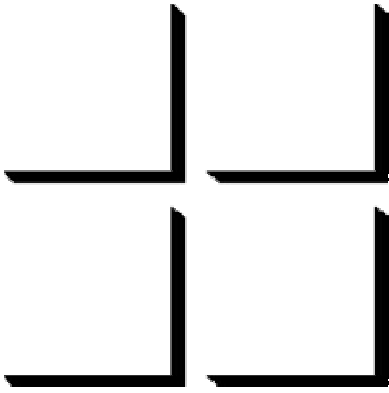




CITY OF CARSON REDEVELOPMENT AGENCY

**PROJECT AREA 4
IMPLEMENTATION PLAN
JULY 2002**



10.0 IMPLEMENTATION PLAN

The primary purpose of the project is to alleviate conditions of blight in the proposed Project Area. Due to the range of detrimental physical and economic conditions in the Project Area, the Agency should undertake a comprehensive program of activities including providing community facilities improvements, urban infrastructure improvements, economic development, housing development, and other programs of financial assistance. This is intended to stimulate quality development, to promote rehabilitation of existing structures, and to finance various other activities that would serve existing residential and business development and induce new private investment.

10.1 GOALS AND OBJECTIVES

The Project Area includes a number of conditions that are specified in the CRL as characteristic of blight. The overall objective of this Implementation Plan is to provide for the elimination or alleviation of physical and economic conditions of blight. Broadly stated, these conditions include physical deterioration of buildings and facilities both public and private, inadequate public improvements and facilities that are essential to the health and safety of local residents and businesses, areas of incompatible land uses, lots of irregular form and shape and of inadequate size for proper development, parcels suffering from depreciated values and impaired investments, and a variety of other conditions that prevent or hinder proper usefulness.

In eliminating blighting conditions, this Implementation Plan is intended to achieve the following goals:

1. To prevent the acceleration of blight in and about the Project Area.

2. To effectuate the comprehensive planning, redesign, replanning, reconstruction and/or rehabilitation of the Project Area in such a manner as to facilitate a higher and better utilization of the land within the Project Area for uses in accordance with the City's General Plan.
3. To use the redevelopment process and provisions permitted by the Redevelopment Law to promote redevelopment that is consistent with the General Plan and the City Zoning Ordinance.
4. To encourage the better utilization of real property.
5. To contribute to a more efficient and effective circulation system, including public transportation.
6. To provide for adequate parcels and required public improvements to encourage new construction by private enterprise.
7. To promote the rehabilitation of deteriorated residential units through the provision of grants and loans to eligible tenants and property owners. Where deterioration makes rehabilitation infeasible, the Agency may assist property owners in the demolition and replacement of such residential units on a one-for-one basis.

In implementing the above goals, the Agency expects to institute the following general programs or activities throughout the Project Area as appropriate:

- ? Encourage development according to the General Plan, especially on vacant or underutilized land.
- ? Encourage investment in the Project Area by the private sector.
- ? Promote the development of new and diverse employment opportunities.
- ? Enhance and expand shopping facilities in the Project Area by encouraging the development of new commercial uses and the rehabilitation of existing commercial uses in conformance with the General Plan and the Zoning Ordinance.
- ? Promote the expansion of the Project Area's commercial and industrial base and local employment opportunities to provide jobs to unemployed and underemployed workers in the area and City-wide.
- ? Consolidate parcels as needed to induce new or expanded development in the Project Area in conformance with the General Plan and the Zoning Ordinance.

- ? Protect the health and general welfare of the Project Area's many low- and moderate-income residents by utilizing 20% of the tax increment revenues from the Project Area to increase, improve, or preserve the supply of housing units.
- ? Develop programs and projects that encourage home ownership.
- ? Upgrade the physical appearance of the Project Area.
- ? Assist with rehabilitation of residential and non-residential structures to eliminate safety deficiencies and to extend the useful lives of these structures, by providing grants and low-interest loans to interested property owners.
- ? Remove economic impediments to land assembly and in-fill development in areas that are not properly subdivided for development or redevelopment through purchase of Real Property.
- ? Buffer residential neighborhoods from the intrusion of incompatible land uses and noise.
- ? Mitigate potential relocation impacts resulting from changes in Project Area land use from non-conforming and dilapidated uses to development in conformance with the General Plan and the Zoning Ordinance.
- ? Provide replacement housing as required by law when dwellings housing low- or moderate-income persons or families are lost to the low- or moderate-income housing market as a result of Agency activities.
- ? In situations where temporary or permanent relocation is necessary, provide relocation assistance to displacees as provided in the CRL.
- ? Provide a broad range of public service infrastructure improvements to induce private investment and improve emergency response in the Project Area. Such improvements could include the construction or reconstruction of roads, streets, curbs, gutters, and sidewalks; the upgrading of street-side landscaping; the construction and reconstruction of water storage and distribution facilities; the construction and reconstruction of sewage systems; and the development of drainage and flood control facilities.
- ? Provide new or improved community facilities such as fire stations, sheriff stations, schools, park and recreational facilities, community centers, libraries, and expanded public health and social service facilities where appropriate to enhance the public health, safety and welfare.
- ? Encourage the cooperation and participation of Project Area property owners, business owners, public agencies and community organizations in the elimination of blighting

conditions and the promotion of new or improved development.

- ? Provide a procedural and financial mechanism by which the Agency can assist, complement and coordinate public and private development, redevelopment, revitalization and enhancement of the community.
- ? Improve and expand code enforcement activities.

10.2 REDEVELOPMENT ACTIVITIES

The Agency is authorized to provide or participate in providing to the extent permitted by the CRL the following improvements and activities for the Project Area, broken down by overall Project Area and, where applicable, by Sub-Area:

OVERALL PROJECT AREA

- ? Repave and/or reconstruct streets
- ? Construct curbs, gutters, and sidewalks
- ? Repair concrete, such as curbs, gutters, sidewalks, driveway approaches, access ramps, and cross gutters
- ? Improve drainage
- ? Underground utility lines
- ? Plant street trees
- ? Construct and/or upgrade sewer lines
- ? Construct and/or upgrade water lines
- ? Install additional emergency traffic signal interrupt devices to expedite emergency vehicle movement.
- ? Construct medians
- ? Improve/install traffic signs and signals, including signal synchronization
- ? Construct bike trails
- ? Install benches and shelters at bus stops
- ? Improve street lighting
- ? Increase accessibility for emergency vehicles
- ? Create and provide facilities for an expedited graffiti removal program with a one day turn around.
- ? Coordinate and provide facilities for with shopping cart removal service for increased drive by service.

- ? Replace and repair old, damaged, or missing public signage.
- ? Patch, pave and slurry coat all streets and alleys within the selected neighborhoods.
- ? Repair missing, broken, or uneven curb and gutter, sidewalk and drive aprons. (The existing City program is city-wide and has an allocation of only \$150k per year).
- ? Replace all fire hydrants with new ones (possible upgrade to brass).
- ? Replant grass areas of parkways.
- ? Street trees in parkways: trim all good ones; remove and replace all bad ones; plant new ones where appropriate; sawcut and add tree grates (as approved by majority of residents) throughout.
- ? Create program to trim all front yard trees. May be on request of homeowner or after public service notice.
- ? Paint house numbers at curb throughout neighborhoods.
- ? Install new curbside mailboxes throughout neighborhood. This will require coordination with post office but will help unify areas.
- ? Upgrade and replace all dead end barricades where they occur throughout.
- ? Institute recycling trash pick up program using only two trash bins per residence as provided by waste hauling company.
- ? Underground all utilities. Work with Rule 20 from Edison Co.
- ? Modify irrigation system at parks and other City facilities.
- ? Community Center Improvements – Create additional meeting space, renovate building, construct new playground, improve the pit and patio, construct additional room over the crafts room, construct new entrance, construct a patio off of the adult game room, improve kitchen, construct additional parking spaces, install security lights and cameras, and improve reclaimed water system.
- ? Teen Center Construction – Contribute to the construction of a Teen Center.
- ? Median Irrigation System Upgrade – Upgrade irrigation system along Main Street, between 223rd Street and Sepulveda Boulevard and along Del Amo

Boulevard, between Wilmington Avenue and Avalon Boulevard.

- ? Pavement Crack Seal Project – Fill all cracks ¼” or larger with a latex emulsified asphalt sealant.

INDIVIDUAL SUB-AREA

Sub-Area A

- ? Gardena Boulevard Storm Drain – Construct storm drain facilities.
- ? 168th Street Storm Drain – Construct storm drain from Main Street to 2,600’ east of Main Street.
- ? San Pedro Street Drainage Improvements – Elevate and modify curb, gutter, pavement, and sidewalk.
- ? Hemingway Park Improvements – Replace playground equipment to meet current safety standards, construct picnic shelter, and improve game court.
- ? Hemingway Park Pool Construction – Construct outdoor pool.
- ? Pumphouse Modifications – Modify pumphouse on Santa Fe Avenue at the U.P.R.R. crossing.
- ? Repair, replace, or construct streets, sidewalks, street trees, and other visible infrastructure.

Sub-Area B

- ? Repair, replace, or construct streets, sidewalks, street trees, and other visible infrastructure.

Sub-Area C

- ? Repair, replace, or construct streets, sidewalks, street trees, and other visible infrastructure.

Sub-Area D

- ? Main Street Improvements – Construct raised landscaped medians and streetlights, and resurface Main Street from Torrance Boulevard to the I-405.
- ? Underground/cover culvert along Clarion Dr. to create sidewalk.
- ? Replace old wood fencing with block wall along south side of 212th St.
- ? Carson Park Improvements – Replace turf and irrigation system, upgrade lighting system, construct

ball wall, upgrade playground equipment, rehabilitate restrooms, and improve reclaimed water system.

- ? Carson Park Pool Upgrade – Upgrade to ADA regulations, address safety/security issues, and upgrade pool to meet current code requirements.
- ? Repair, replace, or construct streets, sidewalks, street trees, and other visible infrastructure.
- ? Carson Street Specific Plan – Prepare and implement improvements for a mixed-use commercial district.
- ? Traffic Signal Upgrade – Upgrade traffic signals at the intersection of Carson Street and Orrick Avenue, at the intersection of Carson Street and Dolores Street, and at the intersection of 213th Street and Dolores Street.
- ? Improve Keystone area drainage to reduce flooding potential.

Sub-Area E

- ? Repair, replace, or construct streets, sidewalks, street trees, and other visible infrastructure.

Sub-Area F

- ? Repair, replace, or construct streets, sidewalks, street trees, and other visible infrastructure.

Sub-Area G

- ? 223rd Landscaped Medians – Construct landscaped medians and reconstruct pavement of 223rd Street from Main Street to Avalon Boulevard.
- ? Traffic Signal Upgrades – Upgrade traffic signal controller and lights at the intersection of 223rd Street/Grace Avenue, 223rd Street/Moneta Avenue, and 223rd Street/Dolores Street.
- ? Repair, replace, or construct streets, sidewalks, street trees, and other visible infrastructure.
- ? Carson Street Specific Plan – Prepare and implement improvements for a mixed-use commercial district.

Sub-Area H

- ? Repair, replace, or construct streets, sidewalks, street trees, and other visible infrastructure.
- ? Carson Street Specific Plan – Prepare and implement improvements for a mixed-use commercial district.

- ? Traffic Signal Upgrade – Upgrade traffic signals at intersection of Carson Street and Orrick Avenue.

Sub-Area I

- ? Traffic Study and Improvements – Improve circulation at the intersection of I-405/Wilmington Avenue and at Wilmington Avenue/223rd Street.

Sub-Area J

- ? Repair, replace, or construct streets, sidewalks, street trees, and other visible infrastructure.

~~Sub-Area K (Sub Area Deleted)~~

- ~~? Repair, replace, or construct streets, sidewalks, street trees, and other visible infrastructure.~~

Sub-Area L

- ? Repair, replace, or construct streets, sidewalks, street trees, and other visible infrastructure.

Other Improvements

The Agency is authorized to plan, design, and construct additional improvements and other facilities as may be identified to ensure the complete revitalization of the Project Area. Such improvements can be located outside the boundaries of the Project Area if they are of benefit to the Project Area.

Additional Facilities or Improvements

Changes in circumstances or designs may alter the location of the facilities described above, or may require other related facilities. The financing of such related facilities shall be deemed authorized by the Agency.

The Agency is authorized to finance the construction of additional improvements in the Project Area based on the requirements of any future project environmental impact report, a congestion management program (CMP), or an air quality management plan (AQMP), or any other regional or local regulatory program.

Changes in circumstances or designs may alter the location of the facilities described above in this Chapter, or may require other related facilities.

10.3 DEVELOPMENT ASSISTANCE

In order to ensure the financial feasibility of development and rehabilitation projects in the Project Area, the Agency may find it necessary to directly reduce the cost of development or rehabilitation activities. One technique commonly used by redevelopment agencies is the provision of tax exempt financing, which serves to reduce the financing cost of a project. The Agency may also assist in buying capital equipment for industrial users. Such incentives may take the form of certificates of participation, lease revenue bonds, industrial development bonds and various forms of tax exempt notes at various terms.

In assisting with rehabilitation activities, the Agency may establish rehabilitation loan programs to provide financial assistance at favorable interest rates or with other favorable terms. In some instances, Agency loans or grants may be used to induce rehabilitation activities. As with land price inducements, Agency rehabilitation assistance would be provided only to the extent needed, and then only pursuant to an agreement with the property owner or developer to ensure that the rehabilitation work would be completed in accordance with Agency standards.

The types of Agency assistance described above would be the primary tools used to carry out generalized redevelopment activities such as commercial expansion, industrial renewal, neighborhood improvement, and various types of rehabilitation activities. These activities are needed throughout the Project Area, and as indicated in Chapter 11.0 "Project Financing and Feasibility," will be used as necessary in conjunction with owner participation and developer agreements.

The following is a description of the City's existing commercial rehabilitation loan and rebate program.

<i>EXISTING COMMERCIAL REHABILITATION LOAN AND REBATE PROGRAM</i>	<i>PROGRAM SUPPLEMENTS FOR REDEVELOPMENT PROJECT AREA NO. 4 IMPLEMENTATION PLAN</i>
<ul style="list-style-type: none"> ✍ Rebate (like a grant) of 50% up to \$15,000 ✍ Max. loan \$75,000 ✍ Loan interest rate of 3% for 5 years or 6% for 10 years. ✍ Technical Assistance ✍ Limited to CDBG target areas ✍ Limited CDBG funds 	<ul style="list-style-type: none"> ✍ Increase areas eligible to Redevelopment Project Area ✍ Increase funds from Redevelopment ✍ Forgivable if relocated

10.4 HOUSING ASSISTANCE

CRL requires that the Agency set aside 20% of the tax increment revenues it receives for the purpose of increasing, preserving, or improving low- and moderate-income housing. Additionally, the CRL requires the Agency to provide replacement housing on a unit for unit basis if any low- or moderate-income housing units are removed from the housing market as a result of the redevelopment program.

Because any housing units that may be replaced in the future have not been specifically identified, it is not possible to determine which units are occupied by low- or moderate-income persons or families. Nevertheless, given the overall condition of housing units in the Project Area, and the economic profile of the area, it is very likely that a high proportion of the units, if not all, would fall into the low- and moderate-income category.

Consequently, the Agency expects most, if not all, of the entire amount of tax increment funds set aside for low- and moderate-income housing will be used for housing rehabilitation, and replacement housing, first-time homebuyer's programs.

The following is a description of the City's existing housing programs.

HOUSING PROGRAM	PROGRAM SUPPLEMENTS FOR REDEVELOPMENT PROJECT AREA NO. 4 IMPLEMENTATION PLAN
FIRST TIME HOMEBUYER <ul style="list-style-type: none"> ✍ Must be first home purchase ✍ Max. loan \$25,850 ✍ Home price max.: \$228,000 ✍ Deferred payment 10 years ✍ 5% interest ✍ Household income limit: 120% of median income (moderate level) 	<ul style="list-style-type: none"> ✍ Modify some of the terms for more flexibility such as the maximum loan or interest amounts by 25% or within low/moderate income requirements ✍ Give priorities to anyone relocating due to redevelopment activities ✍ Forgivable if relocated due to redevelopment activities
NEIGHBORHOOD PRIDE REHAB PROGRAM:	
REHAB GRANTS: <ul style="list-style-type: none"> ✍ Max grant for single family unit \$7,000 ✍ Max grant for mobile home unit \$3,500 ✍ Income limit 120% of median ✍ Property value max \$228,000 ✍ Dwelling unit must be over 25 years old ✍ Limits on uses 	<ul style="list-style-type: none"> ✍ Allow for priority within redevelopment areas ✍ Allow for applying more than once or for multiple programs ✍ Increase max grant limits by 50% ✍ Increase max property value by 10% ✍ Decrease dwelling age limit to 20 years ✍ Allow more eligible uses
REHAB LOANS: <ul style="list-style-type: none"> ✍ Max loan for single family units only of \$25,000 ✍ Interest rate 3% ✍ Deferred payment until property sold ✍ Loan to value ratio max 90% ✍ Income limit 120% of median ✍ Property value max \$228,000 ✍ Dwelling unit must be over 25 years old ✍ Limits on uses ✍ One time application allowed 	<ul style="list-style-type: none"> ✍ Give priorities to anyone relocating due to redevelopment activities ✍ Principal payment reduction tiered over 15 years down to 50% ✍ Allow for applying more than once or for multiple programs ✍ Forgivable if relocated due to redevelopment activities

10.5 RELOCATION ASSISTANCE

The CRL and the Relocation Guidelines of the State of California require that relocation assistance be provided to persons, businesses, and other entities displaced as a result of redevelopment activities. Relocation assistance is required to include relocation advisory assistance, as well as financial assistance to offset moving expenses and to otherwise assist displaced persons or businesses in locating suitable replacement facilities. Under the law, the Agency may be required to pay moving and relocation expenses of up to \$5,250 for displaced residential tenants and up to \$22,500 for displaced residential owner-occupants. Business and industrial relocation expenses are strictly limited to the expenses involved in moving the business to another location, but these may be substantial depending upon the particular circumstance.

Over the life of the Project, relocation expenses may be incurred for residential, commercial, or industrial uses if dilapidated buildings, nonconforming uses, and other hazards are removed from the Project Area for purposes of redevelopment. In such cases, the Agency will meet its legal obligations to provide relocation assistance and benefits to relocatees.

10.6 PROPERTY ACQUISITION AND ASSEMBLAGE

One of the major blight conditions in the Project Area is the number and location of small and irregular shaped parcels, particularly those in commercial and industrial areas. In order to address this blight, the Agency is considering the authority to purchase land through eminent domain. If eminent domain is authorized in the Redevelopment Plan, such land may subsequently be assembled and disposed of in any legal means to facilitate development in the Project Area in conformance to the General Plan.

10.5 FIVE YEAR PHASING PROGRAM

CRL Section 33352 requires a program of actions and expenditures proposed to be made within the first five years of the plan. This section contains a listing of Agency activity priorities, criteria for allocating resources to public projects expenditures during the initial five years, a five-year tax increment projection, and general program goals for the development assistance, housing assistance, relocation assistance and property acquisition elements of this plan. Goals for these non-capital programs cannot be quantified and the specific extent to which they are used may depend on specific and unforeseeable circumstances beyond the control of the Agency.

Five Year Public Improvements Program

During the initial five years of the Redevelopment Plan's life, projects and programs to be funded by the Agency, which meet the criteria shown in Table 20 below, shall receive the highest priority for funding by the Agency.

**TABLE 20
PROJECT PRIORITY**

CRITERIA

CRITERIA	
1	Protects and preserves residential neighborhoods, and promotes revitalization of neighborhoods.
2	Provides better drainage, water and sewer service, lighting, streetscape, traffic and other public improvements.
3	Provides incentives for development of new or existing commercial and industrial facilities to encourage employment and investment in the Project Area.
4	Provides incentives for development of vacant and under-utilized parcels.
5	Maximizes business and employment opportunities for local residents.
6	Encourages community involvement.
7	Results in the implementation of the General Plan and is consistent therewith.

Five-Year Tax Increment Projections

During the first five years of increment from the Project Area, tax increment revenues will be limited and Agency activities will have to be used efficiently. As shown in the next Chapter, tax increment revenues for the first five years in the proposed Project Area are estimated to be \$2,508,000.

Of the total \$2,508,000, an estimated \$1,865,000 would be available for the various redevelopment projects listed previously in this Chapter, and \$643,000 would be available for low- and moderate-income housing programs. As tax increment receipts grow after the first five-year period, Agency programs can expand considerably to include a much wider range of activities than possible during the first five years.

The following is a description of how the different types of assistance and activities discussed earlier may be used in the first five-year period.

Development Assistance

The Agency may provide financial and other assistance as authorized by the CRL and the Redevelopment Plan to individual projects on an as-needed basis and depending on the availability of Agency funds or other resources. During the five year period covered by this phasing program, the Agency's focus in the Project Area shall be upon projects that meet the criteria contained in Table 21.

Housing Assistance

During the period of this five year program, housing assistance funds from the Low- and Moderate-Income Housing Fund may be used to improve, or preserve the supply of low- and moderate-income housing throughout the Project Area as appropriate and consistent with the General Plan.

Relocation Assistance

During the period of this five year program, relocation assistance may be provided to businesses and residents displaced through direct Agency actions as necessary and consistent with the Redevelopment Plan and any relocation guidelines adopted by the Agency.

10.6 ALLEVIATION OF BLIGHTING CONDITIONS

The Agency proposes to alleviate blight in the Project Area by undertaking the comprehensive program of public improvements and development incentives described above. Together, these programs will stimulate new development and rehabilitation activities in the Project Area not only in the next five years, but throughout the lifetime of the Redevelopment Plan.

Successful implementation of the Project will result in expanded economic activity in the Project Area and in the surrounding communities. Such activity will increase the number of local employment opportunities, expand the community's tax base for the support of essential services, and reduce the costs to the City of providing some services. This in turn will spark additional investment in the community.

In addition, Project implementation is expected to alleviate detrimental physical conditions, including the need for reparcelization and replacement or rehabilitation of deteriorating land uses and providing needed public improvements. Project implementation is also anticipated to provide for the rehabilitation of dwelling units available to low- and moderate-income residents in those areas with severe residential deterioration.

The public works projects listed earlier in this Chapter will address blighting conditions in a number of ways:

1. Various street improvements will improve circulation through and within the Project Area, thus reducing

traffic congestion and easing access to parcels. Improvements to traffic flows will help attract customers to the commercial portions of the Project Area, while also helping to attract new businesses to the commercial and industrial areas. Roadway improvements also help attract new investment by signaling to the financial, residential investment and commercial communities that the Agency is willing to provide the services necessary to help ensure the success of investments.

2. Landscaping and other aesthetic enhancements improve the visual quality of various residential neighborhoods and business areas. This, in turn, has the effect of helping to induce new investment or reinvestment, plus commercial and residential rehabilitation through improved community image and pride. Improved visual image often attracts more customers to local stores, which increases local sales. These improved sales increase the value of previously impaired investments, and help make more capital available for reinvestment in local businesses. Additional sales volume improves sales tax receipts to the City, which in turn may be used for increased local public facilities and economic development programs. Improved neighborhood image also has the effect of increasing local pride. Increased local pride often induces improved maintenance and enhances the willingness of residents and businesses to be more protective of their surroundings. This improved protection often results in a patrol effect that helps to reduce local crime, especially crimes against property.
3. Section 10.2 "Redevelopment Activities" authorizes, among other things, drainage projects. Inadequate drainage is unsafe, because it can result in loss of property, damage to property, personal injury, or, potentially, loss of life. Property subject to flooding is at an economic disadvantage; it is difficult to obtain hazard insurance, sell the property, or get a bank loan to improve property. Thus, investments in land subject to flood inundation are impaired.
4. Water and sewer improvements are aimed at providing upgraded urban services to underserved areas. These improvements will also help avoid potential or existing public health and safety issues associated with inadequate water supplies and sewerage. Property without adequate water supplies is often at a competitive disadvantage, and may expose residents and businesses to health problems and lack of adequate fire protection.

5. Improved recreational opportunities in the Project Area will enhance the living environment for local residents. This improved quality of the environment will result in improved property values and greater neighborhood pride. This will result in significantly increased reinvestment in the Project Area's residential neighborhoods.
6. Business retention programs are intended to reduce blight by helping existing businesses to modernize, market themselves, and to expand or improve their competitiveness by attracting new customers into the Project Area. Business expansions also create new jobs, which will help improve local employment opportunities. This in part will have the result of reducing local crime, while improving disposable incomes and local sales.
7. New business development programs are intended to help reduce blight by attracting new businesses to the Project Area on currently vacant or underutilized parcels through recruitment programs, site acquisition assistance and/or site development aid. These new investments will help existing businesses, while improving overall property values and sales tax receipts. New and expanded investments will also create new jobs, which will help improve local employment opportunities, and provide neighborhood commercial services such as banks, pharmacies, and grocery stores. This will have the result of reducing local crime, while improving disposable incomes and local sales.

