

Exhibit I
Implementation Plan
FY 2010-2011

ATTACHMENT 1

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REDEVELOPMENT IMPLEMENTATION PLAN

Merged (Downtown and Central City Revi-
talization) Project
Southwinds
Ormond Beach
Historic Enhancement and
Revitalization of Oxnard (HERO) Project

Strategic Plan:

- Introduction
- Project Areas
- Blight Conditions
- Implementation Strategy

Housing Plan:

- Introduction
- Housing Production
- Miscellaneous Provisions

Adopted By:

CDC RESOLUTION NO. 144

Date Adopted:

September 14, 2010

ATTACHMENT 1

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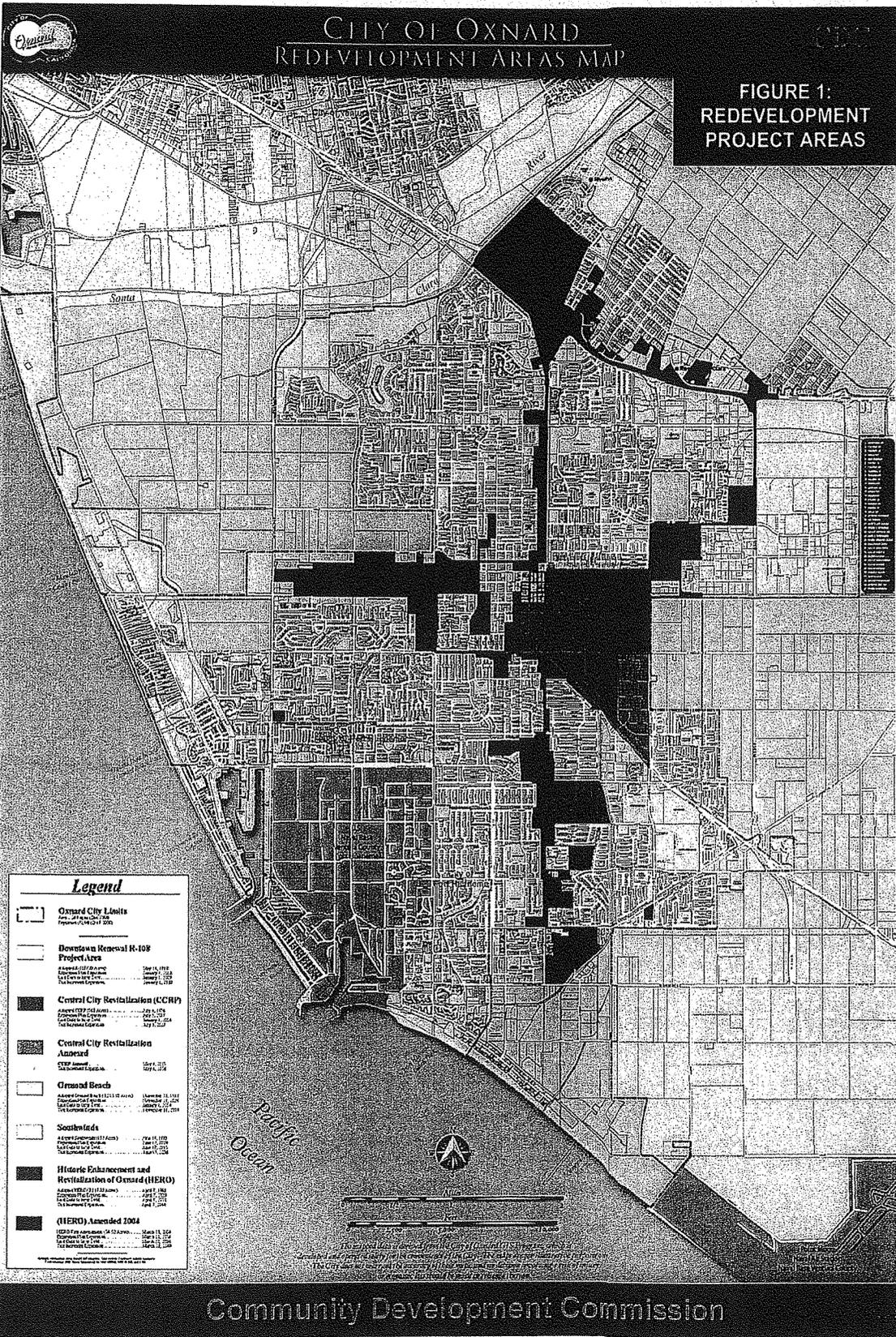
REDEVELOPMENT IMPLEMENTATION PLAN

PART ONE: STRATEGIC PLAN

SECTION I: INTRODUCTION

Redevelopment Orientation: By the authority of California Redevelopment Law ("CRL") codified in the California Health and Safety Code (Section 33000 et. seq.), Oxnard has established four separate redevelopment project areas totaling 4,535 acres. The redevelopment process spans a period of 41 years beginning in 1968 with the federally designated Downtown Renewal Area Project Number 1 (California R-108) and concluding with the Historic Enhancement and Revitalization of Oxnard ("HERO") Project adopted in 1998. Collectively, all the projects referred to herein ("Projects") were subsequently amended in 2000 to extend the time and financial limits applicable to each Project, merge the Downtown and Central City Revitalization Projects (hereinafter collectively referred to as the "Merged Project"), activate tax increment authority for area previously added to the Central City Revitalization Project, extend the authority to use eminent domain while limiting its use to uninhabited property, and modify the text of each redevelopment plan to achieve internal consistency and incorporate recent statutory changes. These same Projects were amended again in 2004 by adding one year to the time limit for undertaking redevelopment activities and repay indebtedness with each of the respective Projects. These latter amendments were specifically authorized by statute to compensate redevelopment agencies for the State's diversion of property taxes to the Education Revenue Augmentation Fund. During 2004, an additional amendment took place to add four non-contiguous properties totaling 80 acres to the HERO Project area (hereinafter referred to as "HERO Annex"; HERO and HERO Annex are collectively referred to as the "HERO Project"). The final amendments for the Merged Project, Ormond Beach and Southwinds Projects occurred in early 2009 to eliminate the time limits on the establishment of loans, advances and indebtedness required by the CRL.

Administrative Structure: The Community Development Commission ("CDC") of the City of Oxnard is constituted under the authority of Section 34110 et. seq. of the CRL. By Ordinance No. 2358 adopted on February 7, 1995, the CDC is delegated responsibility for administering redevelopment and community development functions within the City of Oxnard as directed by the City Council. The CDC is staffed by the City's Community Development Department, while the City Manager serves as the administrative head in his/her capacity as "Secretary" to the CDC. The policy board of the CDC consists of the same elected members who serve as the City Council. The CDC is an independent public corporation and is uniquely different from the City in two important ways:



○ **Property Acquisition.** The City and CDC both have the power to acquire private property, with or without the use of eminent domain. However, the City's authority to acquire private property is strictly limited to specified public purposes such as the development of parks and installation of streets. The CDC, on the other hand, may acquire property for a broader array of purposes such as the removal of blighted buildings and the development of commercial or industrial facilities by private parties.

○ **Tax Increment.** At present, the City of Oxnard receives roughly 19% of all property taxes that are collected. The remaining 81% of property taxes flow to other taxing entities such as the County of Ventura. The CDC has no power to levy taxes of any kind. However, once a project area is established, the majority of property taxes that are derived from the growth in assessed valuation go to the CDC. In summary, redevelopment provides a means for the City to regenerate blighted areas by utilizing the very revenues that result from public and private reinvestment.

Redevelopment Plan: Redevelopment is a process by which to improve the physical, social, economic and environmental well being of designated Projects. Typical programs and activities include site acquisition and reuse, business expansion and development, rehabilitation loans and grants, construction of public facilities and infrastructure, improvement and expansion of housing, and enhancement of public streetscapes. By statute, a redevelopment plan must be adopted for each Project. Each such plan provides the basic legal and planning framework to carry out the broad statutory authorities entrusted to the CDC. It identifies the type of programs and public actions that will be undertaken, the financial means by which to implement the plan, and the duration of redevelopment activities (typically 30 to 45 years).

Implementation Plan: The redevelopment implementation plan is a requirement of the CRL codified in Section 33490 of the California Health and Safety Code. In contrast to the broad-based and long-range nature of the redevelopment plans, implementation plans are short range and strategic. Beginning in 1994, and each five years thereafter, the CDC is required to adopt an implementation plan that: outlines the CDC's goals and objectives for each Project; describes programs, potential projects and estimated expenditures over the next five years; explains how these activities will aid in the elimination of blight; and addresses needs for new affordable housing and replacement of units lost due to redevelopment.

Practical Effect: Redevelopment is dynamic and this Implementation Plan is not intended to impede this process. Instead, it is intended to serve as a statement of near-term priorities while allowing sufficient flexibility for the CDC to respond to changing circumstances, and engage in specific redevelopment opportunities as they arise. Updating of the 2030 General Plan is underway, and will likely influence the future direction of redevelopment. The CRL expressly anticipates change and requires that a mid-term hearing on this Implementation Plan be held to review progress and make adjustments as appropriate. It is both anticipated and recommended that the mid-term review be undertaken with the expressed purpose of incorporating important policy and programmatic changes embodied in these complimentary planning efforts.



TABLE 1: STATUTORY CROSS REFERENCE		
California Health & Safety Code Section	Description of Statutory Requirements Set Forth in the California Health and Safety Code	Report Section
33490(a)(1)(A)	The Implementation Plan shall document "...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..."	Part One Sections III and IV
33490(a)(2)(A)	The Implementation Plan shall document the agency's housing responsibilities including "...(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 and estimates of the expenditures of moneys from the Low and Moderate Income Housing Fund during each of the five years; and (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 [relative to age and income]."	Part Two Section II
33490(a)(2)(B)	To the extent that inclusionary housing requirements of the CRL apply, the Implementation Plan shall include: "...(i) estimates of the number of new, substantially rehabilitated or price-restricted residential units to be developed or purchased...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 in order to meet the [inclusionary housing] requirements 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...which meet the [inclusionary housing] requirements; (iv) estimates of the number of agency developed residential units which will be developed during the next five years, if any...; and (v) estimates of the number of agency developed units... to meet the [inclusionary requirements]."	Part Two Section II

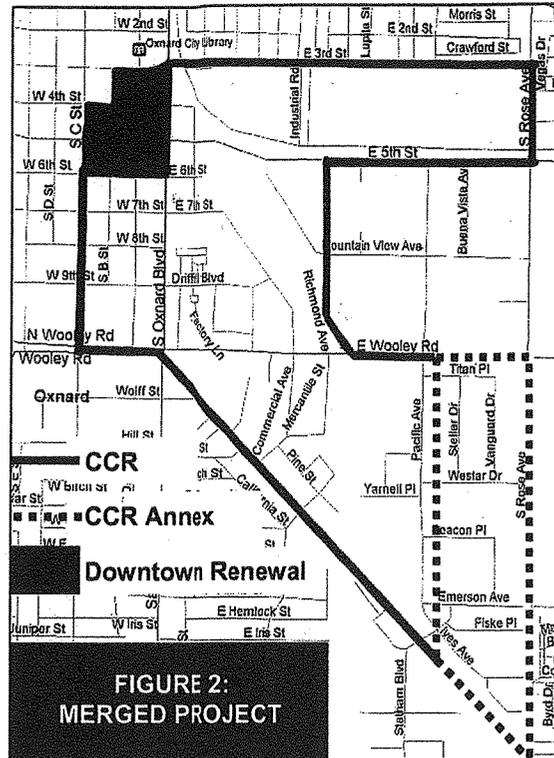


TABLE 1 (Continued)		
California Health & Safety Code Section	Description of Statutory Requirements Set Forth in the California Health and Safety Code	Report Section
33490(a)(2)(C)(i), (ii) and (iii)	In order to evidence benefit to income groups and household types in proportion to the needs possessed by such persons in relation to the community at large, the Implementation Plan shall document: "...(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 [City's Housing Element] 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; and (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 [proportion to needs relative to income and age]."	Part Two Section II
33490(a)(2)(C)(iv)	For the previous five-year period, the Implementation Plan shall document..."(i) 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; (ii) 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 (iii) 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."	Part Two Section II
33490(a)(3)	If the agency causes the destruction or removal of dwelling units that will have to be replaced, the Implementation Plan shall "...identify proposed locations suitable for those replacement dwelling units."	Part Two Section III

TABLE 1 (Continued)		
California Health & Safety Code Section	Description of Statutory Requirements Set Forth in the California Health and Safety Code	Report Section
33490(a)(4)	For project areas that are within six years of the time limit on the effectiveness of the redevelopment plan, the Implementation Plan shall: "...address the ability of the agency to comply, prior to time limit on the effectiveness of the redevelopment plan, with <i>[inclusionary and replacement housing requirements]</i> ...and the disposition of the remaining moneys in the Low and Moderate Income Housing Fund."	Part Two Section III
33490(a)(5)	The implementation plan shall identify the fiscal year that the agency expects each of the following time limits to expire: <ul style="list-style-type: none"> A. Time limit for commencement of eminent domain proceedings B. Time limit for establishment of loans, advances, and indebtedness C. Time limit for effectiveness D. Time limit to repay indebtedness 	Part One Section II

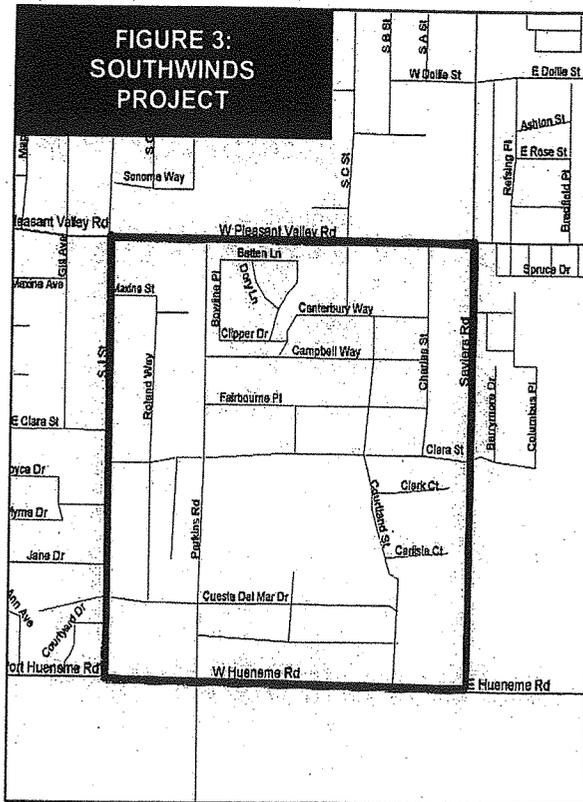
SECTION II: PROJECT AREAS

Merged Project: The Merged Project was created on July 18, 2000, with the adoption of City Council Ordinance No. 2525, and includes the Downtown Renewal (R-108) and Central City Revitalization Projects ("Constituent Projects"). These two separate Constituent Projects have been combined for financing purposes as permitted by Sections 33485-33489 of the CRL. Under the merger provisions of the CRL, tax increment which accrues to each Constituent Project may be used for the purpose of paying the principal of, and interest on, indebtedness incurred by the CDC to finance or refinance, in whole or in part, the Merged Project. As provided under the CRL, tax increment attributable to a Constituent Project must first be used to pay indebtedness in compliance with the terms of any bond resolution or other agreement pledging such taxes from that Constituent Project prior to the merger. Otherwise, tax increment revenue attributed to each Constituent Project may be used for any lawful purpose in either or both of the Downtown Renewal (R-108) or Central City Revitalization Projects.



- **Downtown Renewal (R-108).** The Downtown Renewal (R-108) Project, created on May 14, 1968, contains 20 acres and is generally bounded by Third Street on the north, "C" Street on the west, Sixth Street on the south and Oxnard Boulevard on the east. The Project is characterized as the City's retail and governmental core and the primary objective is to provide additional parking facilities, construct a pedestrian mall, demolish substandard structures, entice new development and foster economic revitalization of the area.

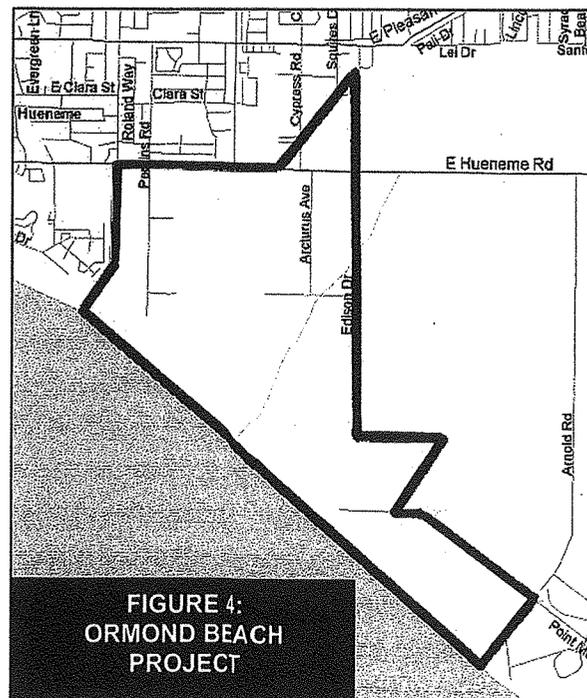
- **Central City Revitalization ("CCR").** The CCR, created on July 6, 1976, encompasses 706 acres and is located at the confluence of Highway 1, Oxnard Boulevard, and Wooley Road. The Project boundaries were amended in 1985 with the addition of 138 acres known as the "CCR Annex" (CCR and CCR Annex are collectively referred to as the "CCR Project"). The CCR Project ("CCRP") consists primarily of heavy industrial, commercial, office, and residential land uses. According to the original Redevelopment Plan, the primary objective is to eliminate the existing conditions and causes of blight and to encourage and foster economic revitalization.



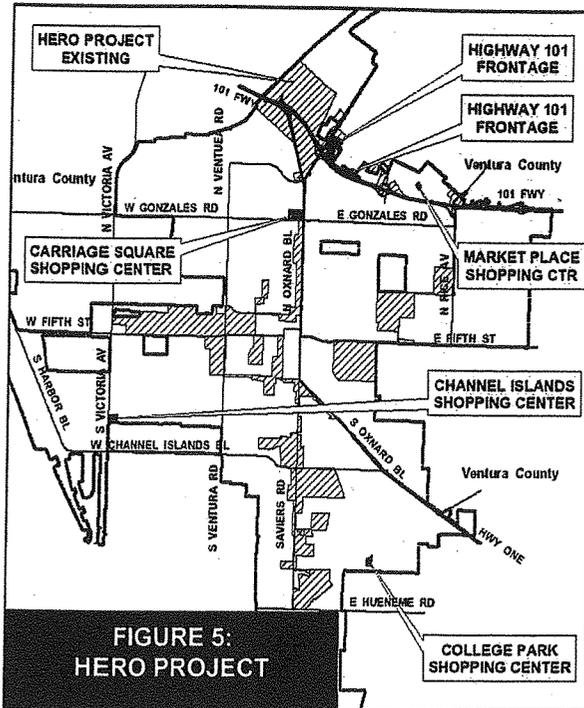
**FIGURE 3:
SOUTHWINDS
PROJECT**

Southwinds: The Southwinds Redevelopment Project, created on June 18, 1985, encompasses 131 acres and is generally bounded by Pleasant Valley Road on the north, Saviers Road on the east, Hueneme Road on the south, and the west line of the Ventura County Flood Control Channel located on "J" Street on the east. The Southwinds Project is predominately residential in character with a mix of neighborhood commercial and visitor serving uses. The primary impetus for redevelopment arises from a prevalence of depreciated property values, deteriorated housing and commercial facilities, poorly maintained and nonconforming residential properties, vacant and underutilized parcels, a pattern of very high density predominantly transitional residential uses, deteriorated public infrastructure, insufficient levels of public facilities and services, and overall economic stagnation.

Ormond Beach: The Ormond Beach Redevelopment Project, created on November 15, 1983, encompasses 1,334 acres and is generally bounded by the "J" Street Canal on the west, the Ventura County Railroad tracks north of Hueneme Road, Edison Drive and a portion of Arnold Road on the east, and the Pacific Ocean on the south. The Project is predominantly developed with heavy and light industrial manufacturing, yet includes a mixture of land uses and sensitive coastal resources (with approximately 210 acres of beach, 131 acres of wetlands and 43 acres of dunes). The Project was initially formed to undertake the possible development of a resort oriented destination center in connection with the area's natural resources.



**FIGURE 4:
ORMOND BEACH
PROJECT**



**FIGURE 5:
HERO PROJECT**

HERO Project: The HERO Project was created on April 7, 1998, and encompasses 2,344 acres. The Project area was amended in 2004 with the addition of College Park, Channel Islands, Carriage Square, Highway 101 and The Marketplace commercial areas. In general, the Project encompasses properties along the City's older commercial corridors defined by Saviers Road, Oxnard Boulevard, Highway 1 and Fifth Street. The primary objective of the adopted Redevelopment Plan is to retain and attract commercial and industrial development. Anticipated public reinvestment includes repair and improvement to streets and public utilities, rehabilitation of the Auditorium/Community Center and assisting the City with improvements to various Highway 101 interchanges.

TABLE 2: PROJECT COMPARISON	ACRES		PARCELS	
	No.	%	No.	%
DOWNTOWN RENEWAL	20	0%	120	3%
CCR PROJECT	706	16%	723	18%
SOUTHWINDS	131	3%	494	12%
ORMOND BEACH	1,334	29%	270	7%
HERO PROJECT	2,344	52%	2,354	59%
TOTAL	4,535	100%	3,961	100%

TABLE 3: LAND USE SUMMARY	COMMERCIAL (Acres)		VACANT (Acres)	
	No.	%	No.	%
DOWNTOWN RENEWAL	9	1%	0	0%
CCR PROJECT	60	10%	120	46%
SOUTHWINDS	12	2%	17	6%
ORMOND BEACH	0	0%	0	0%
HERO PROJECT	536	87%	127	48%
TOTAL	617	100%	264	100%

SOURCES: Report to City Council, Oxnard CDC, February 1998; Exterior Site and Structural Surveys of Plan Amendment Area, Thomas E. Figg, Consulting Services, February and May 2002, updated October 2003; Assessor Public Information File, Ventura County and GIS Parcel Database, City of Oxnard, 2000-2003; Equalized Assessment Report, Ventura County Assessor, Dec. 3, 2003.



TABLE 4: REDEVELOP- MENT PLAN COMPARISON	MERGED PROJECT			ORMOND BEACH	SOUTH- WINDS
	Downtown	CCR	CCR Annex		
Date of Plan Adoption	5/14/1968	7/6/1976	5/7/1985	11/22/1983	6/18/1985
Area of Project (Acres)	20	568	138	1,334	131
Project Termination	1/1/2012	7/6/2019	5/7/2027	11/22/2026	6/18/2027
Tax Increment Limit	\$329 Million	\$329 Million	\$329 Million	\$343.2 Million	\$122.5 Million
Bond Debt Limit	\$136 Million	\$136 Million	\$136 Million	\$148.6 Million	\$51 Million
Deadline to Establish Debt	-	-	-	-	-
Deadline to Repay Debt	1/1/2022	7/6/2029	5/7/2037	11/22/2036	6/18/2037
Deadline for Eminent Domain	1/1/2012	7/17/2012	7/17/2012	7/17/2012	7/17/2012

TABLE 4 (Continued)	HERO PROJECT	
	HERO	HERO Annex
Date of Plan Adoption	4/7/1998	3/23/04
Area of Project (Acres)	2,264	80
Project Termination	4/7/2029	3/23/34
Tax Increment Limit	None Specified	None Specified
Bond Debt Limit	\$360 Million	
Deadline to Establish Debt	4/7/2018	3/23/24
Deadline to Repay Debt	4/7/2044	3/23/49
Deadline for Eminent Domain	4/7/2010	3/23/16

NOTE: The time limit on establishment of loans, advances, and indebtedness required by Section 33333.6 of the California Health and Safety Code prior to January 1, 2002, was eliminated for the Merged, Ormond Beach and Southwinds Projects by Ordinance adopted on February 3, 2009.

SECTION III: BLIGHT CONDITIONS

Statutory Parameters: The fundamental purpose of the CRL is to protect and promote the sound development and redevelopment of "...blighted areas and the general welfare of the inhabitants of the communities in which the area exists by remedying such injurious conditions through employment of all appropriate means (California Health and Safety Code Section 33037)." As a prerequisite to establishing a redevelopment project, the CDC must make three fundamental findings: (i) the project area is predominately urbanized; (ii) a majority of the properties within the project area exhibit debilitating physical and economic blight that neither the private sector nor municipal government, acting alone, can remedy; and (iii) the redevelopment program is financially feasible. In specific regard to blight, the conditions: (i) must be prevalent and substantial throughout the area; (ii) must cause a reduction of, or lack of, proper utilization of the area; (iii) place a serious burden on the community; and (iv) cannot be remedied without the CDC's assistance. The criteria used to define blight under current law are described below.

○ **Physical Conditions**

- **Substandard Buildings.** Buildings in which it is unsafe or unhealthy for persons to live or work. These conditions can be caused by serious code violations, dilapidation and deterioration, defective design or physical construction, faulty or inadequate utilities, or other similar factors.

- **Functional Obsolescence.** Factors that prevent or substantially hinder the economically viable use or capacity of buildings or lots. This condition can be caused by substandard design, inadequate size given present standards and market conditions, lack of parking or similar factors.

- **Incompatible Uses.** Adjacent or nearby uses that are incompatible with each other and which prevent the economic development of those parcels or other portions of the project area.

- **Substandard Lots.** The existence of subdivided lots of irregular form and shape and inadequate size for proper usefulness that are in multiple ownership.

○ **Economic Conditions**

- **Depressed Valuation.** Depreciated or stagnant property values or impaired investments, including, but not necessarily limited to, those properties containing hazardous wastes that require the use of CDC authority.

- **Capital Disinvestment.** Abnormally high business vacancies, abnormally low lease rates, high turnover rates, abandoned buildings, or excessive vacant lots within an area developed for urban use and served by utilities.



- **Inadequate Services.** A lack of necessary commercial facilities that are normally found in neighborhoods, including grocery stores, drug stores, and banks and other lending institutions.
- **Neighborhood Impacts.** Residential overcrowding or an excess of bars, liquor stores, or other businesses that cater exclusively to adults that has led to problems of public safety and welfare.
- **Criminal Activity.** A high crime rate that constitutes a serious threat to the public safety and welfare.

Baseline Conditions: Although the size and characteristics of the four separate Projects varies considerably, they share common attributes; that is, the presence of physical and economic blight in combination with deteriorated and/or inadequate public infrastructure. At the time of each redevelopment plan adoption, the combined areas exhibited varying degrees of substandard buildings, incompatible land uses, undersized lots, inadequate road widths, poor street patterns and traffic circulation, deficient public improvements and facilities, un-kept vacant and under-utilized properties, residential overcrowding, poor land use distribution, low building intensity, structural obsolescence, poor parking facilities, congestion of overhead utility lines, high concentration of bars, high crime rate, lack of owner participation, depreciated property values, seriously deteriorated housing and commercial facilities, antiquated subdivision with a patchwork of private ownership, areas subject to periodic erosion and flooding, lack of adequate infrastructure, environmental pollution, overall economic stagnation, and the existence of hazardous waste.

Remaining Blight: Since adoption of the first redevelopment project in 1968, the CDC has undertaken a variety of programs and activities to eradicate blight including infrastructure improvements, utility undergrounding, building rehabilitation, land assemblage, street vacation, streetscape upgrades, image enhancement, lot consolidation, resource protection, business attraction and development and sound attenuation. Recent accomplishments in the Merged Project include completion of the downtown Oxnard Street tree and sidewalk replacement project, the downtown parking structure, second phase of alley and parking lot improvements, and the 38-unit downtown Guadalupe Townhome project consisting of 30 low and moderate income units and eight market rate units. Additional Project accomplishments include completion of the new South Oxnard Branch Library, street median improvements, and funding of recreational improvements in the HERO Project, disposition of 276-acres of land to the Nature Conservancy in support of Wetlands Restoration in the Ormond Beach Project, and upgrading of neighborhood security fencing design to assist in crime reduction and elimination of blight in the Southwinds Project. Public utilities and street construction infrastructure improvements were also completed in each of the Projects. Despite these significant strides, notable blight remains. The conditions particular to each Project and/or Constituent Project, tabulated and compared relative to CRL blight criteria, are summarized in Table 5.



TABLE 5: PHYSICAL BLIGHT SUMMARY	DOWNTOWN RENEWAL				CCR PROJECT			
	PARCELS		BUILDINGS		PARCELS		BUILDINGS	
	No.	%	No.	%	No.	%	No.	%
SUBSTANDARD BUILDINGS								
Deteriorated & Dilapidated			2	4.17			77	8.75
Code Violations	11	22.92			139	26.73		
Unreinforced Masonry Construction			4				34	3.86
FUNCTIONAL OBSOLESECE								
Design & Construction			5	10.42			153	17.37
Lot Coverage	2	4.17			12	2.31		
Parking & Circulation	2	4.17			97	18.65		
INCOMPATIBLE USES								
Residential Conflicts	0	0.00			42	8.08		
Commercial Conflicts	0	0.00			14	2.69		
Sensitive Facility Conflicts	0	0.00			11	2.11		
SUBSTANDARD LOTS								
Inadequate Lot Sizes	0	0.00			84	11.62		
Irregular Lot Configuration	4	3.33			27	3.74		
TOTAL	18	15.00	10	20.83	263	36.38	175	19.89
	ORMOND BEACH				SOUTHWINDS			
	PARCELS		BUILDINGS		PARCELS		BUILDINGS	
	No.	%	No.	%	No.	%	No.	%
SUBSTANDARD BUILDINGS								
Deteriorated & Dilapidated			3	5.36			50	9.96
Code Violations	8	34.78			51	10.81		
Unreinforced Masonry Construction			0	0.00			0	0.00
FUNCTIONAL OBSOLESECE								
Design & Construction			21	37.50			69	13.75
Lot Coverage	1	4.35			73	15.47		
Parking & Circulation	1	4.35			4	8.47		
INCOMPATIBLE USES								
Residential Conflicts	0	0.00			1	0.21		
Commercial Conflicts	5	21.74			0	0.00		
Sensitive Facility Conflicts	0	0.00			0	0.00		
SUBSTANDARD LOTS								
Inadequate Lot Sizes	4	1.48			73	14.78		
Irregular Lot Configuration	0	0.00			0	0.00		
TOTAL	16	5.93	21	37.50	183	37.04	89	17.73

SOURCES: Report to City Council for HERO, Oxnard CDC, February 1998; Exterior Site and Structural Surveys of HERO Plan Amendment No. 1, Thomas E. Figg, Consulting Services, February and May 2002, updated October 2003; Preliminary Report and Report to City Council for Merged Downtown/CCRP, Southwinds and Ormond Beach, Thomas E. Figg, Consulting Services, 2000.

NOTES: Blight tabulations for Substandard Buildings, Functional Obsolescence and Incompatible Uses are based on improved parcels only; tabulations for Substandard Lots and Total include all parcels within each Project, improved as well as vacant. Parcels with more than one identifiable condition of physical blight are counted only once in the Totals.



TABLE 5 (Continued)	HERO PROJECT			
	PARCELS		BUILDINGS	
	No.	%	No.	%
SUBSTANDARD BUILDINGS				
Deteriorated & Dilapidated			332	23%
Code Violations				
Unreinforced Masonry Construction				
FUNCTIONAL OBSOLESECE	369	28%		
Design & Construction			373	26%
Lot Coverage				
Parking & Circulation				
INCOMPATIBLE USES	27	2%		
Residential Conflicts				
Commercial Conflicts				
Sensitive Facility Conflicts				
SUBSTANDARD LOTS	241	18%		
Inadequate Lot Sizes				
Irregular Lot Configuration				
TOTAL	548	42%	535	38%

SOURCES: Report to City Council for HERO, Oxnard CDC, February 1998; Exterior Site and Structural Surveys of HERO Plan Amendment No. 1, Thomas E. Figg, Consulting Services, February and May 2002, updated October 2003; Preliminary Report and Report to City Council for Merged Downtown/CCRP, Southwinds and Ormond Beach, Thomas E. Figg, Consulting Services, 2000.

NOTES: Blight tabulations for Substandard Buildings, Functional Obsolescence and Incompatible Uses are based on improved parcels only; tabulations for Substandard Lots and Total include all parcels within each Project, improved as well as vacant. Parcels with more than one identifiable condition of physical blight are counted only once in the Totals.



TABLE 6: ECONOMIC BLIGHT SUMMARY	DOWNTOWN RENEWAL				CCR PROJECT			
	PARCELS		BUILDINGS		PARCELS		BUILDINGS	
	No.	%	No.	%	No.	%	No.	%
IMPAIRED INVESTMENTS								
Hazardous Materials	0	0.00			86	11.89		
Zoning Inconsistencies	0	0.00			59	8.16		
COMMERCIAL ACTIVITY								
Vacant Lots	0	0.00			123	17.01		
Abandoned Buildings			0	0.00			10	1.14
TOTAL					252	34.85	10	1.14
	ORMOND BEACH				SOUTHWINDS			
	PARCELS		BUILDINGS		PARCELS		BUILDINGS	
	No.	%	No.	%	No.	%	No.	%
IMPAIRED INVESTMENTS								
Hazardous Materials	9				1	0.20		
Zoning Inconsistencies	0	0.00			5	1.01		
COMMERCIAL ACTIVITY								
Vacant Lots	10				14	2.83		
Abandoned Buildings			0	0.00			3	0.60
TOTAL	27	10.00	00.00		20	4.05	3	0.60
	HERO PROJECT							
	PARCELS		BUILDINGS					
	No.	%	No.	%				
IMPAIRED INVESTMENTS	136	11%						
Hazardous Materials								
Zoning Inconsistencies								
COMMERCIAL ACTIVITY								
Vacant Lots								
Abandoned Buildings								
TOTAL	136	11%	0	0.00				

SOURCES: Report to City Council for HERO, Oxnard CDC, February 1998; Exterior Site and Structural Surveys of HERO Plan Amendment No. 1, Thomas E. Figg, Consulting Services, February and May 2002, updated October 2003; Preliminary Report and Report to City Council for Merged Downtown/CCRP, Southwinds and Ormond Beach, Thomas E. Figg, Consulting Services, 2000.

NOTES: The data listed in this table is limited to site-specific indices of economic blight. Percentage tabulations for Hazardous Materials, Zoning Inconsistencies, and Abandoned Buildings are based on improved parcels only; tabulations for Vacant Lots and Total include all parcels within each Project, improved as well as vacant. Parcels with more than one identifiable condition of physical blight are counted only once in the Totals.

SECTION IV: IMPLEMENTATION STRATEGY

Goals and Objectives: All four Projects suffer from an assortment of physical and economic conditions that cannot be remedied by private enterprise acting alone. Problems include deterioration and dilapidation, code violations, un-reinforced masonry construction, design and construction defects, inadequate parking and access, incompatible uses, irregular and undersized parcels, depressed property values, hazardous wastes and materials, low lease rates and high business vacancies, inadequate neighborhood serving facilities, residential overcrowding, high crime rates and infrastructure deficiencies. To remedy these conditions, the following goals and objectives have been identified, in common, for all of the Projects and are embodied in each Redevelopment Plan, as amended:

- Establish, by effective use of the redevelopment process, a planning and implementation framework that will ensure proper, long-term development of identified blighted areas.
- Eliminate and prevent the spread of blight and deterioration, and the conservation and rehabilitation of the Projects in accordance with the City's 2030 General Plan, applicable Specific Plans, and other local codes and ordinances.
- Re-plan, redesign, and develop underdeveloped or poorly developed areas that are underutilized or improperly utilized.
- Strengthen the economic base of the Projects by redevelopment and rehabilitation of structures and the installation of needed improvements.
- Promote private sector investment within the Projects.
- Provide, through economic growth, for increased sales taxes, business license fees, and other fees, taxes and revenues to the City of Oxnard.
- Eliminate or mitigate certain environmental deficiencies such as insufficient off-street and on-street parking, storm water drainage, and other similar public improvements, facilities and utility deficiencies that adversely affect the Projects.
- Create local job opportunities and preserve the existing employment base.
- Preserve and rehabilitate existing low- and moderate-income housing opportunities.
- Provide, by rehabilitation or new construction, improved housing for individuals and/or families of very-low, low or moderate incomes.

Financial Resources: Table 7 presents a forecast of gross redevelopment revenue over the next five years. These forecasts are based on 2% annual valuation growth and include a combination of tax increment and unitary tax revenue. Table 8 provides a five-year tabulation of net CDC revenue, accounting for administrative fees, County charges and pass through payments to other taxing agencies. As shown in Table 8; approximately \$21.5 million will accrue to the CDC's Low and Moderate Income Housing Fund ("LMIHF"). By law (Section 33334.2 of the CRL), not less than 20% of all tax increment revenue allocated to the CDC must be exclusively earmarked for the purpose of increasing, improving and preserving the community's supply of housing available at affordable housing cost to persons and families of low and moderate income ("Housing Setaside"). Of the remaining tax increment, less administrative costs and tax sharing payments, totals \$61.8 million and represents funds available to finance assorted redevelopment activities.

**TABLE 7:
GROSS REDEVELOPMENT REVENUE FORECAST (000's Omitted)**

PROJECT AREA	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
Merged Project	\$ 6,034	\$ 6,025	\$ 6,138	\$ 6,254	\$ 6,372
Southwinds	\$ 1,427	\$ 1,427	\$ 1,467	\$ 1,507	\$ 1,548
Ormond Beach	\$ 2,164	\$ 2,164	\$ 2,219	\$ 2,274	\$ 2,331
HERO Project	\$ 11,225	\$ 11,219	\$ 11,565	\$ 11,919	\$ 12,279
Total	\$ 20,850	\$ 20,835	\$ 21,389	\$ 21,954	\$ 22,530

SOURCE: 2009-2010 Property Data Oxnard CDC Preliminary Property Tax Reports, HdL, Coren & Cone.
NOTE: Revenue forecasts are limited to direct income consisting of tax increment and unitary tax. Indirect sources (e.g., income from cash investments, rental property, etc.) are reported in Table 10.

**TABLE 8:
NET CDC REVENUE PROJECTIONS (000's Omitted)**

PROJECT AREA	Gross Revenue (Table 7)	Fees and Charges	Tax Sharing Payments	CDC Housing Setaside	CDC Project Funds
Merged Project	\$ 30,823	\$ 384	\$ 2,599	\$ 6,165	\$ 21,675
Southwinds	\$ 7,376	\$ 96	\$ 3,031	\$ 1,474	\$ 2,775
Ormond Beach	\$ 11,152	\$ 142	\$ 4,951	\$ 2,231	\$ 3,828
HERO Project	\$ 58,207	\$ 736	\$ 12,268	\$ 11,642	\$ 33,561
Total	\$ 107,558	\$ 1,358	\$ 22,849	\$ 21,512	\$ 61,839

SOURCE: 2009-2010 Property Data Oxnard CDC Preliminary Property Tax Reports, HdL, Coren & Cone.

Programs and Activities: Programs and activities that are undertaken pursuant to the Redevelopment Plan for each of the four Projects are intended to facilitate the achievement of the common goals and objectives previously described. In general, these activities can be grouped into one of four broad categories: Public Facilities, Business Revitalization, Low and Moderate Income Housing and Program Operations. Activities grouped under Public Facilities are designed to enhance the physical image of public spaces and rectify public improvement deficiencies. Business Revitalization activities provide for land assemblage and reuse of underutilized and deteriorated properties, recruitment of new businesses and inducements to rehabilitate, expand and modernize commercial and industrial building space. Low and Moderate Income Housing activities provide for the improvement, preservation and expansion of housing that is available, at affordable housing cost, to persons of low, very low and moderate income. Program Operations encompass planning, budgeting, public relations, administration and image enhancement. The general scope of each category is described below.

- **Public Facilities.** Public infrastructure activities include urban design improvements, public utilities and street construction. Urban design improvements focus on enhancing the visual and pedestrian environment within public right-of-way that serves each Project. Utility improvements include initiating advanced planning and preliminary engineering for public utilities, and the construction, reconstruction and upgrading of water, sewer, storm drain and similar "backbone" infrastructure necessary and appropriate to serve each Project. Street construction encompasses a wide variety of vehicular and pedestrian improvements to improve access and safety, and enhance the overall functionality of public rights-of-way.

- **Business Revitalization.** Business Revitalization activities are broadly grouped into one of two categories: business improvement and retention/attraction. Business improvement activities include: (i) development incentives to facilitate expansion, recruitment, enhancement and retention of commercial and industrial businesses; and (ii) assemblage and recycling of properties appropriate for redevelopment. Retention and attraction activities include façade and building renovations and centralized management and marketing. Façade and building renovations assist merchants and property owners in modernizing facilities for improved merchandizing while creating an attractive environment for patrons. Centralized management and marketing allows a focused and responsive outreach to Project area merchants and provide assistance and coordination of redevelopment, rehabilitation and other support efforts.

- **Low and Moderate Income Housing.** The CDC is required to deposit not less than 20% of gross tax increment revenues derived within each Project into a LMIHF (commonly known as "Housing Setaside"). Such funds are expressly reserved for purposes of increasing, improving and preserving the community's supply of low and moderate income housing. The LMIHF, while statutorily restricted, may be used to finance a broad array of activities including: (i) site assemblage, new construction and rehabilitation of affordable housing; (ii) provision of loans and/or grants for the rehabilitation of existing homes and apartments; and (iii) down payment assistance for first time home purchases; and (iv) incentives for infill and mixed use projects.



○ **Program Operations.** Program operations are broadly grouped into one of two categories: administration and planning. Administrative activities include the preparation and administration of overall redevelopment programs, including budgeting, monitoring, reporting and auditing services. Planning activities include land use and pre-development studies, sign/image enhancement programs, community relations, and special promotions/events. Sign and image enhancement programs focus on strategic placement of signs and kiosks to identify activities occurring within or of benefit to the Projects. Special events programming to promote redevelopment and to distribute redevelopment plans and information includes administration, planning, production, marketing and advertising of special events.

○ **Debt Service:** Debt Service consists of the repayment of borrowed funds including City advances, tax allocation bonds and similar indenturements used to finance redevelopment activities.

Five-Year Priorities: In preparation of this Implementation Plan, input was solicited from City departments to identify priorities for the next five years. Information received was then translated into specific priorities for each Project over the next five years. It is expressly noted that the projects and activities listed in Table 9 are not exclusive and do not preclude the funding of other redevelopment programs and activities authorized in the Redevelopment Plans for the respective Projects. The CDC is engaged in a variety of ongoing activities that will be continued during the duration of this Implementation Plan even though they may not be expressly listed in Table 9. Furthermore, expenditure estimates appearing in Table 10 reflect the general priority and anticipated cost associated with each program element and neither commit funds nor bind the CDC to these specific allocations.



**TABLE 9:
FIVE-YEAR
PRIORITIES**

PUBLIC FACILITIES	MERGED PROJECT	SOUTHWINDS	ORMOND BEACH	HERO PROJECT
Urban Design	<ul style="list-style-type: none"> • Install lighting/security lighting • Provide trash enclosures • Improve/provide public spaces • Construct pocket parks and park improvements • Phase 2 improved public parking lots and street lighting • Phase 3 improved public parking lots and street lighting • Additional trash enclosures 	<ul style="list-style-type: none"> • Install security lighting and fencing • Approval of owner-occupied and multi-family investor residential rehabilitation and security lighting and fencing loans 		<ul style="list-style-type: none"> • Install streetscape improvements such as median upgrades and street furniture • Continue gateway sign program • Improve/install street lighting • Construct neighborhood pocket parks
Public Utilities	<ul style="list-style-type: none"> • Upgrade storm drain system • Upgrade water blending station • Upgrade water distribution lines • Replace existing cast iron pipe lines • Rehabilitate central trunk sewer • Recycled water lines and customer retrofits • Initiate advanced planning and preliminary engineering for public utilities 	<ul style="list-style-type: none"> • Upgrade storm drain system • Upgrade water distribution lines • Replace existing cast iron pipe lines • Upgrade water and sewer infrastructure • Install recycled water lines and customer retrofits • Initiate advanced planning and preliminary engineering for public utilities 	<ul style="list-style-type: none"> • Upgrade storm drain system • Upgrade water distribution lines • Construct improvements to minimize visual impact on surrounding property at sewer plant • Construct recycled water treatment facility • Install recycled water lines and customer retrofits • Initiate advanced planning and preliminary engineering for public utilities 	<ul style="list-style-type: none"> • Upgrade storm drain system • Upgrade water distribution lines • Install recycled water lines and customer retrofits • Initiate advanced planning and preliminary engineering for public utilities

TABLE 9
(Continued)

	MERGED PROJECT	SOUTHWINDS	ORMOND BEACH	HERO PROJECT
Street Construction	<ul style="list-style-type: none"> Continue alley improvement Construct Oxnard Boulevard improvements Install area-wide alley, curb, gutter and sidewalk improvements Undertake improvements consistent with implementation of Pedestrian/Bike Path Master Plan 	<ul style="list-style-type: none"> Continue alley improvements 	<ul style="list-style-type: none"> Continue to upgrade curb, gutter, and sidewalks 	<ul style="list-style-type: none"> Construct improvements as necessary to existing curb, gutter, sidewalk, streets and alleyways Undertake improvements consistent with implementation of the Pedestrian/Bike Path Master Plan Construct Hwy 101/Rice Avenue interchange Upgrade Hwy 101 interchanges
BUSINESS REVITALIZATION	<ul style="list-style-type: none"> Continue façade improvement program Provide commercial redevelopment incentives to developers EDCO to develop a targeting attraction program for downtown administered through the ODMD City-wide retail retention and attraction efforts including marketing, advertising, retail website, attendance at ICSC by CDC Staff EDCO to directly assist existing restaurants in downtown with marketing and operations planning administered through the ODMD EDCO to process permits on behalf of all downtown businesses 	<ul style="list-style-type: none"> Create job opportunities and broaden local shopping choices Support job retention/creation activities Establish/continue business retention/attraction programs Provide commercial redevelopment incentives to create job opportunities and broaden local shopping choices City-wide retail retention and attraction efforts including marketing, advertising, retail website, attendance at ICSC by CDC Staff Businesses invited to attend monthly South Oxnard Revitalization Committee meetings to show case what they have to offer 	<ul style="list-style-type: none"> EDCO to develop a targeting attraction program aimed at port related and coastal dependent industries Provide commercial redevelopment incentives to developers Support job retention/creation activities EDCO to process all city, county, and state permits on behalf of industrial companies City-wide retail retention and attraction efforts including marketing, advertising, retail website, attendance at ICSC by CDC Staff Businesses invited to attend monthly South Oxnard Revitalization Committee meetings to 	<ul style="list-style-type: none"> Continue commercial façade improvement program EDCO to develop a targeting attraction program for wine production and tasting facilities within industrial parks Provide commercial redevelopment incentives to developers Marketing campaign for vacant industrial sites and in-house services through EDCO Establish/continue business retention/attraction programs through EDCO's complimentary permit processing program, workforce training programs, and assistance with regulatory issues

TABLE 9
(Continued)

	MERGED PROJECT	SOUTHWINDS	ORMOND BEACH	HERO PROJECT
<p>LOW AND MODERATE INCOME HOUSING</p>	<ul style="list-style-type: none"> • EDCO to market the EDC-VC revolving loan program to downtown businesses administered through the ODMD • PBID support in management efforts through serving as resource to staff and participating committee member 	<p>for the neighborhood</p> <ul style="list-style-type: none"> • Presentations by CDC Staff to South Oxnard Revitalization Committee to showcase potential projects within the community 	<p>showcase what they have to offer the neighborhood</p> <ul style="list-style-type: none"> • Provide ongoing marketing of vacant industrial sites through EDCO 	<ul style="list-style-type: none"> • City-wide retail retention and attraction efforts including marketing, advertising, retail website, attendance at ICSC by CDC Staff • Businesses invited to attend monthly South Oxnard Revitalization Committee meetings to showcase what they have to offer the neighborhood • Presentations by CDC Staff to South Oxnard Revitalization Committee to showcase potential projects within the community
<ul style="list-style-type: none"> • Promote a broad mix of housing types and income ranges • Develop park and recreation facilities within walking distance of affordable housing • Integrate daycare in affordable housing projects • Undertake comprehensive review of all housing programs presently assisted with LMIHF: <ul style="list-style-type: none"> ➢ Modify operational guidelines to maximize program effectiveness ➢ Adjust priorities and funding allocation to maximize overall impact 	<ul style="list-style-type: none"> • Undertake comprehensive review of all housing programs presently assisted with LMIHF: <ul style="list-style-type: none"> ➢ Modify operational guidelines to maximize program effectiveness ➢ Adjust priorities and funding allocation to maximize overall impact ➢ Broaden program delivery to benefit all Project Areas • Conduct review of residential building permits and deed-restricted affordable units: <ul style="list-style-type: none"> ➢ Update the inventory of deed-restricted 	<ul style="list-style-type: none"> • Provide funding to other Project Areas to fulfill affordable housing obligations 	<ul style="list-style-type: none"> • Promote mixed use development where appropriate • Promote incentives for developers to build affordable housing • Seek balance between affordable and market rate housing • Undertake comprehensive review of all housing programs presently assisted with LMIHF: <ul style="list-style-type: none"> ➢ Modify operational guidelines to maximize program effectiveness ➢ Adjust priorities and funding allocation to maximize overall impact ➢ Broaden program de- 	

**TABLE 9
(Continued)**

	MERGED PROJECT	SOUTHWINDS	ORMOND BEACH	HERO PROJECT
PROGRAM OPERATIONS	<ul style="list-style-type: none"> ➤ Broaden program delivery to benefit all Project Areas • Conduct review of residential building permits and deed-restricted affordable units: <ul style="list-style-type: none"> ➤ Update the inventory of deed- restricted housing to reflect the precise mix of affordable units ➤ Adjust CDC's inclusionary housing obligations and LMIHF proportionality requirements as necessary • Provide district wide signage • Enhance public safety and code enforcement • Improve traffic flow and circulation 	<p>housing to reflect the precise mix of affordable units</p> <ul style="list-style-type: none"> ➤ Adjust CDC's inclusionary housing obligations and LMIHF proportionality requirements as necessary <ul style="list-style-type: none"> • Promote positive self-image • Broaden neighborhood participation • Continue support of Police Department's recognition by U.S. Department of Justice Weed and Seed Program • Enhance public safety and code enforcement 	<ul style="list-style-type: none"> • Support wetlands restoration activities 	<ul style="list-style-type: none"> • Enhance public safety and code enforcement

TABLE 10: 5-YEAR EXPENDITURE ESTIMATES (000's Omitted)	MERGED PROJECT	SOUTH- WINDS	ORMOND BEACH	HERO PROJECT	TOTAL
RESOURCES					
New Tax Increment	\$ 27,840	\$ 4,249	\$ 6,059	\$ 45,203	\$ 83,351
Fund Balance (Tax Increment)	\$ 5,529	\$ 858	\$ 1,556	\$ 18,282	\$ 26,225
Fund Balance (Housing Setaside)	\$ 3,554	\$ 850	\$ 1,286	\$ 6,711	\$ 12,400
Misc. Revenue (Tax Increment)	\$ 535	\$ 98	\$ 179	\$ 383	\$ 1,197
Misc. Revenue (Housing Setaside)	\$ 92	\$ 22	\$ 33	\$ 173	\$ 321
Total Resources	\$ 37,550	\$ 6,077	\$ 9,113	\$ 70,752	\$ 123,494
EXPENDITURES					
Public Facilities	\$ 6,572	\$ 285	\$ 286	\$ 18,829	\$ 24,142
Business Revitalization	\$ 6,572	\$ 285	\$ 286	\$ 18,829	\$ 24,142
Low & Moderate Income Housing	\$ 8,559	\$ 2,047	\$ 3,097	\$ 16,163	\$ 29,867
Program Operations	\$ 9,007	\$ 2,439	\$ 3,658	\$ 9,810	\$ 28,572
Debt Service	\$ 6,841	\$ 1,021	\$ 1,787	\$ 7,121	\$ 16,772
Total Expenditures	\$ 37,550	\$ 6,077	\$ 9,113	\$ 70,752	\$ 123,494

SOURCES:

1. New Tax Increment: Derived from Table 8 and calculated as the sum of CDC Housing Setaside and CDC Project Funds.
2. Fund Balance (Tax Increment): Derived from the CDC's Statement of Indebtedness for the 2009-2010 tax year – Available Revenue.
3. Fund Balance (Tax Increment): Derived from the CDC's 2008-09 State Controller's Annual Report – Calculation of Available Revenue.
4. Fund Balance (Housing Setaside): Derived from the CDC's Comprehensive Annual Financial Report. June 30, 2009, and apportioned to each Project on the basis of housing setaside forecasts from Table 8.
5. Miscellaneous Revenue (Tax Increment and Housing Setaside): Derived from the CDC's Comprehensive Annual Financial Report. June 30, 2009, and apportioned to each Project on the basis of earnings over the past ten years.
6. Program Operations: Derived from the CDC's Comprehensive Annual Financial Report. June 30, 2009, and apportioned to each Project on the basis of administrative and professional service costs over the past ten years.
7. Debt Service: Derived from the CDC's Comprehensive Annual Financial Report. June 30, 2009, and apportioned to each Project on the basis of actual debt schedules.

NOTES:

1. Expenditures for Low & Income Housing corresponds to amount shown for Housing Setaside in Table 8 plus Fund Balance (Housing Setaside) shown above, less Program Operations apportioned to each Project on the basis of administrative and professional service costs over the past ten years.
2. Expenditures for Public Facilities and Business Revitalization is evenly split between these two categories and represents the sum total of Resources, net of Debt Service, Program Operations and Low & Moderate Income Housing.
3. Expenditure forecasts for Ormond Beach have been adjusted between the categories of Public Facilities, Business Revitalization and Program Operations to avoid funding deficits resulting from the apportionment methodology described under "Sources" above.
4. Totals may not reflect the exact sum of individual dollar amounts due to rounding.

Blight Relationship: In general, activities grouped under Public Facilities are designed to enhance the physical image of public spaces and rectify public improvement deficiencies. Commercial Revitalization activities provide for land assemblage and reuse of underutilized and deteriorated properties, recruitment of new businesses and inducements to rehabilitate, expand and modernize commercial building space. Low and Moderate Income Housing activities provide for the improvement, preservation and expansion of housing that is available, at affordable housing cost, to persons of low, very low and moderate income. Program Operations are designed to attract customers to commercial areas within boundaries of each Project. The relationship between specific activities and blight elimination is summarized in Table 11.



TABLE 11: PROGRAM - BLIGHT ELIMINATION RELATIONSHIP	Public Facilities	Business Revitalization	Low & Mod I ncome Housing	Program Operations
Establish, by effective use of the re-development process, a planning and implementation framework that will ensure proper, long-term development of identified blighted areas.	X	X		X
Eliminate and prevent the spread of blight and deterioration, and the conservation and rehabilitation of the Project Area in accordance with the City's 2030 General Plan, applicable Specific Plans, and other local codes and ordinances.	X	X		X
Re-plan, redesign, and develop underdeveloped or poorly developed areas that are underutilized or improperly utilized.	X	X	X	X
Strengthen the economic base of the Project by redevelopment and rehabilitation of structures and the installation of needed improvements.	X	X		
Promote private sector investment within the Project.	X	X	X	X
Provide, through economic growth, for increased sales taxes, business licensee fees, and other fees, taxes and revenues to the City of Oxnard.		X		X
Eliminate or mitigate certain environmental deficiencies such as insufficient off-street and on-street parking, storm water drainage, and other similar public improvements, facilities and utility deficiencies that adversely affect the Project.	X			
Create local job opportunities and preserve the existing employment base.	X	X	X	
Preserve and rehabilitate existing low- and moderate-income housing opportunities.			X	
Provide, by rehabilitation or new construction, improved housing for individuals and/or families of very-low, low or moderate incomes.			X	

REDEVELOPMENT IMPLEMENTATION PLAN

PART TWO: HOUSING PLAN

SECTION I: INTRODUCTION

Planning Framework: This segment of this Implementation Plan provides a planning framework for the expressed purpose of affirmatively furthering housing, at an affordable cost, for persons and families of low and moderate income. Specifically, the housing portion of this Implementation Plan has two primary objectives: (i) to provide for the appropriate and timely use of Housing Setaside funds; and (ii) to evidence compliance with applicable inclusionary housing, replacement housing and proportionality requirements stipulated in the CRL. The scope of topics and material covered in this section includes: (i) an accounting of affordable dwelling units, either constructed, substantially rehabilitated or price restricted, in the respective Projects; (ii) an estimate of dwelling units to be developed, substantially rehabilitated or price restricted within the respective Projects, separately tabulated for unassisted and CDC-developed projects; (iii) a forecast of revenue potentially available to the CDC for financing affordable housing; and (iv) integration of relevant goals, objectives and programs of the City's Housing Element (currently pending adoption as part of the 2030 General Plan).

Operative Terms: Affordability is a function of household income and housing costs, with adjustments for family size and bedroom count. The thresholds for determining household income are pegged against the area-wide median and are displayed in Tables 12 and 13. Housing costs include mortgage, rent, taxes, insurance, maintenance and utilities. The limits placed on housing costs are benchmarked against area-wide income and vary according to income category and housing unit type. For rental units, the housing cost threshold is computed as 15% of the area-wide median for very low income, 18% for lower income and 33% for moderate income. The housing cost threshold for homebuyers is computed as 15% of the area-wide median for very low income, 21% for lower income and 38.5% for moderate income

TABLE 12: 2009 INCOME LIMITS	HOUSEHOLD SIZE (No. of Persons)			
	1	2	3	4
Very Low (50% of AMI)	\$ 30,650	\$ 35,000	\$ 39,400	\$ 43,750
Lower (80% of AMI)	\$ 49,000	\$ 56,000	\$ 63,000	\$ 70,000
Median (AMI)	\$ 60,250	\$ 68,900	\$ 77,500	\$ 86,100
Moderate (120% of AMI)	\$ 72,300	\$ 82,650	\$ 92,950	\$ 103,300

SOURCE: Ventura County Income Limits and Affordable Housing Cost, State of California, Department of Housing and Community Development ("HCD"), April 2, 2009.

NOTES: State Housing Law addresses itself only to the needs of very low, low and moderate income. "AMI" is abbreviated for Area Median Income.



TABLE 13: DEFINITION OF TERMS	INCOME LIMITS	HOUSING COST THRESHOLDS	
		For Sale	Rental
Very Low	50% of AMI	30% of 50% of AMI	30% of 50% of AMI
Lower	80% of AMI	30% of 70% of AMI	30% of 60% of AMI
Moderate	120% of AMI	35% of 110% of AMI	30% of 110% of AMI

SOURCE: State of California, Health and Safety Code, and Title 25, Section 6932 of the California Code of Administrative Regulations.

NOTES: State Housing Law addresses itself only to the needs of very low, low and moderate income. "AMI" is abbreviated for Area Median Income.

Regulatory Parameters:

o **Housing Setaside.** With limited exceptions, not less than twenty percent (20%) of tax increment revenues derived by the CDC must be deposited into a LMIHF (commonly referred to as "Housing Setaside"). Such funds are expressly reserved for purposes of increasing, improving and preserving the community's supply of low and moderate income through a broad array of activities including: (i) site assemblage, new construction and rehabilitation of affordable housing; (ii) provision of loans and/or grants for the rehabilitation of existing homes and apartments; and (iii) down payment assistance for first time home purchases; and (iv) incentives for infill and mixed use projects. The CDC is not allowed to accrue more than the greater of \$1 million in Housing Setaside or an amount greater than the sum of annual deposits over the preceding four fiscal years; otherwise, they are potentially subject to penalties and forfeiture. The same requirement applies to a merged project area except that not less than twenty percent (20%) of all tax increment generated from the Merged Project must be deposited as Housing Setaside.

o **Inclusionary Housing.** Redevelopment projects adopted after 1976 must assure that at least 30% of all new or substantially rehabilitated units developed by the CDC are available at affordable costs to households of very low, low, or moderate-income. Of this 30%, not less than 50% must be available at affordable costs to very low-income households. Further, for all units developed in the project area by entities other than the CDC, the CRL requires that at least 15% of all such dwellings be made available at affordable costs to low or moderate-income households. Of these, not less than 40% of the dwelling units are required to be available at affordable costs to very low-income households. These requirements, referred to as "inclusionary housing," are applicable to dwelling units as aggregated, and not on a project-by-project basis to each dwelling unit created or substantially rehabilitated unless so required by the CDC. (Note: The Downtown Renewal Project is exempt from inclusionary housing requirements insofar as it was created before 1976.).

o **Replacement Housing.** For redevelopment projects adopted after 1976, and all projects regardless of adoption after December 31, 1995, the CRL requires that whenever dwelling units housing low and moderate income households are destroyed as part of a project assisted by the CDC, the CDC is responsible for ensuring that an equivalent number of replacement units are constructed or substantially rehabilitated within four years. These units must provide at least the same number

of bedrooms destroyed, and effective January 1, 2002, 100% of all replacement housing units must be affordable to the same income categories as those displaced by the CDC. Previously, only 75% of the units had to match the displaced income categories. The CDC receives a full credit for replacement units created inside or outside a project area.

o **Miscellaneous Provisions.** Effective January 1, 2002, the CRL now requires that Housing Setaside expenditures during the prescribed planning period must reflect the community's demographics in terms of income categories and household composition. Proportionality, as it is commonly referred to, is based on regional needs assessment embodied in the community's adopted Housing Element. Also effective January 1, 2002, all new or substantially rehabilitated units developed or assisted with Housing Setaside funds must be affordable for 55 years (rental units) or 45 years (owner-occupied units). Units rehabilitated or constructed prior to January 1, 2002 may have shorter time limits. Between January 2002 and January 2007, the CDC is only required to count in its housing production obligations multifamily units substantially rehabilitated with CDC assistance. Outside of this time frame, substantial rehabilitation of two or more single-family units assisted by the CDC and substantial rehabilitation any multifamily units count towards the production requirement.

Planning Horizon: The requirement to prepare implementation plans commenced in 1994. Since then, the CDC has adopted three Implementation Plans covering a 15-year period through December 31, 2009. Effective January 1, 2002, new legislation broadened this requirement to plan for and evidence compliance with inclusionary housing and expenditure proportionality provisions based on 10-year "planning horizons." The beginning and ending dates of these time periods vary depending upon the date of adoption of redevelopment plans. For purposes of this Implementation Plan, the 10-year planning horizon is based on the most recently adopted Redevelopment Plan of the CDC. HERO was adopted on April 7, 1998, and (under provisions of the SB 701 and 211) the applicable 10-year planning horizon expires on December 31, 2014. This planning horizon shall be used for all four Projects.



SECTION II: HOUSING PRODUCTION

Housing Program: Table 14 presents a forecast of tax increment to be deposited into the CDC's LMIHF over the next five years. These forecasts are based on the revenue forecasts appearing in Tables 7 & 8 in Section I, together with an estimated fund balance of \$12.4 million. Housing production and expenditure forecasts appear in Tables 15 and 16. These estimates reflect the breadth of programs presently administered by the City (i.e., Affordable New Developments, Mobilehome Replacement Loans, Homebuyers Program, Housing Rehabilitation, Exterior/Interior Repair Matching Grants, and Mobilehome Repair Grants and Loans) and are apportioned among the categories specified in State Controller Reports (HCD Housing Schedules) which must be filed by CDC at the end of each fiscal year. It is specifically noted that goals and expenditure forecasts are estimated in relation to LMIHF expenditures for the previous five years; actual unit production and expenditures will vary among the listed categories. Furthermore, the numeric and dollar amounts distributed among and between the categories of families, elderly and income have been adjusted to achieve proportionality requirements prescribed by CRL.

TABLE 14: HOUSING SETASIDE 2010-14 (000's Omitted)	MERGED PROJECT	SOUTH- WINDS	ORMOND BEACH	HERO- PROJECT	TOTAL
REVENUES					
Current Balance	\$ 3,554	\$ 850	\$ 286	\$ 6,711	\$ 12,400
New Tax Increment					
FY 2009-10	\$ 1,207	\$ 285	\$ 433	\$ 2,245	\$ 4,170
FY 2010-11	\$ 1,205	\$ 285	\$ 433	\$ 2,244	\$ 4,167
FY 2011-12	\$ 1,228	\$ 293	\$ 444	\$ 2,313	\$ 4,278
FY 2012-13	\$ 1,251	\$ 301	\$ 455	\$ 2,384	\$ 4,391
FY 2013-14	\$ 1,274	\$ 310	\$ 466	\$ 2,456	\$ 4,506
Total Resources	\$ 9,719	\$ 2,324	\$ 3,517	\$ 18,353	\$ 33,913
ADJUSTED TOTAL					
Subtotal	\$ 9,719	\$ 2,324	\$ 3,517	\$ 18,353	\$ 33,913
Program Operations	\$ 1,160	\$ 277	\$ 420	\$ 2,190	\$ 4,046
Net Available	\$ 8,559	\$ 2,047	\$ 3,097	\$ 16,163	\$ 29,867
SOURCES:					
1. Current Balance: Derived from the CDC's Comprehensive Annual Financial Report. June 30, 2009, and apportioned to each Project on the basis of housing setaside forecasts from Table 8.					
2. New Tax Increment: Derived from the 2009-2010 Property Data Oxnard CDC Preliminary Property Tax Reports, HdL, Coren & Cone.					
3. Program Operations: Derived from the CDC's Comprehensive Annual Financial Report. June 30, 2009, and apportioned to each Project on the basis of administrative and professional service costs incurred in the LMIHF over the past ten years.					
NOTE: Totals may not add up precisely due to rounding.					

TABLE 15: HOUSING GOALS UNIT PRODUCTION 2010-2014	FAMILY HOUSEHOLDS (By Income Classification)				ELDERLY HOUSEHOLDS (By Income Classification)				GRAND TOTAL
	V.L.	Low	Mod	Total	V.L.	Low	Mod	Total	
New Construction Units	288	237	339	864	25	21	30	76	940
Substantial Rehabilitation Units									
Non-Substantial Rehabilitation Units	207	171	244	623	18	15	22	55	678
Acquisition of Units Only									
Mobilehome Owner/Resident									
Mobilehome Park Owner/Resident	7	6	8	22	1	1	1	2	24
Preservation of "At Risk" Units									
Subsidies (Rental Assistance, etc.)									
Other Assistance (To be Specified)									
Total All Programs	543	438	528	1,509	48	39	47	133	1,642
AVERAGE ANNUAL									
New Construction Units	58	47	68	173	5	4	6	15	188
Substantial Rehabilitation Units									
Non-Substantial Rehabilitation Units	41	34	49	125	4	3	4	11	136
Acquisition of Units Only									
Mobilehome Owner/Resident									
Mobilehome Park Owner/Resident	1	1	2	4	0	0	0	0	5
Preservation of "At Risk" Units									
Subsidies (Rental Assistance, etc.)									
Other Assistance (To be Specified)									
Total All Programs	100	83	118	302	9	7	10	27	328

TABLE 15 (Continued)	FAMILY HOUSEHOLDS (By Income Classification)				ELDERLY HOUSEHOLDS (By Income Classification)				GRAND TOTAL
	V.L.	Low	Mod	Total	V.L.	Low	Mod	Total	
SOURCE: State Controller Reports (HCD Housing Schedules), State of California, FY 2004-05 through 2008-09.									
NOTES:									
1. Numeric goals are estimated on the basis of previous performance under the 2004-2009 Implementation Plan relative to unit production and LMIHF expenditures (Table 21), then adjusted according to total estimated LMIHF resources for the forthcoming five-year period appearing in Table 14.									
2. Overall proportionality percentages reflect the minimum baseline for compliance with the CRL that must be achieved over the ten-year horizon of this Plan as shown in Table 20.									
3. Totals may not add up precisely due to rounding.									
4. "V.L." is abbreviation for Very Low; "Mod" is abbreviation for "Moderate".									

TABLE 16: HOUSING GOALS EXPENDITURES 2010-2014	FAMILY HOUSEHOLDS (By Income Classification)				ELDERLY HOUSEHOLDS (By Income Classification)				GRAND TOTAL
	V.L.	Low	Mod	Total	V.L.	Low	Mod	Total	
NEW CONSTRUCTION (\$1000's)									
New Construction Units	\$ 5,233	\$ 4,319	\$ 6,170	\$ 15,722	\$ 461	\$ 381	\$ 544	\$ 1,386	\$ 17,108
Substantial Rehabilitation Units									
Non-Substantial Rehabilitation Units	\$ 3,772	\$ 3,113	\$ 4,448	\$ 11,333	\$ 332	\$ 274	\$ 392	\$ 999	\$ 12,332
Acquisition of Units Only									
Mobilehome Owner/Resident									
Mobilehome Park Owner/Resident	\$ 131	\$ 108	\$ 154	\$ 393	\$ 12	\$ 10	\$ 14	\$ 35	\$ 428
Preservation of "At Risk" Units									
Subsidies (Rental Assistance, etc.)									
Other Assistance (To be Specified)									
Total All Programs	\$ 9,136	\$ 7,540	\$ 10,772	\$ 27,448	\$ 805	\$ 665	\$ 949	\$ 2,419	\$ 29,867



TABLE 16 (Continued)	FAMILY HOUSEHOLDS (By Income Classification)				ELDERLY HOUSEHOLDS (By Income Classification)				GRAND TOTAL
	V.L.	Low	Mod	Total	V.L.	Low	Mod	Total	
New Construction Units	\$ 1,047	\$ 864	\$ 1,234	\$ 3,144	\$ 92	\$ 76	\$ 109	\$ 277	\$ 3,422
Substantial Rehabilitation Units									
Non-Substantial Rehabilitation Units	\$ 754	\$ 623	\$ 890	\$ 2,267	\$ 66	\$ 55	\$ 78	\$ 200	\$ 2,466
Acquisition of Units Only									
Mobilehome Owner/Resident									
Mobilehome Park Owner/Resident	\$ 26	\$ 22	\$ 31	\$ 79	\$ 2	\$ 2	\$ 3	\$ 7	\$ 86
Preservation of "At Risk" Units									
Subsidies (Rental Assistance, etc.)									
Other Assistance (To be Specified)									
Total All Programs	\$ 1,827	\$ 1,508	\$ 2,154	\$ 5,490	\$ 161	\$ 133	\$ 190	\$ 484	\$ 5,973
PROPORTIONALITY									
Income	33%	28%	39%		33%	28%	39%		
Age				91.9%				8.1%	

SOURCE: State Controller Reports (HCD Housing Schedules), State of California, FY 2004-05 through 2008-09.

NOTES:

1. Expenditure estimates are based on previous performance under the 2004-2009 Implementation Plan (Table 21), then adjusted according to total estimated LMIHF resources for the forthcoming five-year period appearing in Table 14 and goals appearing in Table 15.
2. Overall proportionality percentages reflect the minimum baseline for compliance with the CRL that must be achieved over the ten-year horizon of this Plan as shown in Table 20.
3. Totals may not add up precisely due to rounding.
4. "V.L." is abbreviation for Very Low; "Mod" is abbreviation for "Moderate".

Inclusionary Housing: Table 17 provides a tabulation of housing projects for which application has been made as of the date of adoption of this Implementation Plan. These projects represent the inventory of housing developments that will likely occur during the next five to 10 years. Based on this information, Table 18 provides an estimate of new, substantially rehabilitated and price-restricted residential units to be developed or purchased within the respective Projects. It is expressly noted that no residential units are anticipated for Ormond Beach due to environmental constraints and limited land availability (with appropriate zoning). This conclusion is validated by the lack of housing applications appearing in Table 17. In summary, it is estimated that a total of 9,952 new, substantially rehabilitated and price-restricted residential units will be developed or purchased within the combined Projects over the remaining life of the combined Projects. This activity, in turn, translates to a combined inclusionary obliga-

tion to provide 614 affordable units by the end year 2014 and 1,493 units by the end of the redevelopment process for the combined Projects. Offset against these requirements are affordable units that will be produced as part of each new development, along with a carryover of affordable units produced in prior years (Table 19). The result is a net surplus in affordable units totaling 477 in 2014 and 977 at the end of the last redevelopment plan.

TABLE 17: RESIDENTIAL DEVELOPMENT FORECAST			PROJECT IDENTIFICATION		UNIT DISTRIBUTION				
Special Notes	Project Area	Year Listed	Name	Status	V.L.	Low	Mod	Other	Total
	HERO	2004	Olson Company	2	0	2	2	22	26
b, c, g	HERO	2004	Sycamore Senior Village	2	23	205	0	0	228
c, g	HERO	2004	Villa Madera	2	66	6	0	0	72
h	HERO	2004	Mira Loma Apartments	3	0	0	0	89	89
g	HERO	2004	Camino Del Sol	4	6	112	2	0	120
d	HERO	2005	Sunset Pacific Villas	3	0	1	0	9	10
h	HERO	2006	RiverPark Legacy	3	0	0	0	411	411
h	HERO	2006	RiverPark Legacy	3	0	0	0	234	234
d	HERO	2006	Meadowcrest Homes	4	3	0	5	42	50
c, d	CCRP	2006	Hacienda Guadalupe	4	0	26	0	0	26
d, g	HERO	2006	Villa Cesar Chavez – Cabrillo	4	32	20	0	0	52
d	HERO	2007	Daybreak	4	0	44	0	18	62
a, c	CCRP	2007	Heritage Walk	4	1	0	3	8	12
h	HERO	2007	Trellis	4	0	0	0	50	50
d	HERO	2007	Villa Cesar Chavez - Habitat	4	7	0	0	0	7
h	HERO	2008	RiverPark Apartments	4	0	0	0	400	400
f	HERO	2009	Paseo Nuevo	1	0	0	0	60	60
e	CCRP	2009	Sixth Street Apartments	1	0	0	0	8	8
	CCRP	2009	Gatewalk Walk	2	10	10	9	161	190
f	HERO	2009	RiverPark - Boardwalk	4	0	0	0	133	133
f	HERO	2009	RiverPark - Luminaria	4	0	0	0	187	187
b, c, g	HERO	2009	RiverPark - Paseo Del Rio	4	86	0	0	0	86
b, c, g	HERO	2009	RiverPark - Paseo Santa Clara	4	54	0	0	0	54
f	HERO	2009	RiverPark - Promenande	4	0	0	0	111	111
	HERO	2009	Westwinds I	4	8	0	8	143	159
c, f, i	HERO	2009	RiverPark – Destinations	4	0	0	0	116	116
	HERO	2010	Arbor View	1	28	0	23	240	291
e	S. Winds	2010	Cuesta Del Mar	1	0	0	0	7	7
	S. Winds	2010	DAL - Villa San Lorenzo	1	3	0	0	13	16



TABLE 17 (Continued)			PROJECT IDENTIFICATION		UNIT DISTRIBUTION				
Special Notes	Project Area	Year Listed	Name	Status	V.L.	Low	Mod	Other	Total
e	HERO	2010	Magnolia Duplex	1	0	0	0	2	2
e	HERO	2010	Reardon Apartments	1	0	0	0	8	8
f	HERO	2010	RiverPark - Mosiac	1	0	0	0	220	220
	HERO	2010	Colonial House	2	3	0	3	34	40
b	HERO	2010	Paseo De Luz	2	24	0	1	0	25
	CCRP	2010	Press Courier Lofts	2	5	5	5	37	52
	HERO	2010	RiverPark - Lot 18	2	20	20	50	66	156
b	HERO	2010	Camino Gonzalez	3	8	9	1	0	18
e	HERO	2010	Sanchez Duplex	3	0	0	0	2	2
e	HERO	2010	Seng Apartment	3	0	0	0	1	1
e	HERO	2010	Rico-Alvarado	4	0	0	0	1	1
f	HERO	2010	RiverPark - Collage II	4	0	0	0	76	76
f	HERO	2010	RiverPark - The Landing	4	0	0	0	78	78
f	HERO	2010	RiverPark - Waypointe	4	0	0	0	104	104
	HERO	2010	Westwinds II	4	2	0	3	43	48

SOURCES: Residential Development Project List, Oxnard Planning Department, 2004-2009. Housing Element (Public Draft) January 1, 2006 to June 30, 2014), Oxnard Planning Department, February 2009. State Controller Reports (HCD Housing Schedules), State of California, 2003-2008.

NOTES:

1. Abbreviations appearing in the column entitled "Status" have the following meanings:
 - a. Proposed Project (Application Filed).
 - b. Approved Project (Discretionary Entitlements Granted).
 - c. In Plan Check (Construction Permits Pending).
 - d. Under Construction (Building Permits Issued).

2. Abbreviations appearing in the column entitled "Special Notes" have the following meanings:
 - a. Unit Distribution is Unreported. No Affordable Units are Assumed.
 - b. Project Appears in Housing Element Table D-10 (Approved/Under Construction).
 - c. Project Appears in State Controller Reports (New Construction Housing Forecasts).
 - d. Project Appears in Housing Element Table D-7 (Completed 2006-2008).
 - e. Project Size is Less than 10 Units. City Inclusionary Ordinance Does Not Apply.
 - f. City Inclusionary Requirements are Satisfied Off-Site (e.g., In Lieu Fees, etc.).
 - g. Project Appears in Oxnard Housing Authority Table S-1 (Completed Affordable Housing).
 - h. Satisfaction of inclusionary requirements not specified; payment of in-lieu fees is assumed.
 - i. Project was renamed "RiverPark – Reflections" at the end of 2009.

3. "V.L." is abbreviation for Very Low; "Mod" is abbreviation for "Moderate".
4. RiverPark – Destinations was renamed to "Reflections" beginning in 2010.



TABLE 18: INCLUSIONARY FORECASTS	10-YEAR FORECAST (2005-2014)					LIFE OF REDEVELOPMENT PLAN				
	V. L.	Low	Mod	Other	Total	V.L.	Low	Mod	Other	Total
Privately Developed Units	16	41	17	214	288	24	62	26	321	432
Agency Developed Units					0					0
Privately Developed Units	3	-	-	20	23	7	-	-	46	53
Agency Developed Units					0					0
Privately Developed Units					0					0
Agency Developed Units					0					0
Privately Developed Units	370	419	98	2,900	3,787	925	1,048	245	7,250	9,468
Agency Developed Units					0					0
Total Production	389	460	115	3,134	4,098	956	1,109	271	7,617	9,952
Inclusionary Requirements										
15% for Private Projects	(246)	(184)	(184)		(614)	(597)	(448)	(448)		(1,493)
30% for Agency Projects	0	0	0		0	0	0	0		0
Total Estimated Obligation	(246)	(184)	(184)		(614)	(597)	(448)	(448)		(1,493)
Inclusionary Carryover	132	6	(10)		128	132	6	(10)		128
Surplus/(Deficit)	275	282	(79)		477	498	667	(187)		977

SOURCES: Residential Development Project List, Oxnard Planning Department, 2004-2009. Housing Element (Public Draft) January 1, 2006 to June 30, 2014), Oxnard Planning Department, February 2009. State Controller Reports (HCD Housing Schedules), State of California, 2003-2008.

NOTES:

1. Forecasts for 2005-2014 are derived from Table 17.
2. Forecasts for the life of redevelopment are derived from the 2005-2014 forecasts, annualized and then multiplied by the number of remaining years in the effective life of each redevelopment plan.
3. Inclusionary Carryover is derived from Table 19B and consists of the accumulated balance of affordable units constructed within the Project Areas and available to offset inclusionary requirements for the period 1998-2003.
4. Totals may not add up precisely due to rounding.
5. "V.L." is abbreviation for Very Low; "Mod" is abbreviation for "Moderate".
6. The total Surplus/(Deficit) for each period appearing in the blackened box at the bottom of the chart represents: (i) the sum of Total Production and Inclusionary Carryover for Very Low, Low and Moderate; (ii) minus Total Estimated Obligation.



TABLE 19A: PROJECT COMPLETIONS (2004-2009)			PROJECT IDENTIFICATION		UNIT DISTRIBUTION				
Special Notes	Project Area	Year Listed	Name	Status	V.L.	Low	Mod	Other	Total
b, c, g	HERO	2004	Sycamore Senior Village	2	23	205	0	0	228
c, g	HERO	2004	Villa Madera*	2	66	6	0	0	72
d, h	HERO	2004	Mira Loma Apartments	3	0	0	0	89	89
g	HERO	2004	Camino Del Sol	4	6	112	2	0	120
d	HERO	2006	Meadowcrest Homes*	4	3	0	5	42	50
c, d	CCRP	2006	Hacienda Guadalupe*	4	0	26	0	0	26
d	HERO	2007	Daybreak*	4	0	44	0	18	62
d	CCRP	2007	Heritage Walk*	4	1	0	3	8	12
h	HERO	2007	Trellis	4	0	0	0	50	50
d	HERO	2007	Villa Cesar Chavez - Habitat	4	7	0	0	0	7
h	HERO	2008	RiverPark Apartments	4	0	0	0	400	400
f	HERO	2009	RiverPark - Boardwalk	4	0	0	0	133	133
f	HERO	2009	RiverPark - Luminaria	4	0	0	0	187	187
b, c, g	HERO	2009	RiverPark - Paseo Del Rio	4	86	0	0	0	86
b, c, g	HERO	2009	RiverPark - Paseo Santa Clara	4	54	0	0	0	54
f	HERO	2009	RiverPark - Promenade	4	0	0	0	111	111
	HERO	2009	Westwinds I	4	8	0	8	143	159
c, f, h	HERO	2009	RiverPark - Destinations	4	0	0	0	116	116
d	HERO	2006	Villa Cesar Chavez - Cabrillo*	4	32	20	0	0	52

SOURCES: Residential Development Project List, Oxnard Planning Department, 2004-2009. Housing Element (Public Draft) January 1, 2006 to June 30, 2014), Oxnard Planning Department, February 2009. State Controller Reports (HCD Housing Schedules), State of California, 2003-2008.

NOTES:

1. See Table 17 for a description of "Special Notes" and "Status."
2. "V.L." is abbreviation for Very Low; "Mod" is abbreviation for "Moderate".
3. "*" Denotes project assisted with LMHF and reported as completed in the State Controller Reports (HCD Housing Schedules) during the 2004-2009 time period.
4. Project Completions listed above are derived from Table 17 meeting the following criteria:
 - a. Projects listed as approved, under construction or completed in the Draft Housing Element.
 - b. Affordable Housing Projects reported as completed by the Oxnard Housing Authority.
 - c. Projects listed as under construction by the Oxnard Planning Department on or before January 1, 2009.
 - d. Projects listed as completed in the State Controller Reports (HCD Housing Schedules).

TABLE 19B: INCLUSIONARY CARRYOVER	PREVIOUS IMPLEMENTATION PLANS								
	1998-2003				2004-2009				GRAND TOTAL
	V.L.	Low	Mod	Total	V.L.	Low	Mod	Total	
PRODUCTION									
Privately Developed Units	40	24	8	82	1	26	3	38	120
Agency Developed Units	8			8					
CONVERSIONS									
Privately Developed Units									
Agency Developed Units									
GRAND TOTAL									
Privately Developed Units									
Agency Developed Units									
PERMITTED									
Privately Developed Units	108			295	285	387	15	1,860	2,155
Agency Developed Units									
TOTAL									
Total Production									
Privately Developed Units	148	24	8	377	286	413	18	1,898	2,275
Agency Developed Units	8			8					
Inclusionary Requirements									
15% for Private Projects	(23)	(17)	(17)		(114)	(85)	(85)		
30% for Agency Projects	(1)	(1)	(1)		0	0	0		
Total Obligation	(24)	(18)	(18)		(114)	(85)	(85)		
Surplus/Deficit	132	6	(10)	129	172	328	(67)	432	561

SOURCES:

- 1998-2003: Redevelopment Implementation Plan, Oxnard Community Development Commission, December 14, 2004.
- 2004-2009: Table 19A.

NOTES:

- Totals for 1998-2003 and 2004-2009 include non-restricted market rate units.
- Totals may not add up precisely due to rounding.
- V.L." is abbreviation for Very Low; "Mod" is abbreviation for "Moderate".

Proportionality Analysis: The CRL expressly requires that expenditures from the LMIHF benefit target populations in proportion to the needs possessed by these groups relative to the community at large. Specifically, proportionate benefit to low and very low-income households must be achieved within the 10-year planning horizon of the Housing Plan, while proportionate benefit to non-elderly families must be accomplished within the five-year planning horizon of the Strategic Plan. New construction goals set forth in the City's Housing Element serves as the basis for determining income proportionality, while the 2000 U.S. Census provides data on age distribution. Table 20 compares these distribution benchmarks against the CDC's actual performance during the previous five years (delineated in Table 21). In summary, the overwhelming majority of funds have benefited lower income families, far in excess of CLR targets: 82% for lower income households compared to a CRL target of 65%, and 100% for non-elderly fami-

lies compared to a CRL target of 91.1%. Based on this analysis, the housing production goals set forth in Table 15 have been adjusted to arrive at an overall distribution that corresponds precisely to CRL benchmarks.

TABLE 20: INCOME DISTRIBUTION	AFFORDABLE CATEGORY (No. of Dwellings)			
	Very Low	Low	Moderate	Total
HOUSING ELEMENT RHNA GOALS (2006-2014)				
Total Goals	1,491	1,221	1,445	7,093
% Allocation (Total)	21%	17%	20%	58%
% Allocation (Affordable)	36%	29%	35%	
HOUSING UNITS ASSISTED BY LMIHF (2004-2009)				
Total Units	98	357	86	541
Total LMIHF Expenditures	\$ 3,555,280	\$ 2,667,182	\$ 1,399,826	\$ 7,622,288
% Allocation	47%	35%	18%	100%
LMIHF GOALS FOR OUR RENT IMPLEMENTATION PLAN (2010-2016)				
Total Units	546	451	644	1,642
Total LMIHF Expenditures	\$ 9,940,864	\$ 8,204,712	\$ 11,721,424	\$ 29,867,000
% Allocation	33%	28%	39%	100%
AGE DISTRIBUTION	AGE CATEGORY (No. of Persons and Dwellings)			Total
	65+ Yrs. of Age	<65 Yrs. of Age		
2000 U.S. CENSUS DATA				
Total Population		13,830	156,528	170,358
% Allocation		8.1%	91.9%	100%
HOUSING UNITS ASSISTED BY LMIHF (2004-2009)				
Total Units		0	419	419
% Allocation		0%	100%	100%
SOURCES:				
1. Housing Element RHNA Goals: Housing Element (Public Draft) January 1, 2006 to June 30, 2014 (Table D-5), Oxnard Planning Department, February 2009.				
2. Housing Units Assisted by LMIHF: State Controllers Reports, 2004-2009, Schedules HCD D and E. Housing Production Reports, 2004-2009, Oxnard Housing Authority. Financial Accounting Records, 2004-2009, Oxnard Finance Department.				
3. Age Distribution: U.S. Department of Commerce, Bureau of the Census, 2000 Census Reports.				
NOTES:				
1. "LMIHF" is abbreviated for "Low and Moderate Income Housing Fund."				
2. Proportionality percentages have not be adjusted to account for newly constructed, under construction or planned projects as reported in Housing Element Tables D-8 and F-4. Likewise, adjustments have not been made as allowed by operation of California Health and Safety Code Section 33334.4. (a). As such, the apportionment among and between Very Low, Low and Moderate is highlyly conservative.				
3. Housing Units Assisted by LMIHF reported above corresponds to expenditures during the period of 2004-2009 and include both in-progress and completed projects. Housing Units Assisted by LMIHF reported in Table 21 consist of completed projects and recorded in the State Controller Reports.				

TABLE 21: PREVIOUS IMPLEMENTATION PLAN (FY 2004-09)	FAMILY HOUSEHOLDS (By Income)				ELDERY HSLDS. (By Income)				GRAND TOTAL
	V.L.	Low	Mod	Total	V.L.	L.	M.	Total	
FY 2004/05	71	79	70	220	0	0	0	0	220
FY 2005/06	19	42	1	62	0	0	0	0	62
FY 2006/07	4	94	13	111	0	0	0	0	111
FY 2007/08	1	5	9	15	0	0	0	0	15
FY 2008/09	2	9		11	0	0	0	0	11
Total	97	229	93	419	0	0	0	0	419
LMIHF EXPENDITURES (000's \$mil/yr)									
FY 2004/05	\$ 284	\$ 544	\$ 309	\$1,136	\$-	\$-	\$-	\$-	\$1,136
FY 2005/06	\$1,071	\$ 215	\$ 330	\$1,616	\$-	\$-	\$-	\$-	\$1,616
FY 2006/07	\$1,320	\$ 80	\$ 594	\$1,994	\$-	\$-	\$-	\$-	\$1,994
FY 2007/08	\$ 881	\$ 966	\$ 166	\$2,013	\$-	\$-	\$-	\$-	\$2,013
FY 2008/09	\$ -	\$ 863	\$ -	\$ 863	\$-	\$-	\$-	\$-	\$ 863
Total	\$3,555	\$2,667	\$1,400	\$7,622	\$-	\$-	\$-	\$-	\$7,622
PROPORTIONALITY									
Income	47%	35%	18%						
Age				100%					

SOURCE: Housing Units Assisted by LMIHF, State Controllers Reports, 2004-2009, Schedules HCD D and E.

NOTES:

1. "V.L." is abbreviation for Very Low; "L." is abbreviation for Low; "Mod" and "M." are abbreviations for Moderate.
2. "HSLDS." is abbreviation for Households.
3. "LMIHF" is abbreviation for Low and Moderate Income Housing Fund.
4. LMIHF Expenditure allocations among income categories are approximated based on an apportionment of actual housing production and LMIHF expenditures (including planning and administrative expenses) for the previous five years.
5. See Table 20 for proportionality comparison.
6. Housing Units Assisted by LMIHF reported above consists of completed projects only as reported in the State Controller Reports. Housing Units Assisted by LMIHF reported in Table 20 corresponds to expenditures during the period of 2004-2009 and include both in-progress and completed projects.

TABLE 22: PREVIOUS IMPLEMENTATION PLAN PERFORMANCE (Without Agency Assistance)	PREVIOUS IMPLEMENTATION PLAN (2004-2009)				
	V.L.	Low	Moderate	Other	Total
MERGED PROJECT	0	0	0	0	0
SOUTHWINDS	0	0	0		0
ORMOND BEACH	0	0	0		0
HERO PROJECT	184	317	10	1,229	1,740
TOTAL	184	317	10	1,229	1,740

SOURCES: Residential Development Project List, Oxnard Planning Department, 2004-2009. Housing Element (Public Draft) January 1, 2006 to June 30, 2014), Oxnard Planning Department, February 2009. State Controller Reports (HCD Housing Schedules), State of California, 2003-2008.

NOTES: Units appearing above represent Project Completions for 2004-2009, less units assisted by the LMIHF as denoted in Table 19.A.

Affirmative Steps: As noted above, LMIHF expenditures during the previous five years have fully complied with proportionality requirements. As such, Tables 15 and 16 outline goals for the forthcoming planning horizon that adjust for past performance in order to arrive at expenditure allocations that align precisely to income and age criteria by the end of this Implementation Plan. By having exceeded CLR targets in the previous five years, Tables 15 and 16 allow for greater expenditure flexibility over the next five years, particularly in regard to moderate income households. To ensure that future Housing Setaside expenditures affirmatively further proportionality requirements, the following steps will be taken: (i) CDC staff will consult with Housing Department and Grants Management personnel and seek realignment of program goals to more closely correspond with requirements imposed upon the CDC; (ii) CDC staff, in collaboration with other internal reporting units (i.e., Housing Department, Finance Department, etc.), will modify accounting practices (as necessary and appropriate) to track Housing Setaside expenditures relative to specific population segments; and (iii) CDC staff, in conjunction with the annual year-end State Controller's Report, will assess progress toward the 10-year goals and adjust annual budgetary priorities as appropriate.

SECTION III: MISCELLANEOUS PROVISIONS

Replacement Housing: With respect to project areas adopted or added by amendment on or after January 1, 1976, the CDC is required to replace low and moderate income housing units destroyed or removed as a result of agency involvement within four years of removal. This requirement also applies to pre-1976 projects with respect to units removed on and after January 1, 1996. The CDC may replace destroyed or removed dwellings with fewer units if the replacement units have a greater or equal number of bedrooms and are affordable to the households of the same income level as the destroyed or removed units. In any case where dwelling units are destroyed or removed after September 1, 1989, at least 75% of the replacement units must be available at affordable housing cost to the same income level as persons displaced, and after January 1, 2002, all replacement units must meet this standard. During the previous five years, there were no units destroyed or removed for which the CDC is responsible to replace. Likewise, no projects are presently planned or anticipated that would require replacement in the forthcoming five-year cycle. Should a replacement obligation arise, the CDC has accumulated a surplus of affordable housing as noted in Table 19 that can be used as an offset.

Project Expiration: For project areas that are within six years of the time limit on the effectiveness of the redevelopment plan, the CRL requires that this Implementation Plan address unfulfilled obligations if any exist. The Downtown Renewal (R-108) Project is within two years of the Plan's effective life, which will expire on January 1, 2012. Each year that the CDC was legally required to deposit 20% of gross tax increment for the Downtown Project into the LMIHF, it has done so and there are no deficits to reconcile. Given the date of redevelopment plan adoption, inclusionary housing requirements were not applicable to the Downtown Project and the CDC has fulfilled all replacement housing obligations that it has had. Funds remaining on deposit and which continue to accrue to the Low and Moderate income Housing Fund will be spent on the housing programs described in Part One, Section IV of this Plan, in the proportions dictated by Section 33334.4 of the CRL (i.e., proportional to the family composition and target incomes as described in Table 20).

Periodic Review: At least once within the five-year term of the Implementation Plan, or as otherwise required by law, the CDC must conduct a public hearing for the purpose of reviewing progress toward identified goals ("Mid-Term Review"). The Mid-Term Review must take place between the second and third year of this Implementation Plan following adoption. In conjunction with the Mid-Term Review, it is expressly recommended that the following key elements of the Plan be reviewed and updated as necessary: (i) the Five-Year Priorities appearing in Table 9; (ii) the Unit Production and LMIHF Expenditure Goals appearing in Tables 15 and 16; (iii) proportionality compliance prescribed in CRL; and (iv) changes resulting from adoption of the City's 2030 General Plan (including, in particular, the Housing Element). In addition, these mandatory reviews provide the opportunity to assess and implement intervening changes to CRL, if any such statutory amendments occur following initial adoption of the Implement Plan.



Program Development: As noted in Table 9, a near-term priority under this Implementation Plan is to "retool" existing housing programs to maximize overall productivity and Project Area impact. A collaborative review by CDC, Housing Department and Grants Management staff is presently underway and will likely result in programmatic changes that will be implemented within the first two years of this Implementation Plan. A separate yet complimentary effort is also underway to validate the mix and distribution of affordable housing for those properties upon which deed restrictions have been imposed under the provisions of CRL, along with a review of historic building records to affirm the CDC's inclusionary obligations. The combined outcome of these separate initiatives will likely affect the Unit Production and LMIHF Expenditure Goals appearing in Tables 15 and 16, as well as the statistics appearing in Tables 17 through 21. Such changes, if any are necessary, will be reported and amended into this Implementation Plan in conjunction with the Mid-Term Review described in the preceding paragraph.