if applicable, and [CCRL] Sections 33334.2, 33334.4, and 33334.6, the Low and Moderate Income Housing Fund, and, if subdivision (b) of [CCRL] Section 33413 applies, a section addressing agency-developed and project area housing. The section addressing the Low and Moderate Income Housing Fund shall contain:

"(i) The amount available in the Low and Moderate Income Housing Fund and the estimated amounts which will be deposited in the Low and Moderate Income Housing Fund during each of the next five years.

"(ii) A housing program with estimates of the number of new, rehabilitated, or price-restricted units to be assisted during each of the five years and estimates of the expenditures of moneys from the Low and Moderate Income Housing Fund during each of the five years.

"(iii) A description of how the housing program will implement the requirement for expenditures of moneys in the Low and Moderate Income Housing Fund over a 10-year period for various groups as required by [CCRL] Section 33334.4....

"(iv) This requirement to include a description of how the housing program will implement [CCRL] Section 33334.4 in the implementation plan shall apply to implementation plans adopted pursuant to subdivision (a) on or after December 31, 2002.

"(B) For each project area to which subdivision (b) of [CCRL] Section 33413 applies, the section addressing the agency developed and project area housing shall contain:

"(i) Estimates of the number of new, substantially rehabilitated or price-restricted residential units to be developed or purchased within one or more project areas, both over the life of the plan and during the next 10 years.

"(ii) Estimates of the number of units of very low, low-, and moderate-income households required to be developed within one or more project areas in order to meet the requirements of paragraph (2) of subdivision (b) of [CCRL] Section 33413, both over the life of the plan and during the next 10 years.

"(iii) The number of units of very low, low-, and moderate-income households which have been developed within one or more project areas which meet the requirements of paragraph (2) of subdivision (b) of [CCRL] Section 33413.

"(iv) Estimates of the number of agency developed residential units which will be developed during the next five years, if any, which will be governed by paragraph (1) of subdivision (b) of [CCRL] Section 33413.

"(v) Estimates of the number of agency developed units for very low, low-, and moderate-income households which will be developed by the agency during the next five years to meet the requirements of paragraph (1) of subdivision (b) of [CCRL] Section 33413.

"(C) The section addressing [CCRL] Section 33333.10, if applicable, and [CCRL] Section 33334.4 shall contain all of the following:

"(i) The number of housing units needed for very low income persons, low-income persons, and moderate-income persons as each of those needs have been identified in the most recent determination pursuant to Section 65584 of the Government Code, and the proposed amount of expenditures from the Low and Moderate Income Housing Fund for each income group during each year of the implementation plan period.

"(ii) The total population of the community and the population under 65 years of age as reported in the most recent census of the United States Census Bureau.

"(iii) A housing program that provides a detailed schedule of actions the agency is undertaking or intends to undertake to ensure expenditure of the Low and Moderate Income Housing Fund in the proportions required by [CCRL] Section 33333.10, if applicable, and [CCRL] Section 33334.4.

"(iv) For the previous implementation plan period, the amounts of Low and Moderate Income Housing Fund moneys utilized to assist units affordable to, and occupied by, extremely low income households, very low income households, and low-income households; the number, the location, and level of affordability of units newly constructed with other locally controlled government assistance and without agency assistance and that are required to be affordable to, and occupied by, persons of low, very low, or extremely low income for at least 55 years for rental housing or 45 years for homeownership housing, and the amount of Low and Moderate Income Housing Fund moneys utilized to assist housing units available to families with children, and the number, location, and level of affordability of those units.

"(3) If the implementation plan contains a project that will result in the destruction or removal of dwelling units that will have to be replaced pursuant to subdivision (a) of [CCRL] Section 33413, the implementation plan shall identify proposed locations suitable for those replacement dwelling units.

"(4) For a project area that is within six years of the time limit on the effectiveness of the redevelopment plan established pursuant to [CCRL] Section 33333.2, 33333.6, 33333.7, or 33333.10, the portion of the implementation plan addressing the housing responsibilities shall specifically address the ability of the agency to comply, prior to the time limit on the effectiveness of the redevelopment plan, with subdivision (a) of [CCRL] Section 33333.8, subdivision (a) of [CCRL] Section 33413 with respect to replacement dwelling units, subdivision (b) of [CCRL] Section 33413 with respect to project area housing, and the disposition of the remaining moneys in the Low and Moderate Income Housing Fund....

"(c) Every agency, at least once within the five-year term of the plan, shall conduct a public hearing and hear testimony of all interested parties for the purpose of reviewing the redevelopment plan and the corresponding implementation plan for each redevelopment project within the jurisdiction and evaluating the progress of the redevelopment project. The hearing required by this subdivision shall take place no earlier than two years and no later than three years after the adoption of the implementation plan... An agency may hold one hearing for two or more project areas if those project areas are included within the same implementation plan.

"(d) Notice of public hearings conducted pursuant to this section shall be published pursuant to Section 6063 of the Government Code, mailed at least three weeks in advance to all persons and agencies that have requested notice, and posted in at least four permanent places within the project area for a period of three weeks. Publication, mailing, and posting shall be completed not less than 10 days prior to the date set for hearing."

APPENDIX B

TABLE 1 LANCASTER REDEVELOPMENT PROJECT AREAS AND REDEVELOPMENT PLAN CHRONOLOGY			
Residential Project			
Adoption Date:	November 13, 1979	Ordinance No.	158
Amendment Dates:	October 24, 1983	Ordinance No.	322
	December 5, 1994	Ordinance No.	669
	November 9, 1999	Ordinance No.	767
	December 9, 2003	Ordinance No.	824
Term of Plan:	2020 (41 years, per SB 1045)	Base Year:	1978-79
Total Area:	600 acres	Sub Areas:	36 noncontiguous areas
Base Year Assessed Value:	\$6,819,218	2004-05 Assessed Value:	\$390,379,761
Maximum Tax Increment:	\$80,000,000	Tax Increment (thru 9/04):	\$24,463,196
Maximum Bonded Indebtedness:	\$33,000,000	Last Date to Collect Increment	November 13, 2030
Last Date to Incur Debt:	Eliminated (per SB 211)	Last Year to Condemn:	Expired 1991
CBD Project			
Adoption Date:	June 1, 1981	Ordinance No.	226
Amendment Dates:	July 6, 1993	Ordinance No.	639
	December 5, 1994	Ordinance No.	670
	November 9, 1999	Ordinance No.	768
	June 22, 2004	Ordinance No.	829
Term of Plan:	2022 (41 years, per SB 1045)	Base Year:	1980-81
Total Area:	438 acres	Sub Areas:	4 noncontiguous areas
Base Year Assessed Value:	\$49,145,839	2004-05 Assessed Value	\$120,094,120
Maximum Tax Increment:	\$80,000,000	Tax Increment (thru 9/04)	\$7,474,121
Maximum Bonded Indebtedness:	\$25,000,000	Last Date to Collect Increment	June 1, 2032
Last Date to Incur Debt:	Eliminated (per SB 211)	Last Year to Condemn:	2005
Fox Field Project			
Adoption Date:	December 20, 1982	Ordinance No.	289
Amendment Date:	December 5, 1994	Ordinance No.	671
	August 21, 1995	Ordinance No.	708
	October 26, 1999	Ordinance No.	770
	June 22, 2004	Ordinance No.	830
Term of Plan:	2023 (41 years, per SB 1045)	Base Year:	1982-83
Total Area:	3,290 acres	Sub Areas:	2 noncontiguous areas
Base Year Assessed Value:	\$14,988,305	2004-05 Assessed Value:	\$113,702,320
Maximum Tax Increment:	\$250,000,000	Tax Increment (thru 9/04)	\$7,091,279
Maximum Bonded Indebtedness:	\$125,000,000	Last Date to Collect Increment	December 20, 2033

**TABLE 1
LANCASTER REDEVELOPMENT PROJECT AREAS AND
REDEVELOPMENT PLAN CHRONOLOGY**

Last Date to Incur Debt:	Eliminated (per SB 211)	Last Year to Condemn:	2007
Amargosa Project			
Adoption Date:	October 17, 1983	Ordinance No.	321
Amendment Date:	December 5, 1994	Ordinance No.	672
	March 27, 1997	Ordinance No.	727
	October 26, 1999	Ordinance No.	769
	December 9, 2003	Ordinance No.	823
Term of Plan:	2024 (41 years, per SB 1045)	Base Year:	1983-84
Total Area:	4,599 acres	Sub Areas:	4 noncontiguous areas
Base Year Assessed Value:	\$90,883,228	2004-05 Assessed Value	\$933,626,530
Maximum Tax Increment:	\$225,000,000	Tax Increment (thru 9/04)	\$43,125,291
Maximum Bonded Indebtedness:	\$92,000,000	Last Date to Collect Increment	October 17, 2034
Last Date to Incur Debt:	Eliminated (per SB 211)	Last Year to Condemn:	2009
Project No. 5			
Adoption Date:	November 26, 1984	Ordinance No.	360
Amendment Date:	December 5, 1994	Ordinance No.	673
	November 9, 1999	Ordinance No.	771
	June 22, 2004	Ordinance No.	831
Term of Plan:	2025	Base Year:	1984-85
Total Area:	4,523 acres	Sub Areas:	7 noncontiguous areas
Base Year Assessed Value:	\$347,134,374	2004-05 Assessed Value	\$1,374,906,112
Maximum Tax Increment:	\$400,000,000	Tax Increment (thru 9/04)	\$51,718,500
Maximum Bonded Indebtedness:	\$100,000,000	Last Date to Collect Increment	November 26, 2035
Last Date to Incur Debt:	Eliminated (per SB 211)	Last Year to Condemn:	No Authority
Project No. 6			
Adoption Date:	July 3, 1989	Ordinance No.	505
Amendment Date:	December 5, 1994	Ordinance No.	674
	October 26, 1999	Ordinance No.	772
	March 27, 2001	Ordinance No.	792
	July 13, 2004	Ordinance No.	833
Term of Plan:	2030 (41 years, per SB 1045)	Base Year:	1988-89
Total Area:	12,748 acres	Sub Areas:	8 noncontiguous areas
Base Year Assessed Value:	\$596,793,923	2004-05 Assessed Value:	\$1,894,871,903
Maximum Tax Increment:	\$750,000,000	Tax Increment (thru 9/04):	\$51,243,491
Maximum Bonded Indebtedness:	\$250,000,000	Last Date to Collect Increment	July 3, 2040
Last Date to Incur Debt:	July 3, 2009	Last Year to Condemn:	2001

**TABLE 1
LANCASTER REDEVELOPMENT PROJECT AREAS AND
REDEVELOPMENT PLAN CHRONOLOGY**

Project No. 7			
Adoption Date:	November 28, 1992	Ordinance No.	624
Amendment Date:	December 5, 1994	Ordinance No.	675
	November 9, 1999	Ordinance No.	773
	July 13, 2004	Ordinance No.	834
Term of Plan:	2033 (41 years, per SB 1045)	Base Year:	1992-93
Total Area:	1,504 acres	Sub Areas:	10 noncontiguous areas
Base Year Assessed Value:	\$219,218,7010	2004-05 Assessed Value:	\$300,265,419
Maximum Tax Increment:	\$750,000,000	Tax Increment (thru 9/04):	\$637,192
Maximum Bonded Indebtedness:	\$250,000,000	Last Date to Collect Increment	November 29, 2043
Last Date to Incur Debt:	Eliminated (per SB 211)	Last Year to Condemn:	Expires November 29, 2004

APPENDIX C

APPENDIX C
SUMMARY OF BLIGHTING CONDITIONS
IDENTIFIED IN THE VARIOUS PROJECT AREAS

RESIDENTIAL PROJECT

Conditions identified in the Agency's Report to the City Council presented at the Joint Public Hearing include:

1. buildings and structures which are of such defective design and character of physical structure, age, obsolescence, mixed uses, that a blighted area is created;
2. inadequate provisions for sanitation, flooding, seismic shaking, liquefaction, shrink-well, soil erosion, subsidence, noise, traffic congestion, open space deficiencies and recreational facility deficiencies;
3. economic deterioration/disuse from faulty planning along property fronting Sierra Highway;
4. inadequate public improvements, which could not be remedied by private and government action, without redevelopment; and
5. leap-frog development pattern which places a heavy economic and social burden on the community in terms of increased energy cost, traffic congestion, travel time, fire and police response time and other factors associated with urban sprawl.

Reasons for Selecting the Project Area identified in the Agency's Report to the City Council presented at the Joint Public Hearing include:

1. desire to eliminate blight so as to revitalize and develop residential, commercial and industrial areas of the City in order to create permanent jobs for area residents, assist in the support of municipal services by increasing property valuations and tax revenue from these properties, and promote aesthetic and environmental actions and improvements;
2. the need for new construction of residential units, thereby meeting the need for additional dwelling units in the City and for the expansion of employment opportunities;
3. the need to encourage new residential, commercial and industrial construction in the Project Area for the purpose of proposing to eliminate existing building influences and underutilization of properties to provide an environment for the social, economic and physical growth and well-being of all citizens; and
4. the need to assist the Project Area from the accrued income generated by the mortgage program. Money in excess of the funds needed to retire the mortgage bonds issued by the Agency to provide permanent financing for units in Areas 1-34 is needed by the Agency for the following reasons:
 - a. rehabilitation of deteriorated housing in the Project Area and adjacent areas;
 - b. relocation of Project Area residents, if and when necessary;
 - c. replacement housing, if necessary; and
 - d. public improvements of benefit to residents and commercial/industrial uses within the Project Area.

CBD PROJECT

Conditions identified in Section 3(a) of the Ordinance adopting the Redevelopment Plan include:

1. economic dislocation, deterioration or disuse resulting from faulty planning;
2. the subdividing and sale of lots of irregular form and shape and inadequate size for proper usefulness and development;
3. the laying out of lots in disregard of the contours and other topography or physical characteristics of the ground and surrounding conditions;
4. the existence of inadequate public improvements, public facilities, open spaces and utilities which cannot be remedied by private or governmental action without redevelopment;
5. the prevalence of depreciated values, impaired investments and social and economic maladjustment; and
6. the existence of lots or other areas which are subject to being submerged by water.

Conditions identified in the Agency's Report to the City Council presented at the Joint Public Hearing include:

1. "36 percent of 502 commercial and industrial structures need physical upgrading [and] another 1 percent need major rehabilitation or clearance" (Page B-1);
2. "41 percent of 106 residential structures need major rehabilitation and some clearance" (Page B-1);
3. "the area contains some 1,195 separate parcels of land; 692 parcels are unimproved (58 percent) – most of the vacant lots lie in the 'Herald Tract' east of the railway and were given away 70 years ago with newspaper subscriptions to the Los Angeles Herald. (The lots are 25 feet wide.)" (Page B-1);
4. "the Lancaster CBD exhibits the following traffic safety and circulation problems" (Page B-2):
 - a. "Sierra Highway . . . is now a highspeed urban roadway paralleling the Southern Pacific tracks, which conflicts with effective pedestrian and customer vehicle traffic slowing for shopping purposes";
 - b. "Lancaster Boulevard is the major commercial/professional street and has a wide right-of-way. The street does not provide very adequate on-street parking capacity and has approximately five movement lanes for traffic flow";
 - c. "The Southern Pacific Railroad tracks are closed at grade only three places in the City's central core There are no overpasses or underpasses, and vehicles experience waits of up to 20 minutes on occasion";
 - d. "Virtually all of the major downtown/project streets serve as City arterials accommodating heavy commuter flows while at the same time acting as major commercial, industrial, and business/professional office locations";
 - e. "Traffic safety and movement on all streets, especially the arterials, suffers each winter during rain storms because there are completely inadequate storm drains in the CBD project area. Street flow runoff collects in the streets and flows generally northward, making several intersections and numerous highways impassable for extended periods";

5. "a parcel-by-parcel inventory and physical evaluation taking into account such factors as age, structural quality, maintenance, vacancy, etc., rated over 30 percent of all properties in the CBD as "highly susceptible to change" (Page B-2);
6. "there are no park facilities within the Project Area" (Page B-3);
7. "in 1979 [the] estimated median family income for the CBD was 28 percent less than for the City as a whole" (Page B-4); and
8. "the Central Business District . . . has continued to be characterized by deteriorating structures and loss of economic potential" (Page B-4).

Reasons for Selecting the Project Area identified in the Agency's Report to the City Council presented at the Joint Public Hearing include:

1. "to eliminate and prevent the spread of physical blight and economic obsolescence" (Page A-1);
2. "lack of a clear functional role for the Central Business District" (Page A-1);
3. "lack of a visual identity for the CBD" (Page A-1);
4. "insufficient contiguous, vacant, and developable land to accommodate significant new land-intensive users and expansion requirements of existing business interests, despite the existence of hundreds of very small lots which are uneconomic for private sector assembly" (Page A-1);
5. "lack of sufficient amenities and facilities to capture new office-professional use" (Page A-1);
6. "potential relocation of a number of major CBD uses to more attractive sites outside the CBD " (Page A-1);
7. "inefficient land utilization throughout much of the CBD, including considerable acreage devoted to roads and railway rights-of-way" (Page A-1);
8. "presence of a demand for additional industrial utilization" (Page A-1);
9. "generally, poor visual quality of much of the CBD" (Page A-1);
10. "City revenues stagnation from downtown area economic activities, including declining sales revenues" (Page A-2); and
11. "property value diminishment: the CBD Project Area now accounts for only 5 percent of the real estate property value of the City" (Page A-2).

FOX FIELD PROJECT

Conditions identified in Section 3(a) of the Ordinance adopting the Redevelopment Plan include:

1. economic dislocation, deterioration or disuse resulting from faulty planning;
2. layout of lots in disregard of topography and physical characteristics of ground;
3. inadequate public improvements, public facilities, open spaces, and utilities;
4. depreciated values, impaired investments, social and economic maladjustment; and

5. lots subject to being submerged by water.

Conditions identified in the Agency's Report to the City Council presented at the Joint Public Hearing include:

1. "portions of the Project Area is characterized by the existence of inadequate public improvements, public facilities and utilities" (Page 5);
2. "in some parts of the Project Area there is a growing or total lack of proper utilization of areas resulting in a stagnant and unproductive condition of land potentially useful and valuable for contributing to the public health, safety and welfare" (Page 5);
3. "subdivision of parcels into many lots of inadequate size with no means of access" (Page 5);
4. "physical disuse . . . [including] lack of adequate street improvements such as curbs, gutters, roadway, water, and wastewater facilities, electrical and gas distribution facilities and the prevalence of many vacant or under used properties" (Page 5);
5. Pages 6 through 21 discuss the results of a field survey (completed in September and November, 1982) for the three subareas comprising the Project Area. These findings are summarized below:
 - a. Lancaster Industrial Park: mostly vacant land (85 out of 90 acres); "80 percent of the subarea has been identified . . . as land which is flood prone." Subarea is in "major need of major public works improvements" in the form of "streets, curbs, [and] gutters . . . water lines, sewer lines, gas [and] electrical service."
 - b. Antelope Valley Freeway to 30th Street West Sub-Area: many of the "structures are older and show signs of needed improvements" and the "screening of storage material is non-existent." The rest of the subarea is vacant. "Much of the vacant areas are periodically inundated with sheet flow causing potential hazards to any uses downstream." Subarea is in "major need of major public works improvements in the form of curbs and gutters."
 - c. Fox Field Airport Sub-Area: "the sub-area is in need of major public works improvements. Extensive extensions of public utilities would be required for future development" Roadways within this subarea have only dirt shoulders. "These dirt shoulders create downstream and on-site siltation and drainage problems with an associated high maintenance cost. . . . [Flooding] is prevalent throughout the Project Area."

Reasons for Selecting the Project Area identified in the Agency's Report to the City Council presented at the Joint Public Hearing include:

1. "desire to make improvements to the industrial and commercial areas within the Project boundaries in order to increase sales and business tax revenues, create jobs for City residents, assure economic stability to the community, and promote aesthetic and environmental actions and improvements" (Page 3);
2. "removal of blighted areas which suffer from economic dislocation, deterioration, or disuse; by the elimination of illegal or non-conforming land uses; by the assemblage of land into parcels suitable for modern integrated development with improved pedestrian/vehicular circulation; and by the development of such land in a manner consistent with the policies of the General Plan" (Page 3);

AMARGOSA PROJECT

Conditions identified in Section 3(a) of the Ordinance adopting the Redevelopment Plan include:

1. economic dislocation resulting from faulty planning;

2. layout of lots in disregard of topography and physical characteristics of ground;
3. inadequate public improvements;
4. depreciated values, impaired investments, social and economic maladjustment; and
5. lots subject to being submerged by water.

Conditions identified in the Agency's Report to the City Council presented at the Joint Public Hearing include:

1. "Project Area consists largely of vacant and unimproved land"; "development patterns . . . are fragmented" (Page 5);
2. "inadequate public improvements, poor subdivision practice, and flood hazard"; "flooding . . . in approximately 60% of the Project Area . . . primarily in the form of surface sheet flow . . . rather than as perennial streams" (Page 6);
3. "the majority of the Area's streets do not have curbs, gutters, or sidewalks . . . [including] . . . dirt roads" (Page 7);
4. "water mains do not extend into many large sections of the Project Area"; much of the Project Area does not have "sanitation service"; "land assembly for development is difficult"; "landlocked parcels"; "of the 977 total parcels in the Project Area 726 have owners from outside the City . . . and 75 parcels have owners from outside the State." (Page 8);
5. "Inadequate public improvements, lack of utilities, flood hazard, and poor land subdivision represent the major blighting influences found in the Amargosa Redevelopment Project Area . . ." (Page 9);
6. Pages 10 through 13 discuss the results of a field survey (completed in July, 1983) for the four subareas comprising the Project Area. These findings are summarized below:
 - a. Subarea One: mostly vacant land (2,761 out of 3,770 acres); 18 of 144 structures are in "poor" condition (the worst condition identified). Lack of water mains, unpaved roads, all but major roads lack curbs, gutters, sidewalks, and lighting, much served by septic tanks, periodic flooding.
 - b. Subarea Two: "predominately" vacant (517.5 out of 676 acres); 7 of 38 structures are "poor," limited water mains, area north of Avenue H has septic tanks, some roads need widening, most of sub-area lacks adequate curbs, gutters and sidewalks, subject to flood hazard from overflow from Air Force Plant 42.
 - c. Subarea Three: Completely vacant except for one multi-family development ("slightly over one acre" of 116 acres); "the major hindrance in the development of this sub-area is the difficulty of land assembly," the 78 parcels in the subarea are owned by 63 different entities, "most of the parcels are landlocked."
 - d. Subarea Four: 26 of 37 acres are vacant; "needs some roadway improvements" requires "some minor utility extensions."
7. Pages 14 through 18 discuss social conditions found in the Project Area. In summary, the Report to Council found that there was a deficit of employment opportunities for residents. "Employment opportunities in the City are deficient relative to the population they serve." "Generally, business opportunities [within Amargosa] are estimated as being limited and use less than 13 percent of the acreage of the Project Area."

Reasons for Selecting the Project Area identified in the Agency's Report to the City Council presented at the Joint Public Hearing include:

1. "desire to make improvements to the industrial, commercial and residential areas within the Project boundaries in order to increase sales and business tax revenues, create jobs for City residents, assure economic stability to the community, and promote aesthetic and environmental actions and improvements" (Page 3);
2. "removal of blighted areas which suffer from economic dislocation, deterioration, or disuse; by the elimination of illegal or non-conforming land uses; by the assemblage of land into parcels suitable for modern integrated development with improved pedestrian/vehicular circulation; and by the development of such land in a manner consistent with the policies of the General Plan" (Page 3);

PROJECT NO. 5

Conditions identified in Section 3(a) of the Ordinance adopting the Redevelopment Plan include:

1. economic dislocation resulting from faulty planning;
2. layout of lots in disregard of topography and physical characteristics of ground;
3. inadequate public improvements;
4. depreciated values, impaired investments, social and economic maladjustment; and
5. lots subject to being submerged by water.

Conditions identified in the Agency's Report to the City Council presented at the Joint Public Hearing include:

1. "while most of the buildings within the [Project Area] are structurally sound, it can be generally stated that the maintenance of the deficient structures is irregular and problems of peeling paint, broken rain gutters, loose mortar, broken windows, inadequate roofs and other such maintenance neglect is common" (Page 12);
2. "a number of residential, commercial and industrial structures within the Project Area that are deteriorated or dilapidated . . . such structures are a health and safety hazard, visual eyesores, and disrupt and degrade otherwise pleasant neighborhoods or commercial/industrial areas" (Page 13);
3. "several older farm houses are located on large parcels scattered throughout the Project Area and are generally in deteriorated/dilapidated condition. The surrounding agricultural lands associated with these mostly abandoned units lie fallow in anticipation of urbanization" (Page 13);
4. "most of the basic street infrastructure [within the Project Area] is either incomplete or in need of significant improvements. . . . Many major arterials still exist as two lane undivided streets. A number of secondary arterials are still gravel or dirt roads . . . [and] local streets that are paved are usually in poor physical condition" (Page 15);
5. "potholes depression[s], disintegrated pavement and alligator cracking make many streets [in the Project Area] unsafe, noisy and unattractive, particularly adjacent to commercial uses" (Page 15);
6. "curbs, gutters and sidewalks are also lacking throughout a majority of the Project Area" (Page 15);
7. "some areas [within the Project Area] are currently served by inadequate sewage infrastructure that could result in threats to the public health" (Page 16);

8. "portions of the Project Area lack the proper water infrastructure to adequately serve existing development . . . water pressure can go below recommended levels during times of extreme demand . . . also, some of the existing infrastructure systems contain a great deal of older pipes and pump stations that require replacement and upgrading" (Page 18);
9. "there are numerous . . . locations within the Project Area that are subject to flooding . . . many low lying areas and intersections will drain very slowly and pond, creating disruptions in traffic circulation and safety hazards in a number of areas" (Page 19);
10. "sections of the Project Area that are characterized by mixed, shifting uses, non-conforming uses, and structures containing uses other than originally intended" (Page 19);
11. "a number of land uses [that] are inconsistent with the existing land use plan for the Project Area" (Page 20);
12. "a number of irregularly shaped parcels with inadequate width or depth for allowed commercial, industrial or multi-family development. Some have poor access to the street . . . [and] many other parcels, especially along the Project Area's major arterials, lack adequate size to support competitive commercial facilities" (Page 20);
13. "most of the vacant land in the Project Area is physically developable and zoned for urban uses[; however,] it is very unlikely that it will be utilized . . . the lack of development on these parcels is indicative of the inability of the private market to bring about their development" (Page 21);
14. "many industrial uses show signs of deteriorated or decapitated structural conditions in the extreme southern portion of the Project Area . . . [and] pockets of commercial use shows signs of physical deterioration and marginal economic viability" (Page 22);
15. "several businesses within the Project Area sustain only marginal economic activity and show signs of stagnation or decline" (Page 22);
16. "several businesses in the Project Area do not meet acceptable commercial standards for parking, access, landscaping and other improvements and are at a competitive disadvantage as a result" (Page 24);

Reasons for Selecting the Project Area identified in the Agency's Report to the City Council presented at the Joint Public Hearing include:

1. "desire to revitalize and upgrade the commercial and industrial areas within the Project Area in order to increase sales and business tax revenues, provide adequate roadways, provide adequate parking, reduce the cost of providing City services, create jobs for area residents, assure social and economic stability, and promote aesthetic and environmental actions and improvements" (Page 4);
2. "removal or rehabilitation of physically obsolete or substandard structures and other blighting influences; the rehabilitation . . . of existing commercial and industrial buildings; the installation, construction, reconstruction, redesign or reuse of streets, utilities, curbs, gutters, sidewalks, and other associated public improvements. . . ; the construction and/or reconstruction of various flood control and drainage facilities; the replacement, installation and improvement of domestic sewage distribution and treatment facilities. . . ; the assemblage of land into parcels suitable for modern integrated development with improved pedestrian and vehicular circulation; the improvement and provision of other public facilities including educational; . . . and the development and redevelopment of the Project Area in a manner consistent with the policies and goals of the Lancaster General Plan" (Page 4);

PROJECT NO. 6

Conditions identified in Section 3(a) of the Ordinance adopting the Redevelopment Plan include:

1. defective design and character of physical construction;
2. faulty interior arrangement and exterior spacing;
3. high density of population and overcrowding;
4. inadequate provision for ventilation, light, sanitation, open spaces, and recreation facilities;
5. age, obsolescence, deterioration, dilapidation, mixed character, or shifting uses;
6. the subdividing and sale of lots of irregular form and shape and inadequate size for proper usefulness and development; and
7. the laying out of lots in disregard of the contours and other topography or physical characteristics of the ground and surrounding conditions.

Conditions identified in the Agency's Report to the City Council presented at the Joint Public Hearing include:

1. "buildings in the Project Area appear to be structurally sound[; however,] it can be generally stated that [their] maintenance is irregular and problems of peeling paint, chipped and cracked concrete, loose mortar, unpaved parking facilities, inadequate signage, lack of design standards/cohesiveness and other such development/maintenance deficiencies are common" (Page 31);
2. "structural blight within the Project Area constitutes a social liability upon the community . . . [including] . . . increased safety risks from fire, accidents, [and] floods, . . . as well as personal alienation, maladjustment, and the loss of community cohesion and pride" (Page 31);
3. "throughout the entire Project Area there are large underutilized parcels which generate excessive dust conditions during windy days" (Page 32);
4. "portions of the Project Area . . . are characterized by an incompatible mixture of residential and commercial land uses . . . on adjacent parcels, as well as on the same parcel" (Page 33);
5. "existing vehicular circulation system within the Project Area is uneven due to the many unpaved dirt roads and deteriorating arterials" (Page 34);
6. "inadequate street capacity, poor circulation and failing intersections cause major traffic congestion problems" (Page 35);
7. "the street system in the Project Area is generally in need of significant improvements Many major arterials within the Project Area are basic two lane divided streets . . . [and] many local streets are . . . generally in poor condition" (Page 38);
8. "potholes, depressions, and disintegrated pavements make many Project Area streets unsafe, noisy, and unattractive" (Page 38);
9. "the Project Area in general is characterized by deteriorating street surfaces and an overall lack of curbs, gutters, and sidewalks" (Page 38);

10. "many intersections in the Project Area are subject to ponding and tend to drain very slowly . . . creating disruptions in traffic circulation and potential safety hazards" (Page 46);
11. "the Project Area contains numerous parcels of land which are either too small, large, or of such a shape that makes development difficult by modern building standards" (Page 46);

Reasons for Selecting the Project Area identified in the Agency's Report to the City Council presented at the Joint Public Hearing include:

1. "desire to revitalize and upgrade the existing commercial areas within the Project Area in order to increase sales and business tax revenues, provide adequate roadways, reduce the hazard of flooding, provide adequate parking, reduce the cost of providing City services, create jobs for Project Area residents, assure social and economic stability, and promote aesthetic and environmental actions and improvements" (Page 3);
2. "removal or rehabilitation of physically obsolete or substandard structures and other blighting influences; the elimination of nonproductive and/or nonconforming land uses; the rehabilitation . . . of existing commercial buildings; the installation, construction, reconstruction, redesign or reuse of streets, utilities, curbs, gutters, sidewalks, and other associated public improvements. . . ; the construction and/or reconstruction of various flood control and drainage facilities; the replacement, installation and improvement of domestic sewage distribution and treatment facilities. . . ; the assemblage of land into parcels suitable for modern integrated development with improved pedestrian and vehicular circulation; . . . and the development and redevelopment of the Project Area in a manner consistent with the policies and goals of the Lancaster General Plan" (Page 3);

PROJECT NO. 7

Conditions identified in Section 3(a) of the Ordinance adopting the Redevelopment Plan include:

1. physical deterioration of structures and infrastructure;
2. lack of proper utilization of property, resulting in a stagnant and unproductive condition of land;
3. prevalence of impaired investments;
4. social maladjustment.

Conditions identified in the Agency's Report to the City Council presented at the Joint Public Hearing include:

1. "of the 2,117 structures rated, 1779 or approximately 84 percent are at least deficient and potentially in need of some minor rehabilitation" (Page 30);
2. "buildings in the Project Area appear to be structurally sound[; however,] it can be generally stated that [their] maintenance is irregular and problems of peeling paint, chipped and cracked concrete, loose mortar, unpaved parking facilities, inadequate signage, lack of design standards/cohesiveness and other such development/maintenance deficiencies are present" (Page 30);
3. "structural blight within the Project Area constitutes a liability upon the community because of social problems and health risks . . . [including] . . . increased safety risks from fire, accidents, and other unpredictable events, . . . as well as personal alienation, maladjustment, and the loss of community cohesion and pride" (Page 31);
4. "some residential structures throughout the Project Area are characterized by declining structural conditions due to the cumulative effects of age and deferred maintenance" (Pages 31 and 32);

5. "deficiencies in the street system infrastructure are evident in the Project Area . . . [and] is in need of some improvements. . . [including] reconstruction and resurfacing of streets, signalization upgrading and other improvements to promote public safety and economic viability" (Page 32);
6. "many streets located in the Project Area display deficiencies such as potholes, depressions, cracked and deteriorated pavement and other damage. There are circulation deficiencies throughout the Project Area, which include inadequate ingress/egress and deterioration of parking lots and paved streets" (Page 32);
7. "some streets in the Project Area are lacking basic infrastructural improvements such as pavement, curbs, gutters and sidewalks" (Page 32);
8. "during the rainy season, the Project Area is impacted by serious flooding problems caused by runoff and the lack of fully developed and maintained drainage facilities" (Page 32);
9. "social maladjustment as reflected in the forms of crime and juvenile delinquency is another indication of blighting conditions in the Project Area . . . adult felony arrests in Lancaster for 1985, 1986 and 1990 . . . indicates a sharp rise in criminal activity" (Page 35);
10. "poorly lit neighborhoods [in the Project Area] provide an environment where burglars can operate more freely, particularly in the more sparsely populated residential areas . . . which do not receive lighting spillover from commercial and high-density residential land uses" (Page 35);
11. "a significant indicator of economic maladjustment stagnation or decline is taxable sales transactions . . . although the City of Lancaster has experienced growth in total taxable transactions over the last several years, this growth rate has been consistently lower than the rates for the neighboring City of Palmdale" (Page 36);
12. "failure of property owners to fully utilize [unproductive] parcels is evidence of the impaired investments resulting, in part, from inadequate public improvements and public facilities" (Page 37);
13. "lack of redevelopment and reinvestment on these properties requiring rehabilitation. is indicative of the private sector's inability and lack of incentive to finance and administrate those actions" (Page 37);
14. "sub-areas 1 and 2 [of the Project Area] exhibit excessive subdivision of parcels, frequently to as small as two and one-half acres. Subdivision of these parcels to this size, coupled with the lack of adequate infrastructure to permit reasonable economic investment to redevelop these parcels from previous existing agricultural uses adversely impacts these sub-areas and is an economic blighting influence" (Page 37);

Reasons for Selecting the Project Area identified in the Agency's Report to the City Council presented at the Joint Public Hearing include:

1. "desire to revitalize and upgrade the existing commercial, industrial and residential areas within the Project Area in order to provide adequate roadways and other infrastructure, provide adequate parking, reduce the economic burden of the City from the cost of providing City services to the Project Area, create jobs and housing opportunities for Project Area residents, assure social and economic stability, and promote aesthetic and environmental improvements" (Page 5);
2. "removal or rehabilitation of physically obsolete or substandard structures and other blighting influences; the rehabilitation . . . of existing commercial, industrial and residential buildings; the installation, construction, reconstruction or redesign of necessary infrastructure including streets, utilities, curbs, gutters, sidewalks, and other associated public improvements. . . ; the assemblage of land into parcels suitable for modern integrated development with improved pedestrian and vehicular circulation; and the improvement and provision of adequate recreation, cultural, community and open space facilities" (Page 6);

APPENDIX D

APPENDIX D-1
SUMMARY OF GOALS AND OBJECTIVES
FROM THE 1995-99 IMPLEMENTATION PLAN

Following is a summary of the goals and objectives found in the 1995-99 Implementation Plan.

Residential Project

The Residential Project's only goal was to provide affordable housing for City residents, including senior citizens. The five objectives which would implement this goal included a commitment to: i) provide that 15 percent of all new or substantially rehabilitated housing units be reserved as affordable; ii) provide financial assistance for affordable housing (both single-family and multi-family) throughout the City; iii) fund infrastructure improvements in residential neighborhoods to promote affordable housing; iv) provide rehabilitation assistance for affordable housing; and v) initiate a program of infill housing in the City's "Central Core."

CBD Project

The CBD Project's two goals were to continue revitalization of downtown Lancaster and to provide safe and affordable housing opportunities. The objectives which would implement the first goal included a commitment to: i) assist in development of an appropriate mixture of land uses in the Project Area; ii) promote and assist the development of the central business district (including working with the Old Town Site Committee and the Chamber of Commerce and preserving older, worthy structures); iii) fund infrastructure improvements; iv) increase the supply of senior housing; v) assist the private sector in financing oversized infrastructure improvements to ensure future cost savings; and vi) promoting retail uses that serve senior citizens. The objectives which would implement the second goal included a commitment to: i) provide that 15 percent of all new or substantially rehabilitated housing units be reserved as affordable; ii) provide assistance for affordable housing when affordability covenants can be secured; and, iii) provide a first-time (or other) homebuyer program.

Fox Field Project

The Fox Field Project's two goals were to promote development of underutilized, stagnant and underproductive land and to conserve, enhance and increase affordable housing opportunities. The objectives which would implement the first goal included a commitment to: i) assist in the long-term economic development of the Project Area (including funding special studies related thereto); ii) assist private business development; iii) create a business retention and attraction program; and, iv) assist in the development of industrial sites for new users. The objectives which would implement the second goal included a commitment to: i) provide that 15 percent of all new or substantially rehabilitated housing units be reserved as affordable; ii) provide assistance for residential development and rehabilitation throughout the City; iii) upgrade infrastructure in areas which are deficient; and, iv) assist the private sector in financing oversized infrastructure improvements to ensure future cost savings.

Amargosa Project

The Amargosa Project's two goals were to promote quality development in the Project Area and to assist in providing safe and affordable housing opportunities in the Project Area. The objectives which would implement the first goal included a commitment to: i) fund flood control projects; ii) assist in infrastructure development tied to new economic investments; iii) assist the private sector in financing oversized infrastructure improvements to ensure future cost savings; and, iv) provide economic assistance to encourage new public and private development. The objectives which would implement the second goal included a commitment to: i) provide that 15 percent of all new or substantially rehabilitated housing units be reserved as affordable; and, ii) fund housing rehabilitation, new construction and other housing programs for all economic segments of the City's population.

Project No. 5

Project No. 5's three goals were to expand the economic base, to provide safe and affordable housing opportunities in the Project Area and City-wide, and to sponsor necessary public improvements in the Project Area. The objectives which would implement the first goal included a commitment to: i) provide infrastructure assistance for commercial, industrial and public development projects; and, ii) develop a loan/grant program for commercial/industrial rehabilitation programs. The objectives which would implement the second goal included a commitment to: i) provide that 15 percent of all new or substantially rehabilitated housing units be reserved as affordable; ii) provide assistance for affordable residential rehabilitation; iii) provide assistance for affordable housing when affordability covenants can be secured; and, iv) develop and implement a first time homebuyer program in the Project Area. The objectives which would implement the third goal included a commitment to: i) continue funding drainage and other infrastructure improvements; ii) develop an infrastructure assistance program that encourages new economic investment; and, iii) assist the private sector in financing oversized infrastructure improvements to ensure future cost savings.

Project No. 6

Project No. 6's three goals were to provide job opportunities for all economic segments of the community, to provide safe and affordable housing opportunities in the Project Area and City-wide, and to sponsor necessary public improvements in the Project Area. The objectives which would implement the first goal included a commitment to: i) provide infrastructure assistance for commercial and industrial development projects; and, ii) create a business retention and attraction program in tandem with other programs established in other Project Areas. The objectives which would implement the second goal included a commitment to: i) provide that 15 percent of all new or substantially rehabilitated housing units be reserved as affordable; ii) provide assistance for affordable residential rehabilitation; iii) provide assistance for affordable housing when affordability covenants can be secured; iv) develop and implement a first time (and other) homebuyer program in the Project Area; v) continue the development of the Veterans home facility; and, vi) provide mobile homeowner assistance programs.. The objectives which would implement the third goal included a commitment to: i) help fund infrastructure improvements; and, ii) provide assistance for community facilities in the Project Area.

Project No. 7

Project No. 7's three goals were to help provide public improvements in the Project Area, to increase the supply of affordable housing opportunities (ownership and rental) in the Project Area and City-wide, and to continue to assist in the development of industrial and/or commercial sites for new uses. The objectives which would implement the first goal included a commitment to: i) continue working with Los Angeles County to provide County public facilities; ii) use Agency funds to match infrastructure/community facilities funding sources; and iii) promote new commercial and industrial investments. The objectives which would implement the second goal included a commitment to: i) provide that 15 percent of all new or substantially rehabilitated housing units be reserved as affordable; ii) provide loans and grants for affordable housing; and, iii) assist senior and other housing activities as appropriate. The objectives which would implement the third goal included a commitment to: i) continue funding commercial/industrial loan and grant programs; ii) eradicate blight by clearing blighted sites; and, iii) promote and implement a business retention and attraction program in tandem with other programs established in other Project Areas.

APPENDIX D-2
GOALS AND OBJECTIVES
FROM THE 1999-04 IMPLEMENTATION PLAN

Following are the goals and objectives found in the 1999-04 Implementation Plan.

"Residential Redevelopment Project Area

"Goal No. 1: Continue to conserve, enhance and increase the City's supply of very low-, low- and moderate-income housing stock and increase the supply of senior citizen housing units.

"Objectives:

- "a. Provide funding and/or technical assistance for residential development and rehabilitation throughout the City including both single- and multi-family units where appropriate.
- "b. Fund infrastructure improvements in residential neighborhoods which will promote development of affordable housing, as necessary, and in accordance with available funding sources.
- "c. Provide assistance to residential developers when financially feasible and when affordability covenants can be secured.
- "d. Implement a program of infill housing within the City's Central Core area.

"Goal No. 2: The Agency shall arrange for the timely disposition of all Agency-owned property.

"Objective:

- "a. When appropriate, dispose of Agency-owned property when said disposition can be completed in such a manner that will benefit the Project Area.

"Central Business District Redevelopment Project Area

"Goal No. 1: Continue revitalization of Downtown Lancaster.

"Objective:

- "a. Promote and assist in the planning and development of a balanced mixture of residential, public, retail, commercial retail, and open space land uses in the downtown Central Business District.
- "b. Continue to promote and assist development of a balanced mix of retail, entertainment, and educational activities and facilities in the downtown Central Business District.
- "c. Continue to fund infrastructure improvements in the downtown Central Business district as required to ensure a high quality of service with regard to traffic/circulation, sewer/water, off-street parking and other public services.
- "d. Continue to increase the supply of senior housing units.

- "e. Assist private sector developers, when financially feasible, to provide oversized improvements in those instances where future cost savings are evident.
 - "f. Work with the Lancaster Old Town Site Committee and Chamber of Commerce to promote the benefits of conducting business in the downtown Central Business District.
 - "g. Promote retail use that serve senior citizens and others.
- "Goal No. 2: Continue to assist in the provision of safe and affordable housing opportunities in the Project area and City-wide as appropriate.
- "Objectives:
- "a. Provide assistance to developers when financially feasible and/or when affordability covenants can be secured.
 - "b. Continue implementing the rehabilitation assistance program in the Project Area by using Agency loans or through cooperative ventures with interested lending institutions and/or governmental agencies, as economically plausible.
 - "c. Provide, when possible, homebuyer assistance either in the form of non-interest fixed rate financing or down payment assistance.
- "Goal No. 3: The Agency shall arrange for the timely disposition of all Agency -owned property.
- "Objective:
- "a. When appropriate, dispose of Agency-owned property when said disposition can be completed in such a manner that will benefit the Project Area.

"Fox Field Redevelopment Project Area

- "Goal No. 1: Promote and assist in the development of the highest and best uses of underutilized, stagnant and under productive land resources.
- "Objectives:
- "a. Continue to fund special studies necessary to promote and assist in the long-term economic development of the Project Area.
 - "b. Continue to assist business and industrial development through technical assistance, funding, including loans, grants and other subsidies.
 - "c. Continue the implementation of a business retention and attraction program for the area utilizing Agency, County, State and federal funding sources.
 - "d. Assist in the development of industrial sites for new users.
 - "e. Work with the County of Los Angeles to acquire properties for the eventual development of industrial facilities and the creation of employment opportunities for low- and moderate-income workers.
- "Goal No. 2: Conserve, enhance and increase the City's supply of very low-, low- and moderate-income housing units.

"Objectives:

- "a. When financially feasible, provide assistance to developers when affordability covenants can be secured.
- "b. In order to effectuate the timely development of both housing and non-housing uses, implement a program of upgrading infrastructure in deficient areas.
- "c. Assist private sector developers, when financially feasible, to provide oversized infrastructure improvements in those instances where future cost savings are evident.

"Amargosa Redevelopment Project Area

"Goal No. 1: Conserve, enhance and increase the City's supply of very low-, low- and moderate-income housing stock and increase the supply of senior citizen housing units.

"Objectives:

- "a. Continue to provide funding and/or technical assistance for residential development and rehabilitation throughout the City including both single- and multi-family units where appropriate.
- "b. Continue to fund infrastructure improvements in residential neighborhoods which will promote development of affordable housing, as necessary, and in accordance with available funding sources.
- "c. Provide assistance to residential developers when financially feasible and when affordability covenants can be secured.
- "d. Continue a program of infill housing within the City's Central Core area.

"Goal No. 2: Promote and assist quality development in the Project Area.

"Objectives:

- "a. Continue to fund flood control projects/programs as necessary to mitigate flood hazards as necessary.
- "b. Develop an infrastructure assistance program timed to be linked with programs that encourage new economic investments into the Project Area and community at large.
- "c. Assist private sector developers, when financially feasible, to provide oversized improvements in those instances where future cost savings are evident.
- "d. Provide infrastructure assistance, when financially feasible, to industrial/commercial developers who are developing new project sites.
- "e. Provide loans, grants and other forms of economic assistance to encourage new commercial, industrial, residential and public investments when necessary.

"Goal No. 3: Continue to assist in the provision of safe and affordable housing opportunities in the Project Area.

"Objective:

- "a. Continue to fund assistance for housing rehabilitation, new construction and other housing programs as necessary to ensure adequate housing opportunities for all economic segments of the City's population.

"Redevelopment Project Area No. 5

"Goal No. 1: Encourage the development of projects/programs that will expand the area's economic base and provide new job opportunities for all segments of the community.

"Objectives:

- "a. Provide economic development and technical assistance to commercial, industrial and public development projects.
- "b. Offer commercial/industrial rehabilitation loan and/or grant programs and other assistance programs as necessary and when economically feasible.

"Goal No. 2: Continue to assist in the provision of safe and affordable housing opportunities in the Project Area and City-wide as appropriate.

"Objectives:

- "a. Continue to provide funding assistance for housing rehabilitation using loans to those households meeting eligibility requirements, as appropriate and feasible.
- "b. Provide assistance to developers when financially feasible and/or when affordability covenants can be secured.
- "c. Continue to implement homebuyer assistance programs in the Project Area using Agency loans or through cooperative ventures with interested lending institutions and/or governmental agencies.

"Goal No. 3: Continue to sponsor necessary public improvements in the Project area.

"Objectives:

- "a. Continue to fund infrastructure upgrading, including drainage improvements in the Project Area, to support proposed projects.
- "b. Continue implementing an economic development assistance program that will be tied into programs that encourage new economic investments in the Project Area and community overall.
- "c. Assist private sector developers, when financially feasible, to provide oversized improvements in those cases where future cost savings are evident.

"Redevelopment Project Area No. 6

"Goal No. 1: Promote and assist development of projects/programs that will provide job opportunities for all economic segments of the community.

"Objectives:

- "a. Provide infrastructure assistance and other economic incentives, when financially feasible, to promote new industrial/commercial development projects.
- "b. In tandem with programs established in other project areas, continue implementing a business retention/development program utilizing not only Agency funding sources but also County, State and Federal sources as well.

"Goal No. 2: Continue to assist private and other public sector entities in promoting and developing safe and affordable housing in the Project area and City-wide.

"Objectives:

- "a. Continue to provide funding assistance for housing rehabilitation using loans to those households meeting eligibility requirements, as appropriate and feasible.
- "b. Provide assistance to developers when financially feasible and/or when affordability covenants can be secured.
- "c. Continue to implement homebuyer assistance programs in the Project Area using Agency loans or through cooperative ventures with interested lending institutions and/or government agencies in the forms of fixed-rate financing or down payment assistance.
- "d. Continue to work with Department of Veterans Affairs in development of the Veterans Home facility.

"Goal No. 3: Continue to sponsor necessary public improvements in the Project Area.

"Objectives:

- "a. Assist in funding infrastructure improvements where necessary.
- "b. Assist in development funding for community facilities and development programs/projects in the Project Area.

"Redevelopment Project Area No. 7

"Goal No. 1: Continue to sponsor and to work with other public sector entities in providing necessary public improvements in the Project area.

"Objectives:

- "a. Continue to implement and/or work with the County of Los Angeles to implement County public facilities which are of benefit to the Project Area.
- "b. Use Agency funding sources when possible as matching monies to leverage other possible infrastructure/community facilities funding sources.
- "c. Continue to implement programs to promote new commercial and industrial investments.

"Goal No. 2: As appropriate and feasible, conserve, enhance and increase the City's supply of very low-, low- and moderate-income housing stock in order to optimize the supply of housing opportunities both for ownership and rental units in both the Project Area and throughout the City.

"Objectives:

- "a. Provide rehabilitation loans to very low-, low- and moderate-income individuals and families.
- "b. Provide programs to assist senior and other housing activities as deemed appropriate.

"Goal No. 3: Continue to assist in the development of industrial and/or commercial sites for new uses.

"Objectives:

- "a. Continue to assist local business to expand and/or upgrade existing facilities by providing technical and financial assistance as appropriate.
- "b. When appropriate, clear sites of existing structures and/or debris that promote blighting conditions in the Project Area.
- "c. Continue to implement a business retention, attraction and expansion program utilizing not only Agency funding sources but also County, State and Federal sources as well in concert with programs developed for other Project Areas.

APPENDIX E

Activities Table 1999-2004

CITYWIDE

Departmental

1999-2000	Provided overall administrative support to Agency projects and programs in a cost-effective manner.
	Responded to the inquiries and directives of the Agency Board in a timely manner.
	Continued staff support to various committees and organizations including the Lancaster Community Shelter Advisory Board, Lancaster Old Town Site Committee, Lancaster Auto Mall Association, Greater Antelope Valley Economic Alliance, Aerospace Walk of Honor, VentureStar Task Force, Enterprise Zone Job Development Committee, and Development Task Force Committee.
	Continued to provide administrative support to the Mobile Home Park Rent Arbitration Board.
	Continued to support the Board of Trade's annual Business Outlook Conference.
	Administered Federal Community Block Grants Programs.
	Received the California Redevelopment Association Award of Excellence in the category of Industrial Development/R&D for "Teamwork = 1,000 New Jobs."
	Received California Association of Local Economic Development (CALED) 1999 awards for development partnerships "Strategic Planning & Partnerships Create Jobs" and economic development promotions "Strategically Planned Marketing Materials."
	Produced Site Selection Map and Site Selection Facility Proposal.
	Initiated direct-mail marketing campaign to Southern California manufacturing industries.
	Operated Lancaster Business Park and Small Business Incubator.
	Received 1999 California Association of Enterprise Zones Awards for "Most Innovative Vouchering System" and "Most Effective Public/Media Relations Effort" from the California Trade and Commerce Agency.
	Maintained the Redevelopment Agency Internet website, providing information on Agency programs, projects, development, and land availability.
	Distributed a Redevelopment newsletter (mailed citywide) outlining Redevelopment Agency project accomplishments and information.
	Distributed redevelopment postcards highlighting new business and job creation.
	Completed, on schedule, all required reports including Statement of Indebtedness, Annual Report to the State Controller, Housing and Community Development Report, CDBG Action Plan and Grantee Performance Reports, and the California Trade and Commerce Enterprise Zone Annual Report.
	Developed the City's Federal Five-Year Consolidated Plan.
	Developed and administered current fiscal year operation and capital projects budgets.
	Provided administrative support to the Lancaster Civic Improvement Corporation-Housing Advisory Commission, and the Lancaster Housing Authority.
	Continued to service the Small Business Assistance (SBAP) offering interest rate "buy downs" for qualifying businesses in the City.
	Continued staff support to the Antelope Valley Workforce Development Consortium and the Antelope Valley One-Stop Career Center.
	Provided assistance to businesses, tax professionals, and brokers regarding Enterprise Zone tax benefits.
	Continued implementation of portions of the Housing Strategy Plan, including the funding for implementation of the Emergency Grant Program, and Substandard Mobile Home Inventory Replacement Program.
Continued to provide administrative support to the Lancaster Veteran's Home Citizens' Committee.	
Continued co-implementation and administration of the Antelope Valley State Enterprise Zone.	

CITYWIDE

Departmental

2000-2001	Provided overall administrative support to Agency projects and programs in a cost-effective manner.
	Responded to the inquires and directives of the Agency Board in a timely manner.
	Continued staff support to various committees and organizations including the Lancaster Community Shelter Advisory Board, Lancaster Old Town Site Committee, Lancaster Auto Mall Association, Greater Antelope Valley Economic Alliance, Aerospace Walk of Honor, Enterprise Zone Job Development Committee, Antelope Valley Coalition, California Association of Enterprise Zones, and the Antelope Valley Air Quality Management District.
	Continued to provide administrative support to the Mobile Home Park Rent Arbitration Board.
	Continued to support the Board of Trade's annual Business Outlook Conference.
	Administered Federal Community Development Block Grant Programs.
	Produced new Enterprise Zone marketing display and brochure.
	Produced new Enterprise Zone Internet website.
	Co-sponsored the 2000 California Association of Enterprise Zones Award for "Zone Advocate of the Year" awarded to the Antelope Valley College from the California Technology, Trade and Commerce Agency.
	Updated the Redevelopment Agency Internet website, providing information on Agency programs, projects, development, and land availability.
	Distributed the Redevelopment newsletter (mailed citywide) outlining Redevelopment Agency project accomplishments and information.
	Distributed redevelopment postcards highlighting new businesses and job creation.
	Completed, on schedule, all required reports including Statement of Indebtedness, Annual Report to the State Controller, Housing and Community Development Report, CDBG Action Plan and Grantee Performance Reports, all federal funding monitoring reports, and the California/Technology, Trade and Commerce Enterprise Zone Annual Report.
	Developed and administered current fiscal year budgets for operations and capital projects.
	Provided administrative support to the Lancaster Civic Improvement Corporation-Housing Advisory Commission, and the Lancaster Housing Authority.
	Continued staff support to the Antelope Valley Workforce Development Consortium and the Antelope Valley One-Stop Career Center.
	Provided assistance to businesses, tax professionals, and brokers regarding Enterprise Zone tax benefits.
Continued implementation of portions of the Housing Strategic Plan, including the funding for implementation of the Emergency Repair Program, Substandard Mobilehome Inventory Replacement Program, HOME First-Time Home Buyer Program, and the Neighborhood Revitalization Project.	
Provided staff support to new and existing businesses regarding employee recruitment.	
Continued co-administration of the Antelope Valley State Enterprise Zone.	

CITYWIDE

Departmental

2001-2002	Provided overall administrative support to Agency projects and programs in a cost-effective manner.
	Responded to the inquiries and directives of the Agency Board in a timely manner.
	Continued staff support to various committees and organization including the Lancaster Community Shelter Advisory Board, Lancaster Old Town Site Committee, Lancaster Auto Mall Association, Greater Antelope Valley Economic Alliance, Aerospace Walk of Honor, Enterprise Zone Job Development Committee, Antelope Valley Homeless Coalition, California Association of Enterprise Zones, and the Antelope Valley Air Quality Management District.
	Continued to provide administrative support to the Mobile Home Park Arbitration Board.
	Continued to support the Board of Trade's annual Business Outlook Conference.
	Continued implementation of portions of the Housing Strategic Plan, including the funding for implementation of the Emergency Repair Program, Substandard Mobilehome Inventory Replacement Program, HOME First-Time Home Buyer Program, and the Neighborhood Revitalization Project.
	Provided staff support to the Employment Development Department Business Seminar.
	Continued to monitor status of Lancaster site selection for the Southern California Veteran's Home and activities of the Governor's Task Force.
	Provided staff support to new and existing businesses regarding recruitment.
	Continued to provide administrative support to the Lancaster Veteran's Home Citizen's Committee.
	Continued co-administration of the Antelope Valley State Enterprise Zone.
	Awarded "Best Overall Marketing Campaign" award for Enterprise Zones by California Technology, Trade & Commerce.
Provided staff training assistance to the City of Lancaster Internship Program (CLIP) Program.	

Economic Development

1999-2000	Provided staff "ombudsman" to assist potential developers and small business owners in obtaining required permits from other City departments.
	Joined with the City of Palmdale and the County of Los Angeles to create the Greater Antelope Valley Economic Alliance.
	Produced two direct mail pieces sent to approximately 4,000 manufacturing companies in the San Fernando and Santa Clarita Valleys.
	Produced new site selection map that segregates the City into highlighted target markets. The map works in conjunction with the new Facility Site Proposal package. The Facility Site Proposal package includes summary, proposed sites, area advantages, major employers, work force, key contacts and Lancaster overview.
	Prepared two marketing advertisements for the Los Angeles Times consisting of testimonials from the principles of Chapman and a successful industrial broker from the San Fernando Valley.
	Property was acquired in March 2000 for \$1,387,590. Acquired 120 acre property from the County of Los Angeles to market for potential industrial and commercial uses.
2000-2001	Provided staff "ombudsman" to assist potential developers and small business owners in obtaining required permits from other City departments.
	Continued support of the Greater Antelope Valley Economic Alliance.
	Prepared a new Lancaster marketing brochure highlighting Lancaster's economic, labor, and lifestyle benefits to relocating businesses.

CITYWIDE

Economic Development

2001-2002	Provided staff "ombudsman" to assist potential developers and small business owners in obtaining required permits from other City departments.
	Continued support of the Greater Antelope Valley Economic Alliance.
	Continued to promote the Incubator High Technology Loan Fund in conjunction with the Los Angeles County Community Development Commission. Made second loan to Antelecom.
	Prepared a new redevelopment website highlighting Lancaster's economic, labor, and lifestyle benefits to relocating businesses. The new website will include the data that site selectors require and an interactive site selection map.
	Executed several contracts with Los Angeles County in July 2000, January 2001, and March 2001, to acquire tax deeded parcels at various locations throughout Lancaster for future development.

Housing

1999-2000	Continued to direct and administer the Substandard Mobile Home Inventory Replacement Program.
	Continued to direct and administer the first-time buyer HOME program.
	Continued to act as the City's Mobile Home Ombudsman, taking tenant complaints from privately-owned parks as well as Authority/Agency-owned parks. Coordinated Rent Stabilization Ordinance enforcement with City Attorney and District Attorney. Prepared, noted, and filed quarterly mobile home park registration.
	Continued to monitor progress with the Department of Veterans Affairs for the proposed development of a 110-bed Veterans Home to be located in Lancaster on Avenue I.
	The City retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time home buyers program, sponsored by the County.
	Provided 44 First-Time HOME buyer loans.
	Continued to manage Brierwood Mobile Home Park.
	Reacquired ownership and management of Desert Sands Mobile Home Park.

2000-2001	Continued to direct and administer the Substandard Mobile Home Inventory Replacement Program
	Continued to act as the City's Mobile Home Ombudsman, taking tenant complaints from privately-owned parks as well as Authority/Agency-owned parks. Coordinated Rent Stabilization Ordinance enforcement with City Attorney and District Attorney. Prepared, noted, and filed quarterly mobile home park registration.
	Retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time homebuyers program, sponsored by the County.
	Provided Fair Housing Services including on-site, monthly fair housing clinics.

2001-2002	Continued to manage Brierwood and Desert Sands Mobile Home Parks.
	Completed 51 emergency repairs and handicap access retrofits for very low income families.

2002-2003	Retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program for first-time home buyers.
	Provided fair housing services including on-site, monthly fair housing clinics.

2003-2004	Retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program for first-time home buyers.
	Provided fair housing services including on-site, monthly fair housing clinics.

RESIDENTIAL PROJECT

Departmental

1999-2000	Issued and monitored MRB residential projects (inclusionary housing bonds).
2000-2001	Issued and monitored MRB residential projects (inclusionary housing bonds).
2001-2002	Issued and monitored MRB residential projects (inclusionary housing bonds).

RESIDENTIAL PROJECT

Economic Development

1999-2000	Provided project assistance for the relocation of Agate Construction, Inc., a local truss manufacturing business, onto a 3.12-acre parcel in the vicinity of Division Street and Avenue J-10.
2000-2001	Provided staff "ombudsman" to assist potential developers and small business owners in obtaining required permits from other City departments.
	Prepared a new Lancaster marketing brochure that will highlight Lancaster's economic, labor, and lifestyle benefits to relocating businesses.
2001-2002	Provided staff "ombudsman" to assist potential developers and small business owners in obtaining required permits from other City departments.

Housing

1999-2000	The City retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time home buyers program, sponsored by the County.
	Provided Fair Housing Services including on-site, monthly fair housing clinics.
2000-2001	Retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time homebuyers program, sponsored by the County.
	Provided Fair Housing Services including on-site, monthly fair housing clinics.
2001-2002	Retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time home buyers program, sponsored by the County.
	Provided Fair Housing Services including on-site, monthly fair housing clinics.

CENTRAL BUSINESS DISTRICT PROJECT

Departmental

1999-2000	Provided staff support to new and existing businesses regarding employee recruitment.
	Continued co-administration of the Antelope Valley State Enterprise Zone.
2000-2001	Provided staff support to new and existing businesses regarding employee recruitment.
	Continued co-administration of the Antelope Valley State Enterprise Zone.
2001-2002	Provided staff support to new and existing businesses regarding employee recruitment.
	Continued co-administration of the Antelope Valley State Enterprise Zone.

Economic Development

1999-2000	Continued to assist the Business Improvement District for Historical Downtown to promote economic viability.
	Continued revitalization efforts in the downtown business district.
	Negotiated a Disposition and Development Agreement with Lancaster Body and Frame to provide a 45,000 sq. ft. development site along with certain off-site improvements in order to construct a new 13,000 sq. ft. industrial building.
	Provided staff "ombudsman" to assist potential developers and small business owners in obtaining required permits from other City departments.
	Prepared a new Lancaster marketing brochure that will highlight Lancaster's economic, labor, and lifestyle benefits to relocating businesses.

CENTRAL BUSINESS DISTRICT PROJECT

2000-2001	Continued to assist the Business Improvement District for historical downtown to promote economic viability.
	Continued revitalization efforts in the downtown business district.
	Provided staff "ombudsman" to assist potential developers and small business owners in obtaining required permits from other City departments.
	Prepared a new Lancaster marketing brochure that will highlight Lancaster's economic, labor, and lifestyle benefits to relocating businesses.
	Continued to monitor a Disposition and Development Agreement with Lancaster Body and Frame to provide a 45,000 sq ft development site along with certain off-site improvements in order to construct a new 13,000 sq ft industrial building. Project is expected to be completed in Spring 2001.
2001-2002	Continued to assist the Business Improvement District for historical downtown to promote economic viability.
	Continued revitalization efforts in the downtown business district.
	Completed construction of Lancaster Body and Frame's expansion with an approximate 13,000 sq. ft. development along with certain off-site improvements in the Herald Tract.
	Completed a Land Sales Agreement with TCM Lewis Enterprises to sell an approximate one-acre parcel for constructing a new 4,500 sq ft cold-storage facility to expand and relocate the existing business.
	Provided staff "ombudsman" to assist potential developers and small business owners in obtaining required permits from other City departments.
	Prepared a new Lancaster marketing brochure that will highlight Lancaster's economic, labor, and lifestyle benefits to relocating businesses.
Housing	
1999-2000	Provided staff support and funding assistance to the Lancaster Homeless Shelter.
	The City retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time home buyers program, sponsored by the County.
	Provided Fair Housing Services including on-site, monthly fair housing clinics.
2000-2001	Provided staff support and funding assistance to the Lancaster Homeless Shelter.
	Purchased and demolished the Dunes Motor Lodge, eliminating a blighting condition from the City's downtown area.
	Negotiated and initiated condemnation proceedings for the purchase of the Lancaster Lodge.
	Retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time homebuyers program, sponsored by the County.
	Provided Fair Housing Services including on-site, monthly fair housing clinics.
2001-2002	Provided staff support and funding assistance to the Lancaster Homeless Shelter.
	Acquired Lancaster Lodge through eminent domain.
	Retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time home buyers program, sponsored by the County.
	Provided Fair Housing Services including on-site, monthly fair housing clinics.
	Continued to implement the North Downtown Revitalization/Transit Village Plan as approved by the Lancaster City Council and Agency Board.
	Continued to acquire and demolish properties in the North Downtown Revitalization/Transit Village area to remove blight and assist the stakeholders within the project area.
	Acquired and demolished a duplex, triplex, and single-family residence to provide a vacant parcel for the construction of a seventy-six unit senior apartment complex in the North Downtown Revitalization/Transit Village Plan area.
	Initiated condemnation proceedings for the purchase of a single-family residence for demolition to remove blight and create a vacant parcel for the construction of the Children's Center of the Antelope Valley in the North Revitalization/Transit Village Plan area.

FOX FIELD PROJECT

Departmental

1999-2000	Awarded \$320,000 in Federal Section 108 Loan financing for the Fox Field Industrial Corridor infrastructure and recreational project.
	Provided staff support to both Rite Aid and Lance Camper Manufacturing in conducting job fairs. Over 4,000 applicants attended.
	Provided staff support to new and existing businesses regarding employee recruitment.
	Continued co-administration of the Antelope Valley State Enterprise Zone.
2000-2001	Operated Lancaster Business Park and Small Business Incubator.
	Provided staff support to new and existing businesses regarding employee recruitment.
	Continued co-administration of the Antelope Valley State Enterprise Zone.
2001-2002	Provided staff support to new and existing businesses regarding employee recruitment.
	Continued co-administration of the Antelope Valley State Enterprise Zone.

Economic Development

1999-2000	Continued marketing and development of the Fox Field Industrial Corridor, a coordinated effort between the Agency and the County of Los Angeles.
	Received \$150,000 Incubator Grant from the California State Trade & Commerce Agency.
	Completed implementation of a Disposition and Development Agreement with Rite Aid Corporation for the construction of a 1-million (expandable to 1.5 million) square foot warehouse/distribution center. Approximately 650 new jobs will be created by June 2000 along with the generation of substantial new property tax increment.
	Successful transition of ownership of the Lancaster Business Incubator and the Lancaster Business Park from the Lancaster Economic Development Corporation to the Lancaster Redevelopment Agency.
	Provided staff "ombudsman" to assist potential developers and small business owners in obtaining required permits from other City departments.
2000-2001	Continued marketing and development of the Fox Field Industrial Corridor, a coordinated effort between the Agency and the County of Los Angeles.
	Provided staff "ombudsman" to assist potential developers and small business owners in obtaining required permits from other City departments.
	Fully leased the Small Business Incubator.
	Continued to promote the Incubator High Technology Loan Fund in conjunction with the Los Angeles County Community Development Commission.
	Prepared a new Lancaster marketing brochure that will highlight Lancaster's economic, labor, and lifestyle benefits to relocating businesses.
	Continued efforts to relocate the State Fairgrounds through an Exchange Agreement with the 50 th Agricultural Association District. Construction of new fairground facilities has started with selection of a contractor for completing the new facilities.
	Purchased 48.5 acres of industrial land in Fox Field/Area 6 for business attraction use.

FOX FIELD PROJECT

2001-2002	Continued marketing and development of the Fox Field Industrial Corridor, a coordinated effort between the Agency and the County of Los Angeles.
	Continued efforts to relocate the State Fairgrounds through an Exchange Agreement with the 50 th Agricultural Association District. Construction of new fairground facilities has been initiated with completion anticipated for the 2003 Antelope Valley Fair and Alfalfa Festival.
	Purchased 48.5 acres of industrial land in Fox Field/Area 6 for business attraction use, and began efforts to assemble parcels into development sites for marketing to new businesses.
	Processed to completion the sale of a parcel to Rexhall for the expansion of their manufacturing facility. Rexhall plans to expand its facility by over 200,000 additional square feet within two years.
	Continued to assist Hughes Electronic Commerce with the construction of a 20,000 sq ft office building. This new facility will accommodate the existing business and provide additional space for future expansion. Hughes will be a Business Incubator graduate.
	Provided staff "ombudsman" to assist potential developers and small business owners in obtaining required permits from other City departments.

Housing

1999-2000	The City retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time home buyers program, sponsored by the County.
	Fair Housing Clinics.
2000-2001	Retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time homebuyers program, sponsored by the County.
	Provided Fair Housing Services including on-site, monthly fair housing clinics.
2001-2002	Retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time home buyers program, sponsored by the County.
	Provided Fair Housing Services including on-site, monthly fair housing clinics.

AMARGOSA PROJECT

Departmental

1999-2000	Provided staff support to both Rite Aid and Lance Camper Manufacturing in conducting job fairs. Over 4,000 applicants attended.
	Provided staff support in the acquisition of donated properties for the City. Acquisitions included an approved 20-acre parcel from Carter Family Trust for use as a park site and a 9.4 acre parcel from Richard Guyon for future public purposes. Properties were acquired by the City in December 1999.
	Provided staff support to new and existing businesses regarding employee recruitment.
	Continued co-administration of the Antelope Valley State Enterprise Zone.
2000-2001	Operated Lancaster Business Park and Small Business Incubator.
	Provided staff support to new and existing businesses regarding employee recruitment.
	Continued co-administration of the Antelope Valley State Enterprise Zone.
2001-2002	Provided staff support to new and existing businesses regarding employee recruitment.
	Continued co-administration of the Antelope Valley State Enterprise Zone.

AMARGOSA PROJECT

Economic Development

1999-2000	Completed transfer of properties related to an Exchange Agreement with AFC Industries, Inc. and Ciufos to provide a development site to expand existing businesses. AFC plans to build an additional 20,000 sq. ft. manufacturing facility creating 85 new jobs to accommodate the growth of its computer connector cable business. The Ciufos intend to develop property in the future for their dairy products distribution center.
	Sold 22.88 acres in the Lancaster Business Park with an additional 13.72 acres in escrow.
	Completed the Agency's development obligation pertaining to the Disposition and Development Agreement with Cinemark for the development of a 22-screen theater located in "Front Row Center." The cineplex opened in May 1999.
	Completed the Sale and Development Agreement with Los Angeles County Waterworks District 40 for the development of a new 24,000 sq. ft. building for administrative offices and maintenance operations.
	In accordance with the terms of a Disposition and Development Agreement with Hernando Marroquin, the Agency sold 35,780 square-foot parcel adjacent to the new McDonalds/Chevron facility. The developer plans the construction of overflow parking for McDonalds, a new car wash, and possibly a retail facility was initiated in early 1999 with completion expected for summer 2000.
	Sold property in the Lancaster Business Park to Robert F. Chapman Industries for the construction of a 62,000 sq. ft. manufacturing facility. The business is a sheet metal machine shop that is relocating to Lancaster from Pacoima.
	Sold LANCO Development Lots 1, 74 and 75 in the Lancaster Business Park for the construction of a 62,000 sq. ft. spec building. The building is the largest single-tenant spec building ever developed in the Antelope Valley economic region.
	Assisted Lance Camper Manufacturing in an application for industrial development bond financing to provide funds for a 120,000 sq. ft. expansion. The expansion is estimated to create from 350-400 new jobs in the Lancaster Business Park.
	Successful transition of ownership of the Lancaster Business Incubator and the Lancaster Business Park from the Lancaster Economic Development Corporation to the Lancaster Redevelopment Agency.
	Completed negotiations and acquisition of approximately 11.3 acres located south of Lancaster City Park from D&D Properties. Property was partially donated with the Agency paying \$2 million to D&D with terms. Purpose of the acquisition was for future park expansion, development of new regional YMCA facilities, and for economic development.
	Completed negotiations with Price/Costco, Inc. and Burnham Pacific on the terms of Disposition and Development Agreement and Lease Agreement for the acquisition, disposition, and development property providing for the expansion of the existing facility. Price/Costco plans to construct up to 15,000 sq. ft. of new building area, a gas station, and additional parking.
	Implemented an Owner Participation Agreement with S&I Properties providing for installation of public improvements to facilitate the construction of two multiple-tenant industrial spec buildings located adjacent to Trevor in the vicinity of Avenue H-10.
	Implemented a Disposition and Development Agreement with HPB Realty, LLC & Lancaster Roller Hockey, LLC for the sale and development of a three-acre parcel located at the northeast corner of Valley Central Way and Mall Loop Road, in "Front Row Center," for the construction of a 43,000 sq. ft. roller hockey facility. The project was completed in July 1999 with a Grand Opening on August 15, 1999.
Completed the transfer of Agency property to Los Angeles County Waterworks District 40 for the relocation of district administrative and equipment yard facilities into a 23,000 sq. ft. building on 3.48 acres of Agency-owned property Phase III of the Lancaster Business Park. The County is expected to initiate construction upon approval of funding this fiscal year.	

AMARGOSA PROJECT

Economic Development

2000-2001	Provided staff "ombudsman" to assist potential developers and small business owners in obtaining required permits from other City departments.
	Sold 28.62 acres in the Lancaster Business Park with an additional 3.18 acres in escrow.
	Completed the construction of overflow parking for McDonalds, a new car wash, and a retail facility in Fall 2000 on 35,780 sq ft property sold by the Agency to Hernando Marroquin.
	Completed construction in the Lancaster Business Park of Robert F. Chapman Industries' 62,000 sq ft manufacturing facility. The business is a sheet metal machine shop that relocated to Lancaster from Pacoima.
	Completed construction of the LANCO Development 62,000 sq ft spec building. The building is the largest single-tenant spec building ever developed in the Antelope Valley economic region.
	Successfully assisted Lance Camper Manufacturing in an application for industrial development bond financing to provide funds for a 120,000 sq ft expansion. The expansion is estimated to create from 350-400 new jobs in the Lancaster Business Park. Funding has been approved and construction is expected to begin within a year.
	Prepared a new Lancaster marketing brochure that will highlight Lancaster's economic, labor, and lifestyle benefits to relocating businesses.
	Negotiated with YMCA for a new regional facility.
	Provided staff assistance for the relocation of Puyam Corp., an electronics recycling company, to an existing building within the North Valley Industrial Center.
	Implemented a land sales contract with All Star Calendar for construction of a 15,000 sq ft calendar printing facility in the Lancaster Business Park.
	Entered into a Land Sales Agreement with Ron and Jim Carter to facilitate the development of "spec" buildings within the Lancaster Business Park.
	Deutrel Industries completed construction of a new 18,000 sq ft corporate headquarters and industrial facility within the Lancaster Business Park.
	Entered into a Land Sales Agreement with Hughes Electronic Commerce for the construction of a 20,000 sq ft office building. This new facility will accommodate the existing business and provide additional space for future expansion. Hughes will be a Business Incubator graduate.
	Entered into a Land Sales Agreement with Daniel and James Kaplan for the development of a "spec" building within the Lancaster Business Park.
	Implemented an Agreement to Negotiate Exclusively with Monte Vista Building Sites, Inc. to develop a mixed-use commercial center in "Front Row Center" adjacent to the Lancaster Municipal Stadium.
	Implemented a Land Sales Contract with Radford Cabinets for the construction of an 18,000 sq ft cabinet manufacturing facility in the Lancaster Business Park. The building is now under construction.
	Entered into a Memorandum of Understanding with Seabury Property Investments to assist in the elimination of Conditions, Covenants, and Restrictions that impede the development of the former Sears site located on Avenue K and 10 th Street West.
	Completed a Land Sales Agreement with Mr. Yourum Hassid for the future development of a 30,000 sq ft "spec" building in the Lancaster Business Park.
	Assisted with the approval of a 4,000 sq ft manufacturing facility for B&M Green Enterprises within the Lancaster Business Park.
Expedited approval of a new Chevron gas station and Quiznos restaurant at Business Center Parkway and Avenue L within the Lancaster Business Park.	
Entered into a Land Sales Agreement with Thermal Research and Development for the construction	

AMARGOSA PROJECT

Economic Development

	Leased Incubator space to two, new, start-up businesses: Fanntom Five and MG 5 Motorcycles.
	Sold 37.66 acres in the Lancaster Business Park with an additional 3.18 acres in escrow.
	Continued to assist the developer of the LANCO 62,000 sq. ft. spec building. The building is the largest single-tenant spec building ever developed in the Antelope Valley economic region. Building has now been leased to Signature Fundraising. City has renamed street to Signature Way. Business will employ 200 to start with potential to grow to 400 to 500 new jobs.
	Starwood Hotels & Resorts Worldwide, Inc. created over 200 new jobs in their facility. The firm has recently announced an expansion to 20,000 sq. ft. that will add 100 new jobs.
	Completed construction of the Harley Davidson dealership and held a grand opening for their new 25,000 sq. ft. sales and service facility.
	Completed construction of the new 21,000 sq ft office facility for County Waterworks District 40 on approximately 3.5 acres in the Lancaster Business Park Phase III. Relocated offices first quarter of 2002.
	Assisted All Star Calendar in the construction of a 15,000 sq ft calendar printing facility in the Lancaster Business Park. The facility has been approved by the Community Development Department.
	Continued to work with the Whitford B. Carter Trust to facilitate the development of "spec" buildings within the Lancaster Business Park.
	Entered into a Disposition and Development Agreement with Antelope Valley Kawasaki for the sale of a 3/4 acre parcel of Agency property in the Front Row Center area for construction of an approximate 8,000 sq ft building to expand his motorcycle sales and repair business.
2001-2002	Assisted Radford Cabinets for the construction of an 18,000 sq ft cabinet manufacturing facility in the Lancaster Business Park. The building is now completed and has created 80 new jobs.
	Continued to work with Seabury Property Investments to assist in the elimination of Conditions, Covenants, and Restrictions that impede the development of the former Sears site located on Avenue K and 10 th Street West.
	Entered into a Disposition and Development Agreement for the relocation of Costco to a new 18.5 acre parcel at the Northwest corner of Avenue L and 10 th Street West. Plans include construction of an approximate 165,000 sq ft building and will include fuel service facilities.
	Entered into a Land Sales Agreement with A-American Storage for the sale of an approximate 1/2 acre parcel originally acquired as part of the Avenue L overpass project. This sale is a remnant parcel that will be combined with the company's proposed future business expansion.
	Assisted with the approval of a 4,000 sq ft manufacturing facility for B & M Green Enterprises within the Lancaster Business Park.
	Entered into a Land Sales Agreement with Thermal Research and Development for the construction of a 14,000 sq ft exhaust system manufacturing facility.
	Accepted a Quit Claim Deed for ten acres in the Lancaster Business Park. Negotiated a loan to the Redevelopment Agency to assume ownership to continue to be able to market the property to prospective buyers.
	Negotiated a land sales contract with Frank Visco and Associates to develop a 102,000 sq ft loan-processing center. The new facility will create employment opportunities for 500 new workers. The building will be occupied by Countrywide Home Loans.
	Prepared an Exchange Agreement to facilitate the exchange of Agency property in the Herald Subdivision and the Lancaster Business Park for property needed to expand Whit Carter Park.
	Negotiated a Land Sales contract with LANCO to provide additional parking for Signature Fundraising.

AMARGOSA PROJECT

Housing

1999-2000	Obtained 1999 HOME funds for a senior housing project.
	The City retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time home buyers program, sponsored by the County.
	Monitored Cordial Companies of America's Sierra Retirement Village, a 96-unit senior citizen complex, in compliance by providing gap financing using HOME Program regulations and affordability covenants.
	Continued to monitor housing developments for compliance of Disposition and Development Agreement and affordability covenants.
	Sold Agency-owned property for a single-family residential development to eliminate blight and provide affordable housing.
	Monitored the Aurora Village project, a senior citizen complex on 15 th Street West and Avenue K, for compliance with Disposition and Development Agreement and affordability covenants.
2000-2001	Continued to direct and administer the HOME Program.
	Administered a HOME funded senior housing project.
	Sold land remaining from the dismantling of Antelope Valley Mobile Home Park to a local business for expansion.
	Retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time homebuyers program, sponsored by the County.
	Continued to monitor housing developments for compliance of Disposition & Development Agreement and affordability covenants.
	Sold Agency-owned property for a single-family residential development to eliminate blight and provide affordable housing.
	Continued monitoring the Aurora Village project, a 70,000 sq ft senior citizen complex on 15 th Street West and West Avenue K, for compliance with Disposition & Development Agreement and affordability covenants.
Provided Fair Housing Services including on-site, monthly fair housing clinics.	
2001-2002	Continued administering a HOME assisted senior housing project.
	Retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time home buyers program, sponsored by the County.
	Continued to monitor housing developments for compliance with their Disposition & Development Agreement and affordability covenants.
	Continued monitoring the Aurora Village project, a 70,000 sq ft senior citizen complex on 15 th Street West and West Avenue K, for compliance with their Disposition and Development Agreement and affordability covenants.
	Provided Fair Housing Services including on-site, monthly fair housing clinics.

PROJECT NO. 5

Departmental

1999-2000	Issued and monitored MRB residential projects (inclusionary housing bonds).
2000-2001	Provided staff support to new and existing businesses regarding employee recruitment.
	Continued co-administration of the Antelope Valley State Enterprise Zone.
2001-2002	Issued and monitored MRB residential projects (inclusionary housing bonds).
Economic Development	
1999-2000	Acquired property for the development of new Fire Station #33. Completed in Winter 1999.
2000-2001	Provided staff "ombudsman" to assist potential developers and small business owners in obtaining required permits from other City departments.
	Prepared a new Lancaster marketing brochure that will highlight Lancaster's economic, labor, and lifestyle benefits to relocating businesses.
2001-2002	Provided staff "ombudsman" to assist potential developers and small business owners in obtaining required permits from other City departments.

PROJECT NO. 5

Prepared a new Lancaster marketing brochure that will highlight Lancaster's economic, labor, and lifestyle benefits to relocating businesses.

Housing

1999-2000	The City retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time home buyers program, sponsored by the County.
	Purchased and demolished one apartment building on Raysack Avenue to eliminate further blight of a residential neighborhood.
	Completed 81 emergency repairs and handicap access retrofits for very-low income families.
2000-2001	Purchased three homes from HUD for \$1 each through "Program Operation Pride." Rehabilitated and sold the homes to homebuyers whose incomes did not exceed 120% of the Los Angeles County Medians.
	Retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time homebuyers program, sponsored by the County.
	Continued negotiations to purchase the two remaining structures on Raysack Avenue to complete Phase I of the neighborhood revitalization efforts in this targeted area.
	Continued to monitor housing developments for compliance of Disposition & Development Agreement and affordability covenants.
	Completed 80 emergency repairs and handicap access retrofits for very low-income families.
	Provided Fair Housing Services including on-site, monthly fair housing clinics.
2001-2002	Continued to direct and administer the Substandard Mobile Home Inventory Replacement Program (SMIRP).
	Continued to direct and administer the HOME Program.
	Continued to act as the City's Mobile Home Ombudsman, taking tenant complaints from privately-owned parks as well as Authority/Agency-owned parks. Coordinated Rent Stabilization Ordinance enforcement with the City Attorney and District Attorney. Prepared, noted, and filed quarterly mobile home park registrations.
	Purchased and demolished the Dunes Motor Lodge to eliminate a blighting condition from the City's downtown area.
	Retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time home buyers program, sponsored by the County.
	Completed 51 emergency repairs and handicap access retrofits for very low income families.
	Provided Fair Housing Services including on-site, monthly fair housing clinics.
	Continued to implement the North Downtown Revitalization/Transit Village Plan as approved by the Lancaster City Council and Agency Board.
	Continued to acquire and demolish properties in the North Downtown Revitalization/Transit Village area to remove blight and assist the stakeholders within the project area.
Acquired six parcels of vacant land and two single-family residences in the pursuit of assimilating land for the public park in the North Downtown Revitalization/Transit Village Plan area.	

PROJECT NO. 6

Departmental

1999-2000	Continued to monitor status of Lancaster site selection for the Southern California Veteran's Home and activities of the Governor's Task Force.
	Negotiated an Owner Participation Agreement with PAR Properties, Inc. providing infrastructure fee assistance through water credits in order to develop a 30,000 sq. ft. multi-tenant industrial building and a 15,000 sq. ft. commercial building. Project was completed in Fall 1999.
	Continued staff support regarding negotiations to acquire approximately 50 acres for a Prime Desert Woodlands Preserve.
	Provided staff support to new and existing businesses regarding employee recruitment.
	Continued co-administration of the Antelope Valley State Enterprise Zone.
2000-2001	Continued to monitor status of Lancaster site selection for the Southern California Veteran's Home and activities of the Governor's Task Force.
	Provided staff support to new and existing businesses regarding employee recruitment.

PROJECT NO. 6

	Continued co-administration of the Antelope Valley State Enterprise Zone.
	Continued to provide administrative support to the Lancaster Veteran's Home Citizens' Committee.
	Completed extension of eminent domain authority for manufacturing and industrial properties within Redevelopment Project No. 6.
2001-2002	Provided staff support to new and existing businesses regarding employee recruitment.
	Continued co-administration of the Antelope Valley State Enterprise Zone.
Economic Development	
1999-2000	Completed transfer of properties related to an Exchange Agreement with AFC Industries, Inc. and Ciufos to provide a development site to expand existing businesses. AFC plans to build an additional 20,000 sq. ft. manufacturing facility creating 85 new jobs to accommodate the growth of its computer connector cable business. The Ciufos intend to develop property in the future for their dairy products distribution center.
	The former Lazy Boy retail store (17,000 sq. ft.) was leased to Starwood Hotels & Resorts Worldwide, Inc. The company made \$2 million in tenant improvements and is projected to create 250 new, good-paying jobs. Agency participation included an Agreement and Promissory Note for job creation.
	Completed the acquisition of three properties as part of the Prime Desert Woodlands Preserve project. Acquisitions included (a) 2.5 acre parcel from Kenneth Tanizaki (March 2000); (b) 2.5 acre parcel from Jan Rom Chen/Hangyo Huang (March 2000); and (c) an exchange of a 5 acre parcel with LUVRE Investment with property previously owned/surplused by the City.
	Continued marketing and development of the Fox Field Industrial Corridor, a coordinated effort between the Agency and the County of Los Angeles.
	Provided staff "ombudsman" to assist potential developers and small business owners in obtaining required permits from other City departments.
	Prepared a new Lancaster marketing brochure that will highlight Lancaster's economic, labor, and lifestyle benefits to relocating businesses.
	Purchased 48.5 acres of industrial land in Fox Field/Area 6 for business attraction use.
	Entered into a Memorandum of Understanding with Monte Vista Building Sites, Inc. for the construction of a medical office building on Avenue J and 20 th Street West.
2000-2001	Continued marketing and development of the Fox Field Industrial Corridor, a coordinated effort between the Agency and the County of Los Angeles.
	Provided staff "ombudsman" to assist potential developers and small business owners in obtaining required permits from other City departments.
	Prepared a new Lancaster marketing brochure that will highlight Lancaster's economic, labor, and lifestyle benefits to relocating businesses.
	Purchased 48.5 acres of industrial land in Fox Field/Area 6 for business attraction use.
	Entered into a Memorandum of Understanding with Monte Vista Building Sites, Inc. for the construction of a medical office building on Avenue J and 20 th Street West.
2001-2002	Completed the sale of approximately 10 acres of land for the expansion of the existing Michaels Distribution Center facility to 735,000 sq ft.
	Entered into a Memorandum of Understanding with Monte Vista Building Sites, Inc. for the construction of a medical office building on Avenue J and 20 th Street West. The structure has been completed and is 75% leased.
	Negotiated with the developer of new facilities for Wilshire Insurance and the University of Phoenix to expand their existing business operations.

PROJECT NO. 6**Housing**

1999-2000	The City retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time home buyers program, sponsored by the County.
2000-2001	Continued to monitor progress with the Department of Veterans Affairs for the proposed development of a 110-bed Veterans Home to be located in Lancaster on Avenue I.
	Retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time homebuyers program, sponsored by the County.
	Continued to manage Brierwood and Desert Sands Mobile Home Parks.
	Completed 80 emergency repairs and handicap access retrofits for very low-income families.
	Provided Fair Housing Services including on-site, monthly fair housing clinics.
2001-2002	Continued to monitor progress with the Department of Veterans Affairs for the proposed development of a 110-bed Veterans Home to be located in Lancaster on Avenue I.
	Retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time home buyers program, sponsored by the County.
	Provided Fair Housing Services including on-site, monthly fair housing clinics.

PROJECT NO. 7**Departmental**

1999-2000	Provided staff support to new and existing businesses regarding employee recruitment.
	Continued co-administration of the Antelope Valley State Enterprise Zone.
2000-2001	Provided staff support to new and existing businesses regarding employee recruitment.
	Continued co-administration of the Antelope Valley State Enterprise Zone.
2001-2002	Issued and monitored MRB residential projects (inclusionary housing bonds).

Economic Development

1999-2000	Negotiated an Owner Participation Agreement with World Premier Investments, Inc. providing Agency assistance for the rehabilitation of the existing commercial shopping center at the northeast corner of Challenger Way and Avenue J for development of a new 15,000 sq. ft. drug store at this location.
	Completed negotiation to relocate State Fairgrounds through an Exchange Agreement with the 50 th Agricultural Association District. Property acquisition was completed March 10, 2000. Construction of new fairground facilities have started with completion schedule for not later than December 2003.
	Provided staff "ombudsman" to assist potential developers and small business owners in obtaining required permits from other City departments.
2000-2001	Provided staff "ombudsman" to assist potential developers and small business owners in obtaining required permits from other City departments.
	Starwood Hotels & Resorts Worldwide, Inc. created over 195 new jobs in their new facility during their first year.
	Prepared a new Lancaster marketing brochure that will highlight Lancaster's economic, labor, and lifestyle benefits to relocating businesses.
	Continued the Implementation of an Owner Participation Agreement with World Premier Investments, Inc. providing Agency assistance for the rehabilitation of the existing commercial shopping center at the northeast corner of Challenger Way and Avenue J. A new 15,000 sq ft Sav-On drug store and an approximate 5,000 sq ft tenant space was completed.
2001-2002	Provided staff "ombudsman" to assist potential developers and small business owners in obtaining required permits from other City departments.

Housing

1999-2000	The City retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time home buyers program, sponsored by the County.
	Provided Fair Housing Services including on-site, monthly fair housing clinics.

PROJECT NO. 7

2000-2001	Retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time homebuyers program, sponsored by the County.
	Provided Fair Housing Services including on-site, monthly fair housing clinics.
2001-2002	Retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time home buyers program, sponsored by the County.

ALL PROJECT AREAS 2002-2003

Economic Development

Continued to assist the Business Improvement District for historical downtown to promote economic viability.
Continued revitalization efforts in the downtown business district.
Continued marketing and development of the Fox Field Industrial Corridor, a coordinated effort between the Agency and the County of Los Angeles. (Focused attention on the 129 acre Agency-owned parcel including several proposals to distribution centers, manufacturers, and governmental entities.)
Provided staff "ombudsman" to assist potential developers and small business owners in obtaining required permits from other City departments.
Continued support of the Greater Antelope Valley Economic Alliance.
Leased Incubator space to two new tenants: Brat Blue Printing and the Antelope Valley Building Industry Association. The Incubator is fully leased.
Placed the last lot controlled by the Agency in the third phase of the Lancaster Business Park into escrow.
Continued efforts to assist in the construction of new buildings in the Park under private sector ownership to create jobs and increase tax base.
Continued to promote the Incubator High Technology Loan Fund in conjunction with the Los Angeles County Community Development Commission.
Continued to assist the developer of the LANCO 62,000 sq. ft. spec building. The building is the largest single-tenant spec building ever developed in the Antelope Valley economic region. Building has now been leased to Signature Fundraising. Business will employ 200 to start with potential to grow to 400 to 500 new jobs. Sold 1.76 acres adjacent lot to LANCO to facilitate expansion.
Starwood Hotels & Resorts Worldwide, Inc. created over 200 new jobs in their new facility. The firm has recently announced an expansion to 20,000 square feet that will add 100 new jobs.
Updated Lancaster facility site proposal. Sent direct mail piece to all brokers in the American Industrial Real Estate Association.
Continued efforts to relocate the State Fairgrounds through an Exchange Agreement with the 50th Agricultural Association District.
Construction of new fairground facilities is scheduled to be completed for the 2004 Antelope Valley Fair and Alfalfa Festival.
Construction of the 300,000 sq. ft. addition was completed for the expansion of the existing Michaels Distribution Center facility. Total building size is 735,000 sq. ft.
Assisted Thermal Research and Development in the construction of a 15,000 sq. ft. exhaust system manufacturing facility in the Lancaster Business Park. The facility has been approved by the Community Development Department and is under construction.
Processed to completion the sale of a parcel to Rexhall for the expansion of their manufacturing facility. Rexhall plans to expand its facility by over 200,000 additional square feet.
Continued to work with Seabury Property Investments to assist in the elimination of Conditions, Covenants, and Restrictions that impede the development of the former Sears site located on Avenue K and 10th Street West. Escrow closed on the existing Bank of America building thereby providing the Agency control of the CC&Rs.
Executed several contracts with Los Angeles County and received several deeds after successfully acquiring tax deeded parcels at various locations throughout Lancaster for future development.

ALL PROJECT AREAS 2002-2003

Supported a Citizen's Appreciation contest in conjunction with the Antelope Valley Press and local business community to celebrate the City's 25th Anniversary. Over 8,700 citizens participated and over \$60,000 in cash and merchandise was contributed by businesses.

Economic Development

Entered into an agreement to complete the relocation of Costco to a new 18.5 acre parcel at the Northwest corner of Avenue L and 10th Street West. The property was transferred and the approximately 165,000 sq. ft. building fuel service facilities were completed February 2003.

Completed the sale of property to A-American Storage for the sale of an approximate ½ acre parcel originally acquired as part of the Avenue L overpass project. This sale is a remnant parcel from the Avenue L overpass that will be combined with the company's proposed future business expansion.

Completed the sale of one acre property to TCM Lewis Enterprises. A new 4,500 sq. ft. cold-storage facility was constructed on-site to expand and relocate the existing business. Project was completed in early 2003.

Assisted with the approval of a 5,000 sq. ft. office building for Excel Contractors on Lot 23 in the Lancaster Business Park.

Approved a Land Sales Contract with Urcis Family Trust to build a new location for Sparkletts Water Company in the Lancaster Business Park.

Entered into escrow with Urcis Family Trust on two additional lots for the construction of two spec buildings.

Assisted Frank Visco and Associates in the construction of a 102,000 sq. ft. loan-processing center. The new facility has created employment opportunities for 800 new workers. The building is occupied by Countrywide Home Loans. Also assisted with the approval of a new 102,000 sq. ft. expansion for the Loan Processing Center. At build out, the two facilities will employ over 1,500 new workers.

Assisted with the approval process of a spec building to be constructed in the Business Park by James Kaplan.

Assisted with the approval process of spec industrial condos in the Lancaster Business Park to be constructed by LANCO.

Assisted with the construction of a new 62,000 sq. ft. spec building and world headquarters for PIPES, owned by Mr. and Mrs. Arnold Rodio.

Assisted with the approval of a new 40,000 sq. ft. spec building to be constructed by Arnold Rodio.

Entered into a Disposition and Development Agreement with JCBB, LLC for the construction of the 30,800 sq. ft. Lancaster Mitsubishi dealership on 5.38 acres of Agency property located in the Lancaster Auto Mall.

Awarded \$1.45 million Section 108 Loan from the Department of Housing and Urban Development for the relocation and expansion of the Mental Health Association within the North Downtown Transit Village Project area.

Submitted \$1.5 million Section 108 Loan Guarantee application to the Department of Housing and Urban Development for the construction of a new 15,445 sq. ft. Children's Center of the Antelope Valley facility on 1.89 acres within the North Downtown Transit Village project area.

Assisted Wheeler Farms in processing plans and securing entitlements relative to the construction of a new 43,000 square foot cold storage and office facility located in the North Valley Industrial Center.

Entered into a Land Sale Agreement with Eastside School District for the Agency's acquisition of a 10-acre parcel at the northeast corner of Avenue J-8 and 40th Street East.

Coordinated the permitting and processing of applications, and City and Fire Department inspections, for the reuse of a 42,000 square foot building as a recreational / roller hockey facility in Front Row Center by AV Sports Center.

Assisted in acquiring two (2) sites of a combined area of approximately 4.5 acres along Sierra Highway at approximately Avenue H-4. Property was acquired from Paul Perry and Cascade Financial, LLC for the purpose of adding the area to the Whit Carter Park.

Negotiated and executed a Settlement Agreement between the Agency, Costco and Emmett/Robin Collins to provide for the relocation and establishment of Hull Park at an alternative location to offset park area eventually lost by the expansion and relocation of Costco to 10th Street West and Avenue L.

Continued coordination of regularly scheduled maintenance including upgrades to the Auto Mall Sign on behalf of the auto dealerships through a contract with Visual Instrumentation System Company.

ALL PROJECT AREAS 2002-2003

Continued the negotiation of an agreement with the YMCA to provide for a Ground Lease of certain City property within the Lancaster City Park for the development of a 35,000 square foot "Healthy Lifestyle Center" for YMCA programs and administration offices.

Assisted the owner of WA Thompson Distribution in their "due diligence" and plan processing through the City for their pending relocation and expansion of a new 25,000 square foot industrial warehouse and cold storage facility within the North Valley Industrial Center.

Assisted Tricon Global Restaurants in processing plans and negotiations regarding entitlements for the relocation of Kentucky Fried Chicken to an expanded site at the southwest corner of 10th Street West and Avenue K.

Assisted the owners of Lancaster Steel Fabricators, Inc. in defining criteria for developing and processing plans with City department for the future required relocation and expansion of the business. The site and structures found to be built within the right-of-way will be impacted by the eventual development of Avenue L-12 near Division Street.

Continued to provide staff assistance to the Los Angeles County Sheriff Department for developing a strategy and conceptual plans for the establishment of a new training center within the Fox Field area.

Entered into Acquisition, Donation, and Transfer Agreement with Norwest, LLC to acquire property to include with Whit Carter Park and continued to monitor payment of fee credits provided to the developer as compensation for the property.

Assisted the owners of Calandri Farms in securing the approvals necessary to develop a new 54,000 square foot cold storage facility at 70th Street West and Avenue K.

Coordinated the installation of future sewer and street improvements in Yucca and Norberry Streets with the Public Works Department to serve developing industrial properties within the Herald Tract subdivision.

Negotiated an agreement for establishing new National Guard Armory facilities on Agency-owned property in the Fox Field Project Area. A final sale agreement is expected to be approved for the sale of an approximate 28.54-acre parcel to the State for the development of an approximate 45,000 square foot building for the 756th Transportation and 49th Quartermaster Companies.

Housing--All Project Areas

Provided staff support and funding assistance to the Lancaster Homeless Shelter.

Continued to direct and administer the Substandard Mobile Home Inventory Replacement Program (SMIRP).

Continued to direct and administer the HOME Program.

Continued to act as the City's Mobile Home Ombudsman, taking tenant complaints from privately-owned parks as well as Authority/Agency-owned parks. Coordinated Rent Stabilization Ordinance enforcement with City Attorney and District Attorney. Prepared, noted, and filed quarterly mobile home park registrations.

Continued to monitor progress with the Department of Veterans Affairs for the proposed development of a 110-bed Veterans Home to be located in Lancaster on Avenue I.

Continued administering a HOME assisted senior housing project.

Housing--All Project Areas

Retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, first-time home buyers program, sponsored by the County of Los Angeles.

Continued to monitor housing developments for compliance of Disposition & Development Agreement and affordability covenants.

Continued to operate and manage Brierwood and Desert Sands Mobile Home Parks.

Continued long-term monitoring of HOME restricted units.

Continued administration of the Housing Rehabilitation Program.

Provided Fair Housing Services including on-site, monthly fair housing clinics.

Continued to implement the North Downtown Transit Village Project as approved by the Lancaster City Council and Agency Board.

Continued processing of grant and loan applications.

Acquired five additional properties for a total of eleven in the pursuit of assimilating land for the public park in the North Downtown Transit Village Project area.

ALL PROJECT AREAS 2002-2003

Initiated acquisition of properties for the future site of the Mental Health Association in the North Downtown Transit Village Project area.

Completed condemnation, demolition, and acquisition of vacant land for the future site of the Children's Center of the Antelope Valley.

Awarded \$3,382,500 from the California Department of Housing and Community Development under the Home Investment Partnerships Program Housing for the construction of a seventy-six unit senior complex in the North Downtown Transit Village Project area.

Executed the Standard Agreement with the Department of Housing & Community Development for \$486,875 for the rehabilitation of a forty unit senior complex in the North Downtown Transit Village Project area.

Initiated implementation of the \$300,000 Sustainable Communities Grant to complete the design plan for the restoration and preservation of affordable housing and infrastructure master plan for the North Downtown Transit Village Project.

Embarked upon a collaboration between United Way, Greater Los Angeles, and the Greater Antelope Valley Association of Realtors, Inc. to create a down payment assistance program for home buyers in the North Downtown Transit Village Project area.

Assisted Urban Futures Incorporated with the AB1290 Update of the Five-Year Implementation Plan 1999 – 2004.

Acquired eight properties, demolished one duplex, and initiated condemnation proceedings on two properties for the extension of Beech Avenue in the North Downtown Transit Village Project area.

Continued to demolish properties to provide vacant land for the future site of Desert Christian School.

Assisted Jamboree Housing and Bayshore LLC to obtain site control of the properties on the northeast corner of Jackman and Beech to obtain funding to purchase the land and construct an affordable housing project in the North Downtown Transit Village Project area.

Retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program for first-time home buyers.

Provided fair housing services including on-site, monthly fair housing clinics.

Housing--By Project Area (CBD)

Provided staff support and funding assistance to the Lancaster Homeless Shelter.

Continued to implement the North Downtown Transit Village Project.

Began acquisition of properties for the expansion and relocation of the Mental Health Association Project within the North Downtown Transit Village Project area.

Began the acquisition of properties for the Beech Avenue extension project within the North Downtown Transit Village Project area.

Awarded State HOME funds for the construction of a 76-unit senior complex in the North Downtown Transit Village Project area.

Completed agreement for the rehabilitation of a 40-unit senior complex in the North Downtown Transit Village Project area.

Housing--By Project Area (Project Area No. 5)

Continued to implement the North Downtown Transit Village Project.

Continued to acquire property for the public park in the North Downtown Transit Village area.

Began acquisition of properties for the expansion and relocation of the Mental Health Association Project within the North Downtown Transit Village Project area.

Continued condemnation, demolition, and acquisition of vacant land for the future site of the Children's Center of the Antelope Valley within the North Downtown Transit Village Project area.

Initiated funding applications for a rehabilitation program of owner-occupied houses in the preservation/restoration area within the North Downtown Transit Village project area.

Began the acquisition of properties for the Beech Avenue extension project within the North Downtown Transit

ALL PROJECT AREAS 2002-2003

Housing--By Project Area (Project Area No. 6)

Provided the Substandard Mobile Home Inventory Replacement Program (SMIRP) and HOME first-time homebuyer mobile home program.

Continued to work with the Department of Veterans Affairs for the proposed development of a 110-bed Veterans Home to be located at Avenue I and 30th Street West.

Operated and managed Brierwood and Desert Sands Mobile Home Parks.

ALL PROJECT AREAS 2003-2004

Economic Development

Pursued the development of buildable sites in the Fox Field Industrial Corridor.

Replaced roof and HVAC units at Agency-owned Business Incubator.

Completed acquisition of the structure at the southwest corner of Lancaster Blvd. and 10th Street West. Have negotiated settlement agreements with two tenants.

Continued to assist the Business Improvement District for historical downtown to promote economic viability.

Continued revitalization efforts in the downtown business district.

Continued marketing and development of the Fox Field Industrial Corridor, a coordinated effort between the Agency and the County of Los Angeles. Assisted with the subdivision of a 90 acre Agency-owned site into seven lots for proposed sales to a manufacturer, a developer and a distribution center.

Provided staff "ombudsman" to assist potential developers and small business owners in obtaining required permits from other City departments.

Continued support of the Greater Antelope Valley Economic Alliance, including providing input into the revised Labor Base Analysis.

Leased Incubator space to expanding tenant MGS Custom Bikes and Melody Music. The Incubator is fully leased.

Sold last lot in the third phase of the Lancaster Business Park to KoKo and Fashion Field. Placed remaining four Agency-owned lots into escrow with Cambridge Development Group in second phase.

Continued efforts to assist in the construction of new buildings in the Park under private sector ownership to create jobs and increase tax base.

Continued to assist the developer of LANCO to develop "spec space" and to respond to build-to-suit proposals.

Continued efforts to relocate the State Fairgrounds through an Exchange Agreement with the 50th Agricultural Association District. Construction of new fairground facilities is essentially complete and available for the 2004 Antelope Valley Fair and Alfalfa Festival.

Construction of the 300,000 sq. ft. addition was completed for the expansion of the existing Michaels Distribution Center facility. Total building size is 735,000 sq. ft.

Assisted Thermal Research and Development in the construction of a 15,000 sq. ft. exhaust system manufacturing facility in the Lancaster Business Park.

Continued to assist Hughes Electronic Commerce with the construction of a 16,000 sq. ft. industrial building. This new facility will accommodate the existing business and provide additional space for future expansion. The land note the Agency had has been paid in full.

Worked with Seabury Property Investments to eliminate the Conditions, Covenants, and Restrictions that impede the development of the former Sears site located on Avenue K and 10th Street West. Escrow closed on the existing Bank of America building thereby providing the Agency control of the CC&Rs. The building has now been sold back to Seabury at the original purchase price, including attorney's costs. Lowe's and Walgreens have announced plans to anchor a major shopping center at this location.

ALL PROJECT AREAS 2003-2004

Executed several contracts with Los Angeles County and received several deeds after successfully acquiring tax deeded parcels at various locations throughout Lancaster for future development. Processed paperwork for the proposed acquisition of 25 more properties.

Completed the sale of property to C/W Custom Cabinets for the sale of an approximate 1.65 acre parcel originally acquired as part of the Avenue L/Sierra Highway overpass project. This sale is a remnant parcel that will be used to expand the business.

Completed the sale of ½ acre property to All Temp Corporation. A new 4,500 sq. ft. manufacturing facility will be constructed on-site to expand and relocate the existing hot/cold comfort pack manufacturing business.

Economic Development

Assisted with the approval of a 5,000 sq. ft. office building for Excel Contractors on Lot 23 in the Lancaster Business Park. The structure has been completed.

Approved a Land Sales Contract and assisted with construction approval with Urcis Family Trust to build a new location for Sparkletts Water Company in the Lancaster Business Park. The developer has completed the facility and it has been occupied by Sparkletts. Construction has commenced on two additional structures of 18,500 sq. ft. and 19,000 sq. ft. The original 16,000 sq. ft. structure has been fully leased.

Originally assisted VFF Commercial Properties in the construction of a 102,000 sq. ft. loan processing center. The new facility has created jobs for 800 local residents. The building is occupied by Countrywide Home Loans. Also assisted with the approval of a new 102,000 sq. ft. expansion for the Loan Processing Center. At build out, the two facilities will employ over 1,600 new workers. The second structure is complete and has been occupied. Also assisted with the acquisition of additional land to increase parking for Countrywide.

Assisted with the approval process of a spec building to be constructed in the Business Park by James Kaplan. Building has been constructed and fully leased.

Assisted with the approval of a new 40,000 sq. ft. spec building to be constructed by Arnold Rodio. This has been completed and is now substantially leased.

Construction of the 30,800 sq. ft. Lancaster Mitsubishi dealership on 5.38 acres of Agency property located in the Lancaster Auto Mall was completed and the new dealership opened in December 2003.

Received \$1.45 million Section 108 Loan funding from the Department of Housing and Urban Development for the relocation and expansion of the Mental Health Association within the North Downtown Transit Village Project area.

Awarded \$1.5 million Section 108 Loan from the Department of Housing and Urban Development for the construction of a new 15,445 sq. ft. Antelope Valley Child Abuse Center facility on 1.89 acres within the North Downtown Transit Village project area.

Assisted W. A. Thompson in processing plans and securing entitlements relative to the construction of a new 25,000 square foot warehouse and cold storage beverage distribution and office facility located in the North Valley Industrial Center.

Entered into a Disposition and Development Agreement with Michael Taheri, owner of the Lancaster Auto Group, LLC for the construction of a new Suzuki dealership on Agency property located in the Lancaster Auto Mall.

Closed escrow on Lots 61 & 62 in the second phase of the Lancaster Business Park with Rosalie and Robert Brown who plan to construct 47,000 sq. ft. of leaseable space for smaller businesses.

Negotiated a Land Sales Contract with Three Springs for 16 acres at the northeast corner of 45th Street West and Avenue G. The developer intends to construct 22 buildings, adding more than 200,000 sq. ft. to inventory of space available for expanding companies.

Approved a Land Sales Contract with Cambridge Development Group for 5.44 acres in the second phase of the Lancaster Business Park. This developer will construct over 80,000 sq. ft. of single-tenant and multi-tenant units for lease space.

Implemented a strategy direction to attract a 100,000 sq. ft. manufacturer and create a 32-acre business park on the 90 acres of Agency-owned land adjacent to Fox Field.

Assisted with the conversion of a 40,000 sq. ft. facility for the expansion of Lance Camper. This facility was originally constructed by Robert F. Chapman, but was subsequently purchased by Lance.

Assisted with the expansion of Duetrel Industries, adding 13,000 sq. ft.

Assisted with the approval of a 4,000 sq. ft. spec building to be constructed in the first phase of the Lancaster Business Park by Jack Lane.

ALL PROJECT AREAS 2003-2004

Worked with Community Development to attract San Fernando Pallet from the San Fernando Valley. They have occupied the old Antelope Valley Bus Company site, returning it to productivity.

Assisted Precision Labs with the acquisition of a new corporate headquarters in downtown Lancaster.

Completed acquisition of property from the Eastside School District for a 10-acre parcel at the northeast corner of Avenue J-8 and 40th Street East.

Coordinated the permitting and processing of applications, and City/Fire Department inspection, for the use of Agency-owned property adjacent to the Lancaster Municipal Stadium for the annual haunted house fundraising event for the Antelope Valley Boys & Girls Club.

Completed Agency's obligation under a Settlement Agreement between the Agency, Costco, et al to provide for the relocation and establishment of Hull Park at an alternative location to offset park area eventually lost by the expansion and relocation of Costco to 10th Street West and Avenue L.

Continued coordination of regularly scheduled maintenance including upgrades to the Auto Mall Sign on behalf of the auto dealerships through a contract with Visual Instrumentation System Company.

Approved an agreement with the YMCA to provide for a Ground Lease of certain City property within the Lancaster City Park for the development of a 35,000 square foot "Healthy Lifestyle Center" for YMCA programs and administrative offices.

Assisted Tricon Global Restaurants in processing plans and negotiations regarding entitlements for the relocation of Kentucky Fried Chicken to an expanded site at the southwest corner of 10th Street West and Avenue K.

Assisted the owners of Lancaster Steel Fabricators, Inc. in relocating their existing facilities for the expansion of the business.

Continued to provide staff assistance to the Los Angeles County Sheriff Department for developing a strategy and conceptual plans for the establishment of a new training center within the Fox Field area.

Completed the Agency's obligations regarding an Acquisition, Donation, and Transfer Agreement with Norwest, LLC to acquire property to include with Whit Carter Park.

Completed the extension of Yucca and construction of certain utility and street improvements in Yucca and Norberry Streets with the Public Works Department to serve developing industrial properties within the Herald Tract subdivision.

Completed transfer of approximate 28.54-acre parcel to the State for the development of the new National Guard Armory facility including an approximate 45,000 square foot building for the 756th Transportation and 49th Quartermaster Companies.

Entered into an Exclusive Negotiating Agreement with Wood Investment and The Horowitz Group to investigate the possibility of developing a 10-acre property on the Old Fairgrounds site at the northeast corner of Division Street and Avenue I.

Worked with the Meyer family to develop a new Holiday Inn Hotel at a site west of 17th Street West and south of Avenue J-13. Construction began in spring 2004.

Coordinated with Public Works for the re-mapping of Herald Tract properties under Tract Map No. 060590 creating two (2) marketable industrial lots being planned for development by two small businesses.

Assisted MJL Development with coordination plans and processing of their development proposal for a one-acre site at the northwest corner of 10th Street West and Avenue L. Plans include development of a restaurant pad with a cluster of three retail tenant spaces on a separate portion of the site.

Continued negotiations with Antelope Valley Truck to locate their truck and recreational vehicle center on a 2.3 acre remnant parcel of the Avenue L overpass. Plans include constructing up to 10,000 sq. ft. of retail and service space to expand their growing business.

Coordinated with Public Works on providing new sewer facilities on Norberry within the Herald Tract subdivision to facilitate the expansion of Trane Heating/Cooling and to provide service laterals to adjacent businesses currently being served by septic systems.

Negotiated the sale of Agency-owned property to Rudy Stoyak for the purpose of selling an approximate half acre assembled site within the Herald Tract for the construction of new facilities for his machine shop businesses.

Negotiated a lease agreement with the National Guard Armory for the temporary use of facilities at the old fairgrounds located at Division Street and Avenue I in the existing administrative building and Yucca Center. The lease is for a term of approximately two years while new facilities are being built at Fox Field.

ALL PROJECT AREAS 2003-2004

Coordinated with various City departments the demolition and reuse of the approximate 80 acre old fairground site. Reuse of the property includes a 15-field youth baseball center, 25,000 sq. ft. University Center for CSUB/CSUF academic programs, a new facility for Phoenix High School, a 10-acre commercial center, a 16-acre single-family residential development and the re-use of the Watch & Wager building by the Antelope Valley Boys and Girls Club.

Coordinated with Public Works the infrastructure improvements along Avenue G and 47th Street West, and 45th Street West to serve new industrial development opportunities on Agency-owned property adjacent to Fox Field, along with the re-mapping of the property to create individual lots for future uses.

Entered into a contract with H.T. Harvey Consultants to provide environmental documentation needed in order to sell and develop Agency-owned property adjacent to Fox Field Airport.

Accepted an offer of donated property in the Herald Tract Subdivision from Ralph Santamaria. Closed escrow in early 2004 adding a 2,500 sq. ft. parcel to previously assembled Agency-owned property.

Negotiated an Exclusive Negotiating Agreement with Larwin Company for the development of an approximate 16-acre parcel on the northeast portion of the old fairgrounds property. Plans include providing approximately 74 new affordable single family homes.

Acquired from Sunder Medical Group an approximate four-acre parcel in the vicinity of 10th Street West and Avenue K-8. Property was purchased to address certain drainage issues affecting the site and for possible future redevelopment uses.

Assisted in acquiring an approximate .22 acre parcel along Sierra Highway at approximately Avenue H-8 from Yvette Salas for the purpose of creating a public transit station and parking for the south end of Whit Carter Park.

Approved an Agreement for the acquisition of an approximate 8,850 sq. ft. remnant parcel owned by Wells Fargo Bank. The purpose of the acquisition is to either assemble with other adjacent projects in the area or for new parking facilities.

Completed the sale of property at the old fairgrounds site to the Antelope Valley Union High School District for the construction of Phoenix High School.

Retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program for first-time home buyers.

Provided fair housing services including on-site, monthly fair housing clinics.

Housing – All Project Areas

Provided staff support and funding assistance to the Lancaster Homeless Shelter.

Continued to direct and administer the Substandard Mobile Home Inventory Replacement Program (SMIRP).

Continued to direct and administer the HOME Program and projects.

Continued to act as the City's Mobile Home Ombudsman, taking tenant complaints from privately-owned parks as well as Authority/Agency-owned parks. Coordinated Rent Stabilization Ordinance enforcement with City Attorney and District Attorney. Prepared, noted, and filed quarterly mobile home park registrations.

Continued to monitor progress with the Department of Veterans Affairs for the proposed development of a 110-bed Veterans Home to be located in Lancaster at Avenue I and 30th Street West.

Continued administering a HOME assisted senior housing project.

Retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program, a first-time home buyers program.

Continued to monitor housing developments for compliance of Disposition & Development Agreement and affordability covenants.

Continued to operate and manage Brierwood and Desert Sands Mobile Home Parks.

Continued long-term monitoring of HOME restricted units.

Continued administration of the Housing Rehabilitation Program.

Provided Fair Housing Services including on-site, monthly fair housing clinics.

Continued to implement the North Downtown Transit Village Project as approved by the Lancaster City Council and Agency Board.

Continued development of grant and loan applications to various organizations and government entities.

ALL PROJECT AREAS 2003-2004

Acquired eight additional properties for a total of thirteen in the assembly of land for the public park in the North Downtown Transit Village Project area.

Acquired all of the properties for the future site of the Mental Health Association in the North Downtown Transit Village Project area.

Completed condemnation, demolition, and acquisition of vacant land for the future site of the Children's Center of the Antelope Valley.

Continued with the Children's Center of the Antelope Valley project to transfer the property for construction of a new facility in the North Downtown Transit Village area.

Executed an Agreement with the Department of Housing and Community Development for \$3,382,500 for the construction of a seventy-six unit senior complex in the North Downtown Transit Village Project area.

Started rehabilitation, utilizing \$486,875 of HOME funds, for the rehabilitation of a forty- unit senior complex in the North Downtown Transit Village Project area.

Expended the \$300,000 Sustainable Communities Grant for a design plan for the restoration and preservation of affordable housing and infrastructure master plan for the North Downtown Transit Village Project.

Embarked upon collaboration between the United Way of Greater Los Angeles and the Greater Antelope Valley Association of Realtors, Inc. to create a down payment assistance program for home buyers in the North Downtown Transit Village Project area.

Acquired eight properties, demolished two properties, and in the process of acquiring two additional properties through condemnation for the extension of Beech Avenue in the North Downtown Transit Village Project area.

Continued to demolish properties to provide vacant land for the future school site in the North Downtown Transit Village project area.

Assisted Jamboree Housing in obtaining site control of the northeast corner of Jackman and Beech to construct an affordable housing project in the North Downtown Transit Village Project area.

Agency acquired eight properties and demolished four properties on behalf of Jamboree Housing Corporation.

Commenced with the planning, environmental, and redevelopment processes necessary to implement and complete the Northeast Gateway Corridors Vision Plan.

Entered into a Disposition and Development Agreement with Royal Investors Group, LLC for the development of an approximate 164-lot single-family residential subdivision including a twenty percent set aside to moderate income families.

Entered into a Disposition and Development Agreement with Avenue I Foundation Homes, LLC for the development of a 79-lot single-family residential subdivision, including a twenty percent set aside to moderate income families.

Awarded \$500,000 for a rehabilitation program of owner occupied houses in the preservation restoration area in the North Downtown Transit Village project area.

Acquired one property and approved acquisition of another property for the Affordable Housing project on Avenue I.

Retained a Cooperation Agreement with the County of Los Angeles to allow the City to continue to participate in the Mortgage Credit Certificate Program for first-time home buyers.

Provided fair housing services including on-site, monthly fair housing clinics.

Housing – Central Business District Project

Provided staff support and funding assistance to the Lancaster Homeless Shelter.

Continued to implement the North Downtown Transit Village Project.

Continued acquisition of properties for the expansion and relocation of the Mental Health Association Project within the North Downtown Transit Village Project area.

Continued acquisition of properties for the Beech Avenue extension project within the North Downtown Transit Village Project area.

Began acquisition of properties on Avenue I for future affordable housing project.

Construction began on a 76-unit senior complex in the North Downtown Transit Village Project area.

ALL PROJECT AREAS 2003-2004

Housing – Project No. 5

Continued to implement the North Downtown Transit Village Project.

Continued to acquire property for the public park in the North Downtown Transit Village area.

Continued acquisition of properties for the expansion and relocation of the Mental Health Association Project within the North Downtown Transit Village Project area.

Completed condemnation, demolition, and acquisition of vacant land for the future site of the Children's Center of the Antelope Valley within the North Downtown Transit Village Project area.

Continued acquisition of properties for the Beech Avenue extension project within the North Downtown Transit Village Project area.

Negotiation reached with Jamboree Housing Corporation to construct an affordable housing project in the North Downtown Transit Village Project area at the northeast corner of Jackman and Beech Avenue.

Began the planning, environmental, and redevelopment processes necessary to implement and complete the Northeast Gateway Corridors Vision Plan.

Entered into an agreement for the development of a 79-lot single-family residential subdivision in the Northeast Gateway Corridors project area.

Awarded funding for a rehabilitation program of owner-occupied houses in the preservation/restoration area within the North Downtown Transit Village project area.

Housing – Project No. 6

Provided the Substandard Mobile Home Inventory Replacement Program (SMIRP) and HOME first-time homebuyer mobile home program.

Continued to work with the Department of Veterans Affairs for the proposed development of a 110-bed Veterans Home to be located at Avenue I and 30th Street West.

Operated and managed Brierwood and Desert Sands Mobile Home Parks.

APPENDIX F

TABLE 5a
CENTRAL BUSINESS DISTRICT REDEVELOPMENT PROJECT
PROJECTED GENERAL REDEVELOPMENT FUND PROGRAM EXPENDITURES
2005 TO 2009¹

ESTIMATED EXPENDITURES ²	Fiscal Year					Total
	2004-05 ³	2005-06	2006-07	2007-08	2008-09	
SPECIFIC PROJECTS (Includes Infrastructure)	\$292,420	\$0	\$0	\$0	\$0	\$292,420
Transit Village		\$750,000	\$750,000	\$1,000,000	\$1,000,000	\$3,500,000
Gateway Corridors		\$150,000	\$150,000	\$150,000	\$150,000	\$600,000
Facade Improvements		\$15,000	\$10,000	\$10,000	\$10,000	\$45,000
Project-Specific Studies	\$34,000	\$0	\$0	\$0	\$0	\$34,000
OTHER ECONOMIC DEVELOPMENT PROJECTS		\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
LAND ACQUISITION	\$847,557	\$150,000	\$150,000	\$150,000	\$150,000	\$1,447,557
TOTALS	\$1,173,977	\$1,165,000	\$1,160,000	\$1,410,000	\$1,410,000	\$6,318,977

¹ Complies with CCRL Section 33490(a)(1)(A).

² Reference Section 4 for description of Projects and Programs. Excluding administrative expenses.

³ Source: Agency's 2004-05 Budget.

Source: Five-Year Implementation Plan for the Lancaster Redevelopment Agency, dated December 1999, and input from Agency staff.

TABLE 5b
FOX FIELD REDEVELOPMENT PROJECT
PROJECTED GENERAL REDEVELOPMENT FUND PROGRAM EXPENDITURES
2005 TO 2009¹

ESTIMATED EXPENDITURES ²	Fiscal Year					Total
	2004-05 ³	2005-06	2006-07	2007-08	2008-09	
INFRASTRUCTURE	\$660,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,260,000
SPECIFIC PROJECTS	\$749,297					\$749,297
Facade Improvements			\$10,000	\$10,000	\$10,000	\$30,000
Project-Specific Studies	\$358,727	\$0	\$0	\$0	\$0	\$358,727
OTHER ECONOMIC DEVELOPMENT PROJECTS		\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
LAND ACQUISITION	\$305,225	\$150,000	\$150,000	\$150,000	\$150,000	\$905,225
TOTALS	\$2,073,249	\$650,000	\$660,000	\$660,000	\$660,000	\$4,703,249

¹ Complies with CCRL Section 33490(a)(1)(A).

² Reference Section 4 for description of Projects and Programs. Excluding administrative expenses.

³ Source: Agency's 2004-05 Budget.

Source: Five-Year Implementation Plan for the Lancaster Redevelopment Agency, dated December 1999, and input from Agency staff.

TABLE 5c
AMARGOSA REDEVELOPMENT PROJECT
PROJECTED GENERAL REDEVELOPMENT FUND PROGRAM EXPENDITURES
2005 TO 2009¹

ESTIMATED EXPENDITURES ²	Fiscal Year					Total
	2004-05 ³	2005-06	2006-07	2007-08	2008-09	
INFRASTRUCTURE	\$35,000	\$0	\$0	\$0	\$0	\$35,000
SPECIFIC PROJECTS	\$3,013,500	\$0	\$0	\$0	\$0	\$3,013,500
Gateway Corridors	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$600,000
Facade Improvements	\$0	\$0	\$10,000	\$10,000	\$10,000	\$30,000
Project-Specific Studies	\$0	\$0	\$0	\$0	\$0	\$0
OTHER ECONOMIC DEVELOPMENT PROJECTS		\$150,000	\$150,000	\$150,000	\$150,000	\$600,000
LAND ACQUISITION	\$2,691,447	\$100,000	\$100,000	\$100,000	\$100,000	\$3,091,447
TOTALS	\$5,739,947	\$400,000	\$410,000	\$410,000	\$410,000	\$7,369,947

¹ Complies with CCRL Section 33490(a)(1)(A).

² Reference Section 4 for description of Projects and Programs. Excluding administrative expenses.

³ Source: Agency's 2004-05 Budget.

Source: Five-Year Implementation Plan for the Lancaster Redevelopment Agency, dated December 1999, and input from Agency staff.

<p style="text-align: center;">TABLE 5d REDEVELOPMENT PROJECT NO. 5 PROJECTED GENERAL REDEVELOPMENT FUND PROGRAM EXPENDITURES 2005 TO 2009¹</p>						
ESTIMATED EXPENDITURES ²	Fiscal Year					
	2004-05 ³	2005-06	2006-07	2007-08	2008-09	Total
INFRASTRUCTURE	\$0	\$0	\$0	\$0	\$0	\$0
SPECIFIC PROJECTS	\$2,157,500	\$0	\$0	\$0	\$0	\$2,157,500
Transit Village	\$0	\$750,000	\$750,000	\$1,000,000	\$1,000,000	\$3,500,000
Gateway Corridors	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$600,000
15 th Street/Avenue J	\$0	\$20,000	\$50,000	\$100,000	\$100,000	\$270,000
Project-Specific Studies	\$43,000	\$20,000	\$0	\$0	\$0	\$63,000
Facade Improvements	\$0		\$10,000	\$10,000	\$10,000	\$30,000
OTHER ECONOMIC DEVELOPMENT PROJECTS		\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
LAND ACQUISITION	\$10,631	\$100,000	\$100,000	\$100,000	\$100,000	\$410,631
TOTALS	\$2,211,131	\$1,140,000	\$1,160,000	\$1,460,000	\$1,460,000	\$7,431,131

¹ Complies with CCRL Section 33490(a)(1)(A).

² Reference Section 4 for description of Projects and Programs. Excluding administrative expenses.

³ Source: Agency's 2004-05 Budget.

Source: Five-Year Implementation Plan for the Lancaster Redevelopment Agency, dated December 1999, and input from Agency staff.

TABLE 5e
REDEVELOPMENT PROJECT NO. 6
PROJECTED GENERAL REDEVELOPMENT FUND PROGRAM EXPENDITURES
2005 TO 2009¹

ESTIMATED EXPENDITURES ²	Fiscal Year					Total
	2004-05 ³	2005-06	2006-07	2007-08	2008-09	
INFRASTRUCTURE	\$1,200,000	\$0	\$0	\$0	\$0	\$1,200,000
SPECIFIC PROJECTS	\$0	\$0	\$0	\$0	\$0	\$0
Gateway Corridors		\$150,000	\$150,000	\$150,000	\$150,000	\$600,000
15 th Street/Avenue J	\$0	\$20,000	\$50,000	\$100,000	\$100,000	\$270,000
Facade Improvements	\$0	\$0	\$10,000	\$10,000	\$10,000	\$30,000
Project-Specific Studies		\$20,000				\$20,000
OTHER ECONOMIC DEVELOPMENT PROJECTS		\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
LAND ACQUISITION	\$3,000	\$100,000	\$100,000	\$100,000	\$100,000	\$403,000
TOTALS	\$1,203,000	\$390,000	\$410,000	\$460,000	\$460,000	\$2,923,000

¹ Complies with CCRL Section 33490(a)(1)(A).

² Reference Section 4 for description of Projects and Programs. Excluding administrative expenses.

³ Source: Agency's 2004-05 Budget.

Source: Five-Year Implementation Plan for the Lancaster Redevelopment Agency, dated December 1999, and input from Agency staff.

TABLE 5f
REDEVELOPMENT PROJECT NO. 7
PROJECTED GENERAL REDEVELOPMENT FUND PROGRAM EXPENDITURES
2005 TO 2009¹

ESTIMATED EXPENDITURES ²	Fiscal Year					Total
	2004-05 ³	2005-06	2006-07	2007-08	2008-09	
INFRASTRUCTURE						
SPECIFIC PROJECTS	\$8,583,324					\$8,583,324
Gateway Corridors		\$150,000	\$150,000	\$150,000	\$150,000	\$600,000
Facade Improvements			\$10,000	\$10,000	\$10,000	\$30,000
Project-Specific Studies	\$152,153					\$152,153
OTHER ECONOMIC DEVELOPMENT PROJECTS		\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
LAND ACQUISITION			\$100,000	\$100,000	\$100,000	\$300,000
TOTALS	\$8,735,477	\$250,000	\$360,000	\$360,000	\$360,000	\$10,065,477

¹ Complies with CCRL Section 33490(a)(1)(A).

² Reference Section 4 for description of Projects and Programs. Excluding administrative expenses.

³ Source: Agency's 2004-05 Budget.

Source: Five-Year Implementation Plan for the Lancaster Redevelopment Agency, dated December 1999, and input from Agency staff.

APPENDIX G

AGENCY COMPLIANCE REQUIREMENTS

Section 33413(b)(4) of the CCRL requires that, as part of the Implementation Plan, an agency adopt a plan to comply with the requirements of the inclusionary rule. In addition, CCRL Sections 33413.5 and 33334.5 require replacement housing plans for compliance with the replacement rule.

THE "REPLACEMENT RULE"

Section 33413(a) of the CCRL requires that whenever dwelling units housing persons and families of low- or moderate-income are destroyed or removed from the low- and moderate-income housing market as part of a redevelopment project subject to a written agreement with the agency or having been provided financial assistance by an agency, the agency shall, within four (4) years of the removal of the dwelling units, cause to be developed an equal number of replacement dwelling units which have an equal or greater number of bedrooms as those destroyed or removed units at affordable housing costs within the territorial jurisdiction of the agency.

For affordable units removed prior to September 1, 1989, replacement units must be available at an affordable housing cost¹ to persons and families of low- and moderate-income (very low-income levels excluded therein) without regard to the specific income of the person or family originally occupying the removed dwelling unit. However, for units removed after January 1, 2002, California law requires that 100 percent of the replacement units must be affordable to the same income groups, inclusive of very low-income levels, that occupied the units removed or destroyed.

THE "INCLUSIONARY RULE"

Section 33413(b)(1) of the CCRL requires that at least 30 percent of all dwelling units actually developed by a redevelopment agency shall be available at affordable housing cost to persons and families of low- or moderate-income, and not less than 50 percent of the units shall be available at affordable housing to very low-income households.

Section 33413(b)(2) of the CCRL requires that at least 15 percent of all dwelling units developed within a project area by public or private entities or persons other than the redevelopment agency shall be available at affordable housing cost to persons and families of low- or moderate-income, and not less than 40 percent of the affordable units shall be available at affordable housing cost to very low-income households. To illustrate the inclusionary rule in terms of numbers, of every 100 dwelling units developed or rehabilitated by entities other than the agency, 15 shall be affordable, with nine affordable to persons of low-or moderate-income, and six available to persons of very low-income.

To satisfy this requirement an agency may cause, by agreement or regulation, to be available at affordable housing costs to persons and families of low- or moderate-income, or to very low-income households, two units outside a project area for each unit that otherwise would have had to be available inside a project area.

¹ As defined in Health and Safety Code Sections 50052.5 and 50053.

TERMS OF AFFORDABILITY

Section 33413(c) of the CCRL requires that replacement and inclusionary units shall remain available at affordable housing cost to the income levels indicated for the longest feasible time, which includes but is not limited to unlimited duration. . CCRL Section 33334.3(f) states that when new or substantially rehabilitated housing units are developed or assisted with money from an agency's 20 percent affordable housing set-aside fund, the agency shall require that those housing units remain affordable for the longest feasible time, but for not less than 55 years for rental units or 45 years for owner-occupied units.

DEFINITION OF AFFORDABLE HOUSING

Most governmental programs define housing as affordable when the household is paying no more than 30 percent of household income for housing. In addition, a median income based on household size, is assessed for each county within the state. Since governmental programs are intended to provide affordable housing for specific income groups, target groups of very low (less than 50 percent of County median income), low (between 50 and 80 percent of County median income) and moderate (between 80 and 120 percent of County median income) are also calculated.

INCLUSIONARY HOUSING PLAN REQUIREMENT

Section 33413(b)(4) of the CCRL, added in 1991, requires each redevelopment agency to adopt a compliance plan to be included as part of the implementation plan required by Section 33490, indicating how the agency will comply with the requirements of the inclusionary rule; the compliance plan must be consistent with the Housing Element of the City's General Plan. The compliance plan shall be reviewed and amended at least every five years, in conjunction with either the Housing Element cycle or the plan implementation cycle. The compliance plan must ensure that the requirements of 33413(b) are met every ten years.

Section 33490(a)(2)(B) requires that for each project area to which subdivision (b) of Section 33413 applies, the Section addressing the agency-developed and project area housing shall contain:

- (i) *Estimates of the number of new, substantially rehabilitated or price-restricted residential units to be developed or purchased within one or more project areas, both over the life-of-the-Plan and during the next ten years.*
- (ii) *Estimates of the number of units of very low-, low-, and moderate-income households required to be developed within one or more project areas in order to meet the requirements of paragraph (2) of subdivision (b) of Section 33413, both over the life-of-the-Plan and during the next ten years.*
- (iii) *The number of units of very low-, low-, and moderate-income households which have been developed within one or more project*

areas which meet the requirements of paragraph (2) of subdivision (b) of Section 33413.

- (iv) *Estimates of the number of agency developed residential units which will be developed during the next five years, if any, which will be governed by paragraph (1) of subdivision (b) of Section 33413.*
- (v) *Estimates of the number of agency developed units for very low-, low-, and moderate-income households which will be developed by the agency during the next five years to meet the requirements of paragraph (1) of subdivision (b) of Section 33413.*

USE OF FUND MONIES OUTSIDE OF THE PROJECT AREA

CCRL Section 33334.2(g) makes provision for redevelopment agencies to use their LMI Fund monies outside of a redevelopment project area if the redevelopment agency and the city council find that use of these funds outside the project area will be of benefit to the project.

AGGREGATE INCLUSIONARY HOUSING UNITS BETWEEN ONE OR MORE PROJECT AREAS

CCRL Section 33413(b)(2)(A)(v) allows redevelopment agencies to aggregate new or rehabilitated dwelling units in one or more project area, if the agency finds, based on substantial evidence, after a public hearing, that the aggregation will not cause or exacerbate racial, ethnic, or economic segregation.