

REDEVELOPMENT AND HOUSING  
IMPLEMENTATION PLAN

2010 through 2014

# EL CENTRO

El Centro Redevelopment Agency  
December 2009

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EL CENTRO REDEVELOPMENT AGENCY**

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## **I. INTRODUCTION**

In order to ensure that the public be involved in the implementation of redevelopment plans, California Health & Safety Code Section 33490 requires that a five-year implementation plan be prepared and adopted by the redevelopment agency governing board at a noticed public hearing. After adoption of the first Implementation Plan in 1994, redevelopment agencies are required to review and adopt updated implementation plans every five years thereafter. Each Implementation Plan must include the following:

- A statement of an agency's goals and objectives for the project area, specific programs and expenditures planned over the next five years, and a description of how these goals and objectives, programs, and expenditures will alleviate the blighting conditions within a redevelopment project area.
- A detailed outline of how an agency intends to increase, improve, and preserve the community's supply of low- and moderate-income housing, including an explanation of how mandated housing production with appropriate affordability and income requirements will be met.

### **A. El Centro Redevelopment Project Area**

The El Centro Redevelopment Project Area (Project Area) encompasses approximately 3,300 acres including commercial, industrial, and residential land uses. The El Centro City Council established the Project Area in 1978 to provide a vehicle to eliminate blight within the City of El Centro (City) and to strengthen the City's economic base through development of new public improvements, commercial and industrial projects, and affordable housing. The establishment of the El Centro Redevelopment Agency (Agency) and the adoption of the El Centro Redevelopment Plan provided the opportunity for a partnership of public and private investment, which would become the catalyst for revitalization in the Project Area.

Figure 1 illustrates the boundaries of the Project Area. A detailed profile of the Project Area is also provided in Table 1.

### **B. El Centro Redevelopment Plan**

The primary goal of the El Centro Redevelopment Plan is to eliminate existing conditions of blight (page 5). The Redevelopment Plan's goals and objectives (page 6) for eliminating blight cover several approaches. Examples include stimulating business development and retention within the Project Area, correcting public facilities and infrastructure deficiencies,

financing streetscape improvements, and providing affordable housing to meet the needs of low- and moderate- income households in the community.

Since adoption of the Redevelopment Plan, the Agency has worked to revitalize the Project Area by funding a wide range of projects and programs including public improvements, commercial development, industrial development, and affordable housing. In order to continue removing blight, the Redevelopment Plan was amended in 1994 and 2001 (Amendments). The Amendments added additional redevelopment territory to the Project Area identified in the original Redevelopment Plan.

**C. El Centro Redevelopment and Housing Implementation Plan**

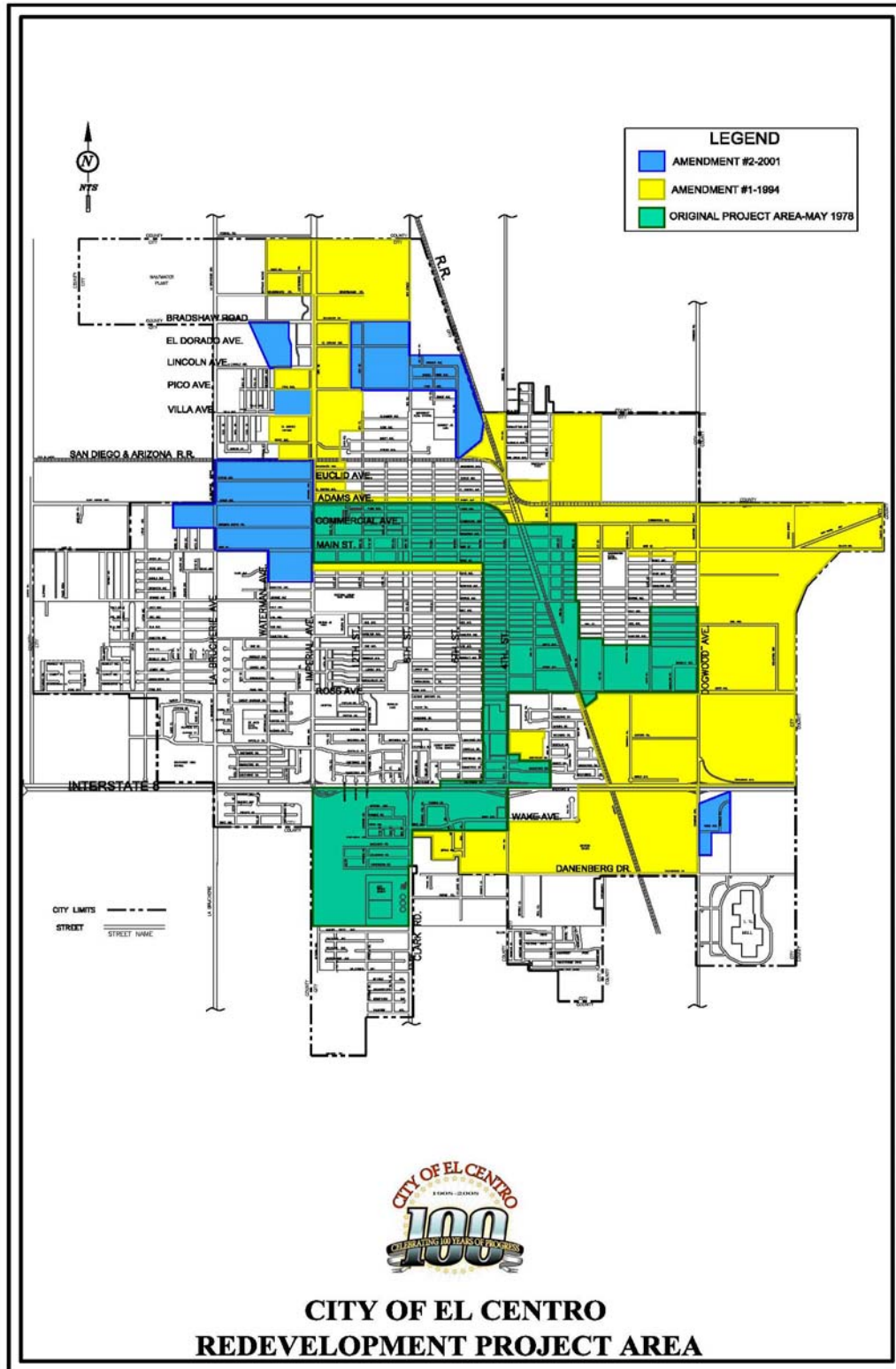
In December 1994, the El Centro Redevelopment Agency approved an Implementation Plan for the El Centro Redevelopment Project Area, in accordance with California Health and Safety Code Section 33490. The Implementation Plan set forth how the specific goals and objectives for the Project Area would be met during the upcoming period from 1994-1999. The Implementation Plan identified the specific redevelopment activities and/or programs that were anticipated to be “implemented” to alleviate blighting conditions. The Implementation Plan further identified the projected expenditures associated with the redevelopment activities/programs; described how each activity/program would alleviate blight; and explained how the Agency’s low- and moderate-income housing funds would be spent and how housing production requirements would be met.

Since the adoption of the first Implementation Plan, the Agency has subsequently adopted the following Implementation Plans:

	<b>Planning Period</b>
Original Implementation Plan	1994-1999
Second Implementation Plan	2000-2004
Third Implementation Plan	2005-2009

This fourth Implementation Plan illustrates how the Agency’s activities carry out the intent of State law to eliminate blight and to increase and improve the supply of affordable housing over the next five years (2010–2014).

FIGURE 1



**TABLE 1**

**Project Area Profile  
El Centro Redevelopment Project Area**

<b>Land Area:</b>	Approximately 3,300 acres
<b>Land Uses:</b>	Residential, commercial, industrial, and public uses
<b>Date Adopted:</b>	Original Redevelopment Plan: November 29, 1978 Ordinance #78-23
<b>Date of Amendment and Ordinance Number:</b>	Amendment No 1: December 7, 1994 Ordinance #94-19  Amendment No. 2: July 18, 2001 Ordinance #01-05
<b>Effectiveness of Plan Limit:</b>	Original Redevelopment Plan: 40 Years (2018) Amendment No. 1: 30 Years (2024) Amendment No. 2: 30 Years (2031)
<b>Tax Increment Limit:</b>	\$110,000,000
<b>Bonding Limit:</b>	\$100,000,000
<b>Current Annual Tax Increment Flow:</b>	\$6,997,000 (Reported FY 2008-2009)

Source: City of El Centro

## **II. EL CENTRO REDEVELOPMENT PLAN BLIGHTING CONDITIONS, GOALS, AND OBJECTIVES**

The Agency developed a list of goals and objectives that were incorporated into the 1978 Redevelopment Plan. These goals provide the framework for the Agency's revitalization efforts. The goals were reviewed when the Redevelopment Plan was amended in 1994 and 2001 and were used in the preparation of the 1994, 1999, and 2004 Implementation Plans. It was determined that these goals and objectives are still relevant and appropriate, as they address adverse conditions, which are still prevalent in the Project Area. The Agency has used these goals to provide direction and focus for deciding which actions and programs will be pursued during the life of the Redevelopment Plan to alleviate blighting conditions.

### **A. Blighting Conditions**

The blighting conditions, which exist in the Project Area, were originally described and documented when the Redevelopment Plan was adopted in 1978. When the Redevelopment Plan was subsequently amended in 1994 and 2001, it was determined that the conditions in the Project Area have remained substantially the same as when the original Redevelopment Plan was adopted. It is the Agency's intention to continue its focus to remedy the remaining conditions of blight in the Project Area during the term of this Implementation Plan. The following blighting conditions have been identified:

#### *Physical Blight*

- Unsafe buildings
- Obsolescence
- Lack of parking
- Incompatible land uses
- Irregularly shaped parcels
- Inadequately shaped parcels

#### *Economic Blight*

- Depreciated or stagnant property values
- Economically obsolete buildings/lots
- High crime rate
- Abnormally high business vacancies
- Abnormally low lease rates

## **B. Goals, Objectives, and Actions Necessary for Alleviation of Blight**

The Redevelopment Plan identified the following three key goals and objectives for revitalization of the Project Area:

<b><i>GOAL #1: Preserve and enhance the economic prosperity of the Project Area and the community, and aid business development and retention</i></b>
<ol style="list-style-type: none"><li>1. Provide infrastructure assistance to developers who are creating new industrial sites.</li><li>2. Clear potential industrial or commercial sites of existing structures that exhibit little if any rehabilitation potential.</li><li>3. Create business retention and attraction program utilizing not only Agency funding sources, but also County, State, and Federal sources.</li></ol>
<b><i>GOAL #2: Sponsor needed public improvements</i></b>
<ol style="list-style-type: none"><li>1. Continue to implement a program of upgrading infrastructure in blighted areas.</li><li>2. Develop an infrastructure assistance program that will be tied into programs that encourage new economic investments in the community.</li><li>3. Assist private sector developments to provide oversized improvements in those instances where future cost savings are evident.</li></ol>
<b><i>GOAL #3: Promote safe and affordable housing</i></b>
<ol style="list-style-type: none"><li>1. Provide that at least 15% of all new and substantially rehabilitated dwelling units developed within the Project Area by public or private entities or persons other than the Agency shall be at affordable housing costs to persons and families of very-low, low-, or moderate-income.</li><li>2. Develop a program to provide first-time home buyer assistance either through direct Agency loans or grants or through cooperative ventures with interested lending institutions or government agencies.</li><li>3. Continue to provide rehabilitation and new construction loans and grants to very-low, low-, and moderate-income individuals and families.</li><li>4. Work with City staff on ongoing code enforcement programs for residential units.</li></ol>

The Redevelopment Plan identified the specific actions necessary to achieve the above objectives, including:

- The acquisition of certain real property.
- The demolition or removal of certain buildings and improvements.
- Providing relocation assistance to displaced residential and nonresidential occupants.
- The installation, construction, reconstruction, redesign, or reuse of streets, utilities, and other public improvements.
- The disposition of property acquired for uses in accordance with the Redevelopment Plan.

- The redevelopment of land by private enterprise or public agencies for uses in accordance with the Redevelopment Plan.
- Providing housing for families of all income levels, including low- and moderate-income families, in accordance with the Redevelopment Plan and the needs of the community.

### **III. COMPLETED PROJECTS AND CONTRIBUTION TO BLIGHT ALLEVIATION**

The Agency has completed numerous projects in the El Centro Redevelopment Project Area since the Redevelopment Plan was adopted in 1978. These have included both assistance to private development activities and installation and improvement of public infrastructure and facilities. Specifically, Agency activities have worked towards the following:

- Economic revitalization including business development and retention within the Project Area.
- Correcting public facilities and infrastructure deficiencies.
- Downtown revitalization projects and programs.
- Streetscape improvements.
- Housing projects and programs.
- The lessening of earlier documented conditions of blight that existed in the Project Area at the time of the adoption of the Redevelopment Plan.

The Agency activities in the Project Area are reviewed below and described in greater detail in Tables 2 and 3.

#### **A. Completed Projects**

The Agency has assisted affordable residential communities in the Project Area. These developments were sited on vacant and/or underutilized properties in otherwise densely developed neighborhoods, and include the Tierra Del Sol Farm Worker Housing, the Center for Family Solutions Transitional Center, and other senior and family affordable rental housing.

The Agency has created and continues to monitor several programs available to residents and businesses located within the Project Area to aid in removal of blight. Programs available to residents include the Housing Improvement Program and the First Time Homebuyer Program. Programs available to business owners and tenants include the Façade Improvement Program, Business Revolving Loan Fund Program, Business Visitation/Appreciation Program, and Micro Enterprise Assistance Program.

As shown in Table 2, the Agency's activities in support of private development in the Project Area have made a substantial contribution towards the alleviation of blighting conditions and addressing the goals and objectives of the Redevelopment Plan. In assisting new development of residential and commercial uses, the Agency has helped to alleviate blighting conditions such as the lack of affordable housing options, environmental contaminants, deteriorated structures, underutilized lots of irregular form and shape, inadequate public facilities, and alleviation of infrastructure deficiencies.

The Agency has also undertaken numerous major public improvements in the Project Area, including installation of streetscape improvements, widening of roadways, improvements to and new construction of public facilities, and installation of curbs, sidewalks, and gutters in key locations.

**TABLE 2**

**COMPLETED PROJECTS AND PROGRAMS AND CONTRIBUTION TO BLIGHT REMOVAL  
EL CENTRO REDEVELOPMENT PROJECT AREA  
2010 - 2014 IMPLEMENTATION PLAN  
CITY OF EL CENTRO**

<b>Project/Program</b>	<b>Date Completed</b>	<b>Project/Program Description</b>
Façade Improvement Program	Ongoing	Ongoing program that provide rebates to business owners and tenants for costs associated with improvements to commercial building exteriors.
Business Revolving Loan Fund Program	Ongoing	Ongoing program that provides loans to businesses located in the City of El Centro.
Housing Improvement Program	Ongoing	Ongoing program that provides income-qualified homeowners with low interest rate loans to rehabilitate their homes.
First Time Homebuyer Program	Ongoing	Ongoing program that assists income-qualified first-time homebuyers with down payment assistance.
Business Visitation/ Appreciation Program	Ongoing	Ongoing program that promotes communication between City officials/staff and existing business owners to discuss business needs, expansion plans, and other municipal issues that impact their business.
Micro Enterprise Assistance Program	Ongoing	Ongoing program that provides small business loans to micro businesses that have less than five (5) employees; loans can be used for working capital, inventory, furniture and fixtures, and equipment.
Job Creation Program	Ongoing	Ongoing efforts to encourage the development of sales tax-generating activities as well as attracting manufacturing-type users within the Project Area; with particular emphasis toward industries that are labor intensive or that require assistance to retain the existing workforce.
Contribution to Various Agencies	Ongoing	Ongoing financial contributions to local economic development agencies such as the Imperial Valley Economic Development Corporation, Small Business Development Center, Downtown El Centro Business Improvement District, and Imperial County Film Commission.

**TABLE 2 (CONT'D.)**

**COMPLETED PROJECTS AND PROGRAMS AND CONTRIBUTION TO BLIGHT REMOVAL  
EL CENTRO REDEVELOPMENT PROJECT AREA  
2010 - 2014 IMPLEMENTATION PLAN  
CITY OF EL CENTRO**

Project/Program	Date Completed	Project/Program Description
Code Enforcement Program to Eliminate Blight Conditions within Project Area	Ongoing	Operation of a code enforcement program that alleviates blight conditions; new Code Enforcement Officer (CEO) was hired to work under the direction of the Building Department and is responsible for inspecting, noticing, monitoring, and educating the citizens within the Project Area about the elimination of blight.
Graffiti Removal Program	Ongoing	Program that assists residents located within the Project Area with the removal of graffiti in order to improve the aesthetics of the City.
Imperial Gardens Apartments	August 2009	Development of 77 very low- and low-income rental units at 1798 West Euclid Avenue.
El Centro Senior Villas - Phase II	June 2009	Development of 20 very low- and low-income senior rental units located at 579 Park Avenue.
Old Post Office Pavilion (OPOP) Renovation Project	May 2008	Renovation of the OPOP, located at 230 South 5th Street, by preserving the OPOP's existing design and improving the interior of the building to modern standards.
For Sale In-fill Housing	October 2007	Development of one (1) for-sale single-family low-income house located at 118 State.
Center for Family Solutions Transitional Center Project	August 2007	Development of seven (7) multi-family units for women and children who are homeless or victims of domestic violence; units located at Hamilton Avenue between Hope Avenue and Dogwood Road.
Tierra Del Sol Farm Worker Housing	September 2005	Development of 40 low- and moderate-income rental housing units for families of farm workers; located at 1720 W. Adams Avenue.
Downtown Revitalization Program	July 2003	Installation of shade structures in existing parking lots within the downtown area; structures provides over 50 covered parking spaces.
El Centro Senior Villas - Phase I	April 2002	Development of 81 income-restricted units located at 515 Park Avenue.

#### **IV. UPDATED ASSESSMENT OF CURRENT BLIGHTING CONDITIONS**

The Agency has taken important steps toward the alleviation of blighting conditions in the El Centro Redevelopment Project Area. Nevertheless, many of the blighting conditions identified when the Redevelopment Plan was adopted are still present in the Project Area, and continue to impair private investment and development activity. As a result, a number of important developments and improvements still need to be implemented in order to achieve the Agency's goals and objectives. However, the following physical and economic blighting conditions in the Project Area still remain:

##### *Physical Blight*

- Unsafe buildings
- Obsolescence
- Lack of parking
- Incompatible land uses
- Irregularly shaped parcels
- Inadequately shaped parcels

##### *Economic Blight*

- Depreciated or stagnant property values
- Economically obsolete buildings/lots
- High crime rate
- Abnormally high business vacancies
- Abnormally low lease rates

**V. GOALS AND OBJECTIVES, PROPOSED PROJECTS, AND CONTRIBUTION TO BLIGHT ALLEVIATION FOR THE PERIOD OF 2010-2014**

This section identifies the Agency’s goals and objectives, specific programs, and possible projects in the El Centro Redevelopment Project Area for the next five years. It is anticipated that these projects and programs will assist in the alleviation of blight by preserving and enhancing the economic prosperity of the Project Area and community, aiding in business development and retention, sponsoring needed public improvements, and promoting safe and affordable housing. Planned expenditures are also reviewed in this section.

**A. Goals and Objectives**

The Agency’s principal goals and objectives for the Project Area for the period between 2010-2014 remain unchanged from the goals and objectives identified when the Redevelopment Plan was adopted. These goals and objectives are as follows:

<b><i>GOAL #1: Preserve and enhance the economic prosperity of the Project Area and the community, and aid business development and retention</i></b>
<ol style="list-style-type: none"><li>1. Provide infrastructure assistance to developers who are creating new industrial sites.</li><li>2. Clear potential industrial or commercial sites of existing structures that exhibit little if any rehabilitation potential.</li><li>3. Create business retention and attraction program utilizing not only Agency funding sources, but also County, State, and Federal sources.</li></ol>
<b><i>GOAL #2: Sponsor needed public improvements</i></b>
<ol style="list-style-type: none"><li>1. Continue to implement a program of upgrading infrastructure in blighted areas.</li><li>2. Develop an infrastructure assistance program that will be tied into programs that encourage new economic investments in the community.</li><li>3. Assist private sector developments to provide oversized improvements in those instances where future cost savings are evident.</li></ol>
<b><i>GOAL #3: Promote safe and affordable housing</i></b>
<ol style="list-style-type: none"><li>1. Provide that at least 15% of all new and substantially rehabilitated dwelling units developed within the Project Area by public or private entities or persons other than the Agency shall be at affordable housing costs to persons and families of very-low, low-, or moderate-income.</li><li>2. Develop a program to provide first-time home buyer assistance either through direct Agency loans or grants or through cooperative ventures with interested lending institutions or government agencies.</li><li>3. Continue to provide rehabilitation and new construction loans and grants to very-low, low-, and moderate-income individuals and families.</li><li>4. Work with City staff on ongoing code enforcement programs for residential units.</li></ol>

## **B. Proposed Projects**

To achieve the Agency's goals and objectives, the Agency proposes to undertake the programs and potential private development projects listed in Table 3 and summarized below. However, in order to implement the projects and programs outlined in Table 3, the Agency must determine the scope of each of these programs and projects in much greater detail. Nothing in this Implementation Plan shall constitute Agency approval of any specific program or project. It is anticipated that these private projects and programs will assist in the alleviation of blight by preserving and enhancing the economic prosperity of the Project Area and community, aiding in business development and retention, sponsoring needed public improvements, and promoting safe and affordable housing.

The Agency plans a program of private development on various sites in the Project Area. Many of the available sites are presently constrained by either irregular topography or flood hazard conditions. Agency activities in support of development on these potential sites include:

- Acquisition of property for development of commercial, residential, recreational, and open space uses.
- Financial assistance to attract and retain businesses located within the Project Area.
- Assistance toward the creation of new affordable housing opportunities and the preservation and improvement of El Centro's existing affordable housing stock.
- Development of a mix of residential and commercial uses within the Project Area.

As shown in Table 3, Agency-sponsored private developments in the Project Area can be expected to contribute to blight alleviation by reducing conditions such as: depreciated/stagnated property values; parcels of irregular size, shape, or topography; lack of affordable housing; and vacant/underutilized lots. Table 3 is not intended to be an exclusive list of the projects which could be sponsored by the Agency during the five-year term of this Implementation Plan. The Agency intends to pursue other programs and projects as appropriate, which are consistent with the above.

The Agency also plans to undertake a number of major public improvements in the Project Area during the next five years. These include:

- New construction and improvement of roadways, highways, curbs, gutters, sidewalks, access ramps, water, sewer, flood control, and drainage systems.

- Development and improvement of parks, recreational facilities, and open space.
- Installation of public facilities and improvements to revitalize and leverage private investments in the Project Area.

These public improvements may be financed by the Agency upon the City Council finding that the public improvements are of benefit to the Project Area, that there are no other reasonable means of financing the public improvements, and that the public improvements will assist in the elimination of blight within the Project Area or provide housing for low or moderate income persons. In addition, the public improvements must be consistent with the Implementation Plan, and provided for in the Redevelopment Plan.

**TABLE 3**

**PROPOSED PROJECTS AND PROGRAMS AND CONTRIBUTION TO BLIGHT REMOVAL  
EL CENTRO REDEVELOPMENT PROJECT AREA  
2010 - 2014 IMPLEMENTATION PLAN  
CITY OF EL CENTRO**

Project/Program	Project/Program Description
El Centro Family Apartments	Development of 72 very low- and low-income rental units at the corner of 8th Street and Bradshaw Avenue; Developer is Chelsea Investment Corporation.
Holt/Heil Subdivision	Proposed development consisting of six (6) for-sale units, affordable to low-income households.
First Time Homebuyer Program	Ongoing program that assists income-qualified first-time homebuyers with down payment assistance.
Homeownership/ Workforce Development Project	Projects are considered on a case-by-case basis.
Housing Improvement Program	Ongoing program that provides income-qualified homeowners with low interest rate loans to rehabilitate their homes.
Façade Improvement Program	Ongoing program that provide rebates to business owners and tenants for costs associated with improvements to commercial building exteriors.
Business Revolving Loan Fund Program	Ongoing program that provides loans to businesses located in the City of El Centro.
Business Visitation/ Appreciation Program	Ongoing program that promotes communication between City officials/staff and existing business owners to discuss business needs, expansion plans, and other municipal issues that impact their business.
Micro Enterprise Assistance Program	Ongoing program that provides small business loans to micro businesses that have less than five (5) employees; loans can be used for working capital, inventory, furniture and fixtures, and equipment.
Revitalization of Commercial and Industrial Sites	Provide public improvements in gateway areas within Project Area.
Expansion of Redevelopment Agency Office	Remodel a public facility located at 1247 Main Street to expand Redevelopment Agency office.

**TABLE 3 (CONT'D.)**

**PROPOSED PROJECTS AND PROGRAMS AND CONTRIBUTION TO BLIGHT REMOVAL  
EL CENTRO REDEVELOPMENT PROJECT AREA  
2010 - 2014 IMPLEMENTATION PLAN  
CITY OF EL CENTRO**

Project/Program	Project/Program Description
New Fire Station #3	Construction of Fire Station #3. The Station will consist of a three bay firehouse alongside a new Fire Administration office. The new facility will be 18,565 SF.
El Centro Industrial Project	Development of approximately 26 acres of industrial land at the corner of Bradshaw Avenue (extended) and 8th Street. This project is being leveraged with a \$3.1 million grant from the Economic Development Administration.
El Centro Public Library Expansion Project	Rehabilitation of the library located at 539 State Street.
Redevelopment of E.W. Industrial Site	Redevelopment of an existing 15.24-acre site purchased by E.W. Corporation for the purpose of expanding their industrial operation into a state-of-the-art industrial operation. The Agency is assisting the company with the installation of off-site public improvements. The company anticipates creating up to 150 new jobs.
Adult Center	Construction of a 4,008 SF portion to the southern part of the existing community center located at 375 S. 1st Street to operate an adult center.
Adams Park Revitalization Plan	Revitalization plan that incorporates an indoor sports complex, a gymnasium, a recreation center, an aquatic center, and a skateboard park.
El Centro Regional Medical Center Outpatient Clinic	Construction of a 10,646 SF outpatient medical clinic on a 1.07-acre property located at 385 W. Main Street.
Honda Auto Dealership	Construction of a 20,100 SF building to operate a Honda dealership and 2,250 SF building to operate a showroom for Honda. The Agency is assisting the Developer with the installation of off-site improvements. The new dealership will be located on lot No. 2, 3, and 4 of the Wake Avenue Subdivision.
Retail Enhancement Program	Ongoing technical and financial assistance to retail establishments in making necessary improvements.
Graffiti Removal Program	Program that assists residents located within the Project Area with the removal of graffiti in order to improve the aesthetics of the City.

**TABLE 3 (CONT'D.)**

**PROPOSED PROJECTS AND PROGRAMS AND CONTRIBUTION TO BLIGHT REMOVAL  
EL CENTRO REDEVELOPMENT PROJECT AREA  
2010 - 2014 IMPLEMENTATION PLAN  
CITY OF EL CENTRO**

<b>Project/Program</b>	<b>Project/Program Description</b>
Job Creation Program	Ongoing efforts to encourage the development of sales tax-generating activities as well as attracting manufacturing-type users within the Project Area; with particular emphasis to industries that are labor intensive or that require assistance to retain the existing workforce.
Contribution to Various Agencies	Ongoing financial contributions to local economic development agencies such as the Imperial Valley Economic Development Corporation, Small Business Development Center, Downtown El Centro Business Improvement District, and Imperial County Film Commission.
Code Enforcement Program to Eliminate Blight Conditions within Project Area	Operation of a code enforcement program that alleviates blight conditions; new Code Enforcement Officer (CEO) was hired to work under the direction of the Building Department and is responsible for inspecting, noticing, monitoring, and educating the citizens within the Project Area about the elimination of blight.

### **C. Proposed Revenues and Expenditures**

Redevelopment agencies are required to identify their proposed revenues and expenditures over the next five years for purposes of alleviating blight. Agency expenditures for the programs identified in this five-year Implementation Plan will be derived from the following sources:

- (1) Sale of tax allocation bonds supported by tax increment revenues from the Project Area.
- (2) Tax increment revenues over and above the amounts required to cover debt service on the tax allocation bonds.
- (3) Low- and Moderate-Income Housing Funds (Low-Mod Housing Fund), which must be used for increasing, improving, and preserving affordable low- and moderate-income housing. (The status of the Agency's Housing Funds, possible housing developments, and potential expenditures are reviewed in Section VI.)
- (4) Loans and advances that may be provided from time to time by the City of El Centro.
- (5) Repayment of loans.
- (6) Proceeds from land sales and leases to private developers for purposes of implementing specific redevelopment projects.
- (7) Loans and advances from private developers.

Items (1) through (3) above are derived from Project Area property taxes. Tax increment revenues are expected to represent the major funding source for Agency programs. In Fiscal Year (FY) 2009-2010 gross annual revenues from the Project Area are estimated to total \$6,597,000. However, a substantial share of this figure is encumbered by existing obligations, such as administrative and pass-through payments to other taxing jurisdictions, the 20% housing set-aside, and debt service on outstanding bond issues.

For FY 2009-2010, the Agency expects to receive about \$84,000 in net tax increment, resulting in a balance of \$14,462,000. Net tax increment is the amount available for new programs after administrative, pass-through, and debt service payments. The Agency projects tax increment revenues to rise about 5% annually over the next five years. Based on this assumption, and the Agency's current administrative, pass-through, and debt service commitment, the Agency can expect to receive an approximate total of \$3,843,000 (not discounted) in net tax increment over the next five years.

The actual amount and timing of Agency expenditures will depend on the availability of funding. The Agency will continue to leverage its limited financial resources with other funding sources in order to implement its redevelopment programs. These may include, among others, advances or payments from developers and property owners, loans from the City, low-income housing tax credits, and financial participation by other public agencies. In some cases, it may be prudent for the Agency to aggregate funds to certain minimum levels before investing in programs and projects identified in this Plan.

**TABLE 4**

**REVENUE AND EXPENDITURE PROJECTIONS - FIVE YEAR PLAN  
EL CENTRO REDEVELOPMENT PROJECT AREA  
2010 - 2014 IMPLEMENTATION PLAN  
CITY OF EL CENTRO**

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>I. Beginning Balance</b> (1)	\$14,378,000	\$14,462,000	\$15,151,700	\$15,999,100	\$17,018,200
<b>II. Revenue</b>					
Administration Fund	\$1,376,000	\$1,444,000	\$1,516,000	\$1,592,000	\$1,672,000
Revolving Fund	\$15,500	\$16,300	\$17,100	\$17,900	\$18,800
Debt Service Fund	\$5,205,000	\$5,466,000	\$5,739,000	\$6,026,000	\$6,327,000
<b>Revenue</b>	<b>\$6,597,000</b>	<b>\$6,926,000</b>	<b>\$7,272,000</b>	<b>\$7,636,000</b>	<b>\$8,018,000</b>
<b>III. Expenditures</b> (2)					
Administration Fund	(\$1,793,000)	(\$1,847,000)	(\$1,903,000)	(\$1,960,000)	(\$2,019,000)
Revolving Fund	(\$10,000)	(\$10,300)	(\$10,600)	(\$10,900)	(\$11,300)
Debt Service Fund	(\$4,710,000)	(\$4,379,000)	(\$4,511,000)	(\$4,646,000)	(\$4,785,000)
<b>Expenditures</b> (2)	<b>(\$6,513,000)</b>	<b>(\$6,236,300)</b>	<b>(\$6,424,600)</b>	<b>(\$6,616,900)</b>	<b>(\$6,815,300)</b>
<b>IV. Ending Balance</b>	<b>\$14,462,000</b>	<b>\$15,151,700</b>	<b>\$15,999,100</b>	<b>\$17,018,200</b>	<b>\$18,220,900</b>

(1) Excludes Low-Mod Housing funds.

(2) Does not include Supplemental Educational Revenue Augmentation Fund (SERAF) payment. If Agency is required to make SERAF payment (pending lawsuit), financial projections will be modified and addressed in the Mid-Term Update.

Source: Agency 30-year budget projections as of October 1, 2009.

## **VI. HOUSING PRODUCTION PLAN**

In addition to the removal of blight, a fundamental purpose of redevelopment is to expand and preserve the supply of low- and moderate-income housing. To accomplish this purpose, State law contains numerous provisions to guide redevelopment agency activities with regard to affordable housing. One of these provisions requires agencies to include a housing production plan in each five-year Implementation Plan. The housing plan must specify the Agency's intended approaches to increase, improve, and preserve the community's supply of low- and moderate-income housing.

This section is organized as follows:

- First, a review of the Agency's strategy for providing affordable housing in the Project Area.
- Next, the three principal housing mandates of California Community Redevelopment Law are reviewed: set-aside funds, the replacement rule, and the inclusionary obligation. This review includes an assessment of the Agency's present situation with respect to each requirement.
- Lastly, specific targets for housing production are identified for five- and ten-year horizons, as well as the life of the El Centro Redevelopment Project Area.

### **A. Housing Program Strategy**

#### ***1. Housing Element***

The City of El Centro has issued a revised final draft of the 2008-2014 Housing Element (June 2009). The Implementation Plan is required to be consistent with the Housing Element of the City's General Plan.

California Health and Safety Code Section 33334.4 requires redevelopment agencies to target Low-Mod Housing Fund expenditures to the relative percentage of unmet need for very low, low, and moderate income units, as defined in the City's most recently approved Housing Element. Therefore, calculations regarding how Low-Mod Housing Funds should be targeted, as indicated on pages 25-26 and Table 8 are based upon housing needs identified in the City's 2008-2014 Housing Element.

The Housing Element presents information on City demographic and housing characteristics, identifies principal housing needs in the community, assesses opportunities and constraints to meeting housing needs, and identifies specific housing goals, policies,

and programs. The 2008-2014 Housing Element identifies nine goals to address El Centro's housing needs:

- Provide adequate housing in the City by location, price, type, and tenure, especially for those of low- and moderate-income and households with special needs.
- Achieve balanced growth in the City by designating suitable sites for residential development.
- Conserve and improve the condition of the existing affordable housing stock within the City.
- Reduce residential energy usage within the City and thereby reduce overall housing costs.
- Promote and support equal housing opportunity for all residents of the City regardless of race, religion, marital status, age, sex, nationality, physical disabilities, family size, source of income, or any other arbitrary factor.
- Facilitate the maintenance, improvement, and development of housing commensurate with local needs.
- Support the provision of adequate housing to meet the needs of all economic segments of the community.
- Preserve existing affordable housing opportunities for lower income residents of the City.
- Provide housing in an orderly, well-planned and balanced manner consistent with the limits imposed by the City's infrastructure, services, and facilities and the City's ability to assimilate growth.

The Housing Element also identifies five types of City programs that are maintained to accomplish the Housing Element goals:

- Programs to expand the availability of housing to residents of all income groups.
- Programs to promote an adequate supply of affordable housing either through reducing the costs of development or providing direct assistance to households.
- Programs to maintain and rehabilitate the existing housing stock.
- Programs to address the housing needs of all segments of the population, particularly for those with special needs, such as the elderly, disabled, large families, farmworkers, and the homeless.
- Programs to promote energy conservation.

## **2. Consolidated Plan**

The Consolidated Plan comprehensively addresses community development and housing activities. The Consolidated Plan also provides local jurisdictions with the opportunity to combine, into one document, the planning, the application submittal, and the performance

reporting requirements for entitlement grant programs administered by the Department of Housing and Urban Development (HUD), including Community Development Block Grant (CDBG) and HOME Investment Partnerships (HOME). As required by HUD, the City has updated the Consolidated Plan for the five-year period 2009-2014. The Plan comprehensively addresses community development and housing activities.

## **B. Housing Set-Aside Strategy**

State law requires that 20% of the tax increment generated in Project Areas be used for the purposes of increasing, improving, or preserving the community's supply of very low, low, and moderate income housing.

### **1. Excess Surplus**

State law mandates that redevelopment agencies use Low-Mod Housing Funds in a timely manner, or otherwise forfeit these funds to other public agencies with housing responsibilities. Specifically, the law stipulates that agencies may not retain "Excess Surplus" in their Low-Mod Housing Fund. "Excess Surplus" is defined as the unexpended or unencumbered amount of an Agency's Low-Mod Housing Fund that exceed the greater of \$1,000,000 or the aggregate amount deposited in the fund during the preceding four years.

This calculation is performed annually and reported to the State Department of Housing and Community Development on Schedule "C" of the Agency's annual report. An agency with an excess surplus has the following fiscal year to either transfer the surplus to the housing authority or to expend/encumber the surplus funds. Failure to spend or encumber the excess surplus within an additional two years (for a total of three years from the date the funds became excess surplus) results in an agency losing most of its discretionary powers over redevelopment until the surplus, plus an amount of non-Housing Funds equal to 50 percent of the surplus amount, is spent or encumbered. Determination of when excess surplus will occur will affect the timing of expenditure of Low-Mod Housing Funds. The Agency's 2007-2008 Schedule HCD-C report to the State, as summarized below, illustrates that El Centro does not have an excess surplus in its Housing Fund.

Exhibit VI-1: Low Mod Fund - Excess Surplus Calculation				
Fiscal Year	Increment Deposited	Sum of Increment Deposited	Unencumbered Balance	Excess Surplus
2003 – 2004	\$608,000			
2004 – 2005	\$688,000			
2005 – 2006	\$810,000			
2006 - 2007	\$1,037,000			
Total		\$3,143,000	\$2,665,000	\$0

## 2. Proportionality Requirements

Under California Health and Safety Code Section 33334.4, the Agency must target Low-Mod Housing Fund expenditures in accordance with an income proportionality test and an age restriction proportionality test as explained in detail below. These proportionality tests must be met between January 1, 2002 and December 2014, and then again through the termination of the Redevelopment Plan. These tests do not have to be met on an annual basis.

- Housing Need Proportionality Test** - The income proportionality test requires that the Agency target Low-Mod Housing Fund expenditures to the relative percentage of unmet need for very low, low, and moderate income units, as defined in the City's current Housing Element. The Agency may adjust the proportion by subtracting from the need identified for each income category, the number of units for persons of that income category that are constructed with other locally controlled government assistance and without Agency assistance. Based on the City's 2008-2014 Housing Element, the Agency's minimum required allocation for very low and low income expenditures, and maximum moderate income housing expenditures are:

Exhibit VI-2: Regional Housing Needs Assessment Unit Obligations			
Income Category	Total Units	% of Total	Expenditure Proportionality
Very Low Income	605	35%	At Least 35%
Low Income	386	23%	At Least 23%
Moderate Income	727	42%	At Most 42%
Totals	1,718	100%	

In order to meet the income targeting standards, the Agency proposes that this Implementation Plan allocate 35% of the Housing Fund project and program expenditures to very low income households, 23% of the fund to low income households, and no more than 42% of the funds to moderate income households. The Agency will be required, as a matter of law, to comply with the housing needs identified in the City's 2008-2014 Housing Element.

- *Age Restriction Proportionality Test* - The age restriction proportionality test requires that the maximum percentage of Low-Mod Housing Funds that an agency can allocate to senior housing is based on the percentage that very-low and low-income households over the age of 65 represent of the total very low- and low-income population in El Centro. As shown below, based on the 2000 United States Census data, the very low- and low-income senior citizen population represents 26% of the very low- and low-income population in El Centro.

<b>Exhibit VI-3: Age Restricted Proportionality Test</b>		
<b>Income and Age</b>	<b>Population</b>	<b>Expenditure Proportionality</b>
Very Low/Low Income Under 65 Years Old	4,048	74%
Very Low/Low Income 65 Years and Older	1,415	26%
<b>Total</b>	<b>5,463</b>	<b>100%</b>

In order to meet the age restriction proportionality test requirements, the Agency proposes that this Implementation Plan allocate at least 74% of the Housing Fund project and program expenditures to non-age-restricted housing.

### **3. Replacement Obligation**

State law also requires the replacement of low- and moderate-income housing when an agency causes the removal of such housing as part of its redevelopment activities. Redevelopment agencies are required to cause the development of replacement dwelling units, for low or moderate income households, in numbers equal to those eliminated within four years of removal.

Since adoption of the Redevelopment Plan in November 1978 and prior to 1999, nine (9) residential units containing nine (9) bedrooms have been removed as result of Agency activities. During that same time period, nine (9) units containing 18 bedrooms were made available to persons and families of low- or moderate-income households. As can be noted, the total of number of replacement bedrooms exceeded the total number of units and

bedrooms removed. No unit has been destroyed or removed by the Agency since then; therefore, no replacement housing requirement was triggered.

#### **4. Inclusionary Housing**

State law incorporates inclusionary housing requirements where defined percentages of housing must be reserved for low- and moderate-income households. This requirement must be met every ten years.

Where the Agency does not directly develop or substantially rehabilitate units, at least 15% of all new or substantially rehabilitated units developed in a Project Area must be affordable to low- and moderate-income households. Of the 15% reserved, 40% must be restricted to very low-income households.

If housing is developed or rehabilitated by the Agency itself, 30% of the housing must be affordable to low- and moderate-income households. Of those units, 50% must be affordable to very low-income households.

Prices or rents for inclusionary units must be restricted by Agency-imposed covenants for the longest feasible time, as determined by the Agency. With respect to for-sale housing developed after January 1, 2002, this restriction must apply for a minimum of 45 years. The minimum requirement for rental housing developed after January 1, 2002 is 55 years.

State law allows affordable housing production outside project areas to count on a 2-for-1 basis in order to fulfill these requirements.

#### **Housing Production, Since Project Area Formation**

Since adoption of the Redevelopment Plan, a total of 1,101 housing units have been developed in the El Centro Project Area, resulting in an inclusionary obligation of 169 units, of which 68 must be affordable to very low-income households. As shown in Table 5, the Agency has produced 441 inclusionary units since the Redevelopment Plan was adopted, resulting in a current inclusionary housing surplus of 272 units.

**TABLE 5**

**SUMMARY OF HOUSING PRODUCTION  
EL CENTRO REDEVELOPMENT PROJECT AREA  
2010 - 2014 IMPLEMENTATION PLAN  
CITY OF EL CENTRO**

	<u>Year</u>	<u>Total Number of Units</u>	<u>Inclusionary Obligation @ 15.0%</u>	<u>Qualifying as Inclusionary Units</u>	
				<u>Low/Moderate</u>	<u>Very Low</u>
<b>I. January 1978 - December 2004</b>		<b>897</b>	<b>135</b>	<b>63</b>	<b>195</b>
<hr/>					
<b>II. January 2005 - December 2009</b>					
Tierra Del Sol	2005	40	6	0	35
For-Sale In-Fill House	2007	1	1	1	0
Center for Family Solutions	2007	7	2	5	2
Senior Villas II	2009	20	3	0	20
Imperial Gardens Apartments	2009	77	12	22	54
New Single Family Residential Units	2005-2009	15	3	0	0
First Time Homebuyer's Program	2007-2009	<u>44</u>	<u>7</u>	<u>44</u>	<u>0</u>
<b>Housing Production (2005 - 2009)</b>		<b>204</b>	<b>34</b>	<b>72</b>	<b>111</b>
<b>III. Total Housing Production</b>		<b>1,101</b>	<b>169</b>	<b>135</b>	<b>306</b>

<b>Total Inclusionary Housing Surplus/(Deficit) January 1978 - December 2009</b>	<u>Total Surplus/(Deficit)</u>	<u>Low/Moderate</u>	<u>Very Low</u> (1)
Inclusionary Units Produced	441	135	306
(Less) Inclusionary Obligation	<u>(169)</u>	<u>(101)</u>	<u>(68)</u>
<b>Total Inclusionary Housing Surplus/(Deficit)</b>	<b>272</b>	<b>34</b>	<b>238</b>

(1) Forty percent (40%) of the inclusionary housing obligation should be targeted to very low-income households.

### C. Proposed Housing Program

Redevelopment agencies are required to outline proposed housing activities at varying levels of detail for five years, ten years, and the life of the Redevelopment Plan.

Accordingly, this section addresses the Agency's housing goals, and identifies projected and planned housing production, both market-rate and affordable, for all three time periods.

*Agency Goals* – The Agency's goals and objectives have been identified earlier (see Pages 6 and 7), specifically the goals and objectives related to housing for the El Centro Redevelopment Project Area are listed below:

<b>GOAL #3: <i>Promote safe and affordable housing</i></b>
<ol style="list-style-type: none"><li>1. Provide that at least 15% of all new and substantially rehabilitated dwelling units developed within the Project Area by public or private entities or persons other than the Agency shall be at affordable housing costs to persons and families of very-low, low-, or moderate-income.</li><li>2. Develop a program to provide first-time home buyer assistance either through direct Agency loans or grants or through cooperative ventures with interested lending institutions or government agencies.</li><li>3. Continue to provide rehabilitation and new construction loans and grants to very-low, low-, and moderate-income individuals and families.</li><li>4. Work with City staff on ongoing code enforcement programs for residential units.</li></ol>

To accomplish this goal, the Agency has estimated inclusionary housing production based on future redevelopment potential within the Project Area. As presented in Table 6 and discussed below, future inclusionary housing production will continue to meet State law requirements over the next five years, ten years, and the life of the Plan.

If existing vacant or underutilized parcels within the Project Area designated for residential uses in the General Plan were built out to maximum permissible densities, a projected 1,394 additional units could be accommodated within the Project Area. Assuming that 348 of these units will be constructed in the next five years and another 348 units were built in the five year period from 2014-2019, then the Agency could experience the construction of 696 residential units in the Project Area during the next ten years. Were this to happen, the Agency could experience the construction of 698 residential units from 2019 through the life of the Plan.

Assuming that none of the 1,394 residential units projected to be developed within the Project Area during the remaining term of the Plan were developed by the Agency, then the Agency would experience an inclusionary obligation of 53 units during the planning cycle of the Plan. Furthermore, the Agency would experience an additional inclusionary obligation of 157 units throughout the balance of the life of the Plan. The total projected inclusionary obligation would equal 210 units. No more than 60% of this amount (126 units) could be

developed as low- or moderate-income units; the balance (84 units) would be developed as very low-income units. As shown in Table 6, the Agency has a significant surplus of very low-, low-, and moderate-income units. As such, if the projected housing development occurs in the Project Area over the life of the Plan, the Agency would have no additional inclusionary obligations.

**TABLE 6**

**FORECAST OF PROPOSED HOUSING PRODUCTION AND INCLUSIONARY HOUSING OBLIGATION - FIVE-YEAR PLAN  
EL CENTRO REDEVELOPMENT PROJECT AREA  
2010 - 2014 IMPLEMENTATION PLAN  
CITY OF EL CENTRO**

<b>I. Proposed Housing Production (2010 - 2014)</b>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<b>Total Number of Units 2010 - 2014</b>	<b>Inclusionary Obligation @ 15.0%</b>	
El Centro Family Apartments (2)	0					0	0	
<b>II. Estimated Inclusionary Housing Obligation</b>						<b>Low/ Moderate</b>	<b>Very Low (1)</b>	<b>Total</b>
Inclusionary Housing Obligation through 2009						101	68	169
Projected Inclusionary Housing Obligation (2010-2014)						<u>0</u>	<u>0</u>	<u>0</u>
Total Inclusionary Housing Obligation (November 1978-2014)						101	68	169
<b>III. Estimated Inclusionary Housing Production</b>						<b>Low/ Moderate</b>	<b>Very Low (1)</b>	<b>Total</b>
Inclusionary Housing Units Produced through 2009						135	306	441
Projected Inclusionary Housing Production (2010-2014)						<u>25</u>	<u>10</u>	<u>35</u>
Total Inclusionary Housing Production (November 1978-2014)						160	316	476
<b>IV. Inclusionary Housing Surplus/(Deficit)</b>						<b>Low/ Moderate</b>	<b>Very Low (1)</b>	<b>Total</b>
Total Projected Inclusionary Housing Production						160	316	476
Total Inclusionary Housing Obligation						<u>(101)</u>	<u>(68)</u>	<u>(169)</u>
Total Inclusionary Housing Surplus/(Deficit)						59	248	307

(1) Forty percent (40%) of the inclusionary housing obligation should be targeted to very low-income households.

(2) El Centro Family Apartments (72 units) is located outside the Project Area. As such, unit count is not counted toward inclusionary housing obligation. Affordable units at El Centro Family Apartments are counted on a 2:1 basis.

**1. Low and Moderate Income Housing Funds Expenditures**

Agencies are required to identify: (1) available balances in the Low-Mod Housing Fund; (2) estimated annual deposits to the Low-Mod Housing Fund over the next five years; and (3) estimated annual Low-Mod Housing Fund expenditures over the same period.

The Agency's Low-Mod Housing Fund's balance as of FY 2009-2010 is estimated at \$1,865,000. The Agency currently deposits a total of about \$1,334,000 per year into its Low-Mod Housing Fund. Since set-aside funds are a function of property tax revenues, the actual amount of future deposits will depend on factors such as market conditions and the timing of new taxable development. An estimate of five-year set-aside funds can be formulated based on a projected annual increase of 5%. Using this assumption, the Agency can expect to deposit a total of about \$6.7 million into its Low-Mod Housing Fund over the next five years. In combination with the existing balances, the Agency would therefore have an estimated total \$6.4 million in Low-Mod Housing Funds available.

Table 7 presents an estimate of the Agency's Low-Mod Housing Fund over the next five years. These estimates are summarized as follows:

<b>Exhibit VI-4: Projected Low Mod Fund Revenue / Expenditures</b>	
	<b>5-Year Plan (2010 – 2014)</b>
Beginning Balance	\$1,865,000
Revenues	\$6,669,000
Expenditures	<u>(\$8,044,000)</u>
Ending Balance	\$490,000

Table 8 presents an estimate of Low-Mod Housing Fund appropriations based on Low-Mod Housing Fund targeting requirements as identified on pages 25-26. These estimates are summarized as follows:

**Exhibit VI-5: Low-Mod Housing Fund Appropriations**

		<b>5-Year Plan <u>2010-2014</u></b>
Net Low-Mod Housing Fund Revenues (Table 8) (1)		\$6,356,000
Housing Need Appropriations:		
Very Low	At least 35%	\$2,238,000
Low	At least 23%	\$1,428,000
Moderate	No more than 42%	<u>\$2,690,000</u>
Total (rounded)		\$6,356,000
Senior Citizen Projects Appropriations:		
Very Low/Low Under 65 Years Old	74%	\$4,703,000
Very Low/Low 65 Years and Older	No more than 26%	<u>\$1,653,000</u>
Total		\$6,356,000
(1) Reflects Low-Mod Housing Fund beginning balance at 2010 and Low-Mod Housing Fund revenues after operating expenses.		

**TABLE 7**

**PROJECTED LOW-MOD HOUSING FUND APPROPRIATIONS - FIVE YEAR PLAN  
EL CENTRO REDEVELOPMENT PROJECT AREA  
2010 - 2014 IMPLEMENTATION PLAN  
CITY OF EL CENTRO**

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Total 2010-2014</b>
<b>I. Housing Fund Beginning Balance</b>	\$1,865,000	\$1,405,000	\$1,110,000	\$858,000	\$650,000	
<b>II. Total Housing Fund Revenues</b>						
Housing Set-Aside	\$1,243,000	\$1,095,000	\$1,150,000	\$1,207,000	\$1,267,000	\$5,962,000
Operating Revenues	\$107,000	\$112,000	\$118,000	\$124,000	\$130,000	\$591,000
Interest Income	\$21,000	\$22,100	\$23,200	\$24,300	\$25,500	\$116,100
<b>Total Revenues</b>	<b>\$1,371,000</b>	<b>\$1,229,000</b>	<b>\$1,291,000</b>	<b>\$1,355,000</b>	<b>\$1,423,000</b>	<b>\$6,669,000</b>
<b>III. Total Housing Fund Expenditures</b>						
Administration	(\$431,000)	(\$424,000)	(\$432,000)	(\$441,000)	(\$450,000)	(\$2,178,000)
Program Expenditures	(\$1,400,000)	(\$1,100,000)	(\$1,111,000)	(\$1,122,000)	(\$1,133,000)	(\$5,866,000)
<b>Total Expenditures</b>	<b>(\$1,831,000)</b>	<b>(\$1,524,000)</b>	<b>(\$1,543,000)</b>	<b>(\$1,563,000)</b>	<b>(\$1,583,000)</b>	<b>(\$8,044,000)</b>
<b>IV. Housing Fund Ending Balance</b>	<b>\$1,405,000</b>	<b>\$1,110,000</b>	<b>\$858,000</b>	<b>\$650,000</b>	<b>\$490,000</b>	

Source: Agency 30-year budget projections as of October 1, 2009.

**TABLE 8**

**HOUSING FUND PROPORTIONALITY REQUIREMENTS - FIVE-YEAR PLAN  
 EL CENTRO REDEVELOPMENT PROJECT AREA  
 2010 - 2014 IMPLEMENTATION PLAN  
 CITY OF EL CENTRO**

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	<b>Five Year Plan 2010-2014</b>
<b>I. Estimate of Net Revenue</b>	
Housing Fund Beginning Balance	\$1,865,000
Total Revenues 2010-2014	\$6,669,000
(Less) Administration 2010-2014	<u>(\$2,178,000)</u>
Total Net Revenue	\$6,356,000

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**II. Housing Need**

Very Low Income	35.2%	\$2,238,000
Lower Income	22.5%	\$1,428,000
Moderate Income	<u>42.3%</u>	<u>\$2,690,000</u>
Total	100.0%	\$6,356,000

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**III. Expenditures on Senior Citizen Projects**

Very Low/Low Under 65 Years Old	74.0%	\$4,703,000
Very Low/Low 65 Years and Older	<u>26.0%</u>	<u>\$1,653,000</u>
Total	100.0%	\$6,356,000