

FIVE-YEAR IMPLEMENTATION PLAN

Fiscal Years 2009 to 2014

REDEVELOPMENT AGENCY
OF THE
CITY OF CHOWCHILLA

Redevelopment Project Area

DRAFT

Adopted: June 23, 2008

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INTRODUCTION

California Redevelopment Law requires adoption of an Implementation Plan during project approval and subsequent adoption of a five-year Implementation Plan (Section 33490). The purpose of this new requirement is to provide a monitoring device to ensure that redevelopment activities are linked to the elimination of blight. Section 33490 sets forth the time line for adoption of Implementation Plans, the procedures for adoption and review, and specifies the contents of these plans.

At least once during the five-year term of an Implementation Plan, between two to three years after adoption, the Agency must hold a public hearing to review the redevelopment plan and its corresponding Implementation Plan in order to evaluate the progress of the redevelopment project.

The Five-Year Implementation Plan includes programs, potential projects, goals and objectives for the Project Area. The programs and potential projects of the Plan will be targeted to commercial development, public improvements and facilities, and industrial development. Residential projects, goals and objectives for the Project Area are identified in the housing portion of the plan.

As set forth in Section 33490, an Implementation Plan must contain the following:

- Specific goals and objectives for the next five years.
- Specific projects and expenditures planned for the next five years.
- An explanation of how the goals, objectives, projects and expenditures will eliminate blight.
- An explanation of how the goals, objectives, projects and expenditures will implement the low and moderate income housing set-aside and housing production requirements set forth in Section 33334.2, 33334.4, 33334.6, and 33413 of the Health and Safety Code. This explanation must contain a housing program for each of the five years of the Implementation Plan in enough detail to measure performance.
- The number of housing units to be rehabilitated, price-restricted, assisted or destroyed.
- Plans for using annual deposits to the Housing Fund.
- If a planned project will result in destruction of existing affordable housing, an identification of proposed locations for the replacement housing the agency will be required to produce pursuant to Section 33413 of the Health and Safety Code.
- The project area affordable housing production plan (AB 315 plan) required by Section 33413(b)(4) of the Health and Safety Code.

The Implementation Plan reflects projects, actions and expenditures for five years of project implementation.

Over the next five years approximately \$1,418,300 may be available in the low/moderate housing fund and \$7,383,000 for non-housing projects in the Project Area.

GOALS, OBJECTIVES AND ACTIVITIES

The Redevelopment Agency of the City of Chowchilla was created in 2001. One project area has been established to meet the goals and objectives of the Agency. The Agency is effective for 40 years, expiring in 2041. The Agency uses tax increment financing as well as other local, state, and federal funds as they become available to pay for projects that assist in meeting the overall goals of the Agency. Tax increment remains the primary viable means of financing redevelopment programs and projects.

The overall goal of the Redevelopment Agency of the City of Chowchilla is to eliminate constraints to private investment to ensure continued growth of industrial, commercial and residential development. Although, the Agency has an overall goal there are seven specific goals and objectives included in this 5 year implementation plan:

1. Increase the assessed value of the Project Area by \$6,000,000 through the construction and/or rehabilitation of residential, commercial, and industrial buildings through the use of grants, loans, acquisition of land, resale of land, and other appropriate forms of assistance.
2. Participate in the new construction, rehabilitation, and reconstruction of 3,600 linear feet of public streets, sidewalk, curb, and gutter, and/or pedestrian travel-ways within the Project Area serve residential, commercial, industrial, and public facility land uses.
3. Participate in the construction of infrastructure for water, sewer, storm drainage, that serve new and/or expanding commercial and industrial businesses in the Project Area.
4. Increase employment in the project Area by 100 new retail, professional, and/or industrial related jobs through assistance to new or expanding businesses in the Project Area.
5. Expand the amount of public parking in the downtown by 100 spaces through the acquisition of land and construction of public improvements that create an atmosphere of convenience and compatibility with the downtown design.
6. Prepare and adopt a Downtown Plan that provides guidance for the redevelopment of the downtown between the UPRR and Sixth Street including the construction of new buildings, streetscape, and parking that maintain the general character of downtown, focuses on Second Street to Third Street as the more historic building area, allow modern design in specific locations in the downtown where they would not conflict with existing buildings, and expand retail and professional businesses.
7. Participating in the creating of 100 new and/or revitalized dwelling units for low and moderate income housing units within or serving the Project Area in a balanced approach to avoid an over concentration of assisted housing in one area of the City.

By encouraging and facilitating economic development, the Agency is able to capture increased revenues through property tax increases, known as tax increment. Through tax increment, the Agency is able to offer incentives to existing business and property owners to improve their

property, thus eliminating blight. Tax increment money also allows the Agency to provide public improvements. The intended result of the Agency's efforts is to provide jobs and affordable homes for Chowchilla residents and a clean, safe and attractive place for all to live.

Five Year Projects

The listing of these individual projects is intended to be illustrative, rather than exhaustive.

Project Area as a Whole

1. Continue the Commercial Rehabilitation Loan Program to assist with rehabilitation of commercial buildings in the Project Area;
2. Continue the Facade Improvement Program to promote exterior building renovation and improvements in the Project Area;
3. Continue to provide information on historic preservation in the Project Area;
4. Continue to assist property owner(s) and realtors to market available commercial and industrial sites through the redevelopment and economic development network;
5. Continue to provide and/or reconstruct public improvements and public facilities to accommodate growth in the Project Area;
6. Continue to encourage development and/or rehabilitation of land and buildings by using available tools to assist developer(s) and property owner(s) in the Project Area; and
7. Market and promote the development of the Project Area.
8. Continue to invest in affordable housing units within or serving the Project Area.

Using one or a combination of the implementation actions set forth in the Redevelopment Plan for the Project Area, the Agency expects to proceed on the projects listed below within the next five years. Improvements and land uses will be in conformance with the City of Chowchilla General Plan, and the City of Chowchilla Zoning Ordinance. In the event the General Plan is amended the provisions of the Redevelopment Plan and Five Year Implementation Plan shall also be amended for consistency.

Five-Year Projects

Proposed programs and projects the Agency desires to accomplish within the next five years are listed below. Each of these programs may involve multiple projects. The listing of these individual projects is intended to be illustrative, rather than exhaustive.

First the projects will be listed by categories with a financial spreadsheet showing the projections over the next five years. The projects are grouped by the following categories : RDA Expenditures, Annual Operating Expenses, RDA Financing Programs, RDA Programs, Acquisition of Land, Infrastructure Projects, Street Projects, and Revenues.

RDA Expenditures-Five Year Plan

6/4/2008

	Total All Costs	Fiscal Year of Plan				
		07/08	08/09	09/10	10/11	11/12
Annual Operating Expenses	\$1,590,688	\$348,000	\$320,000	\$300,000	\$307,500	\$315,188
RDA Financing Programs						
RDA Bond Interest Exp Debt Service	\$1,900,000	\$380,000	\$380,000	\$380,000	\$380,000	\$380,000
RDA Bond Principal	\$498,000		\$124,500	\$124,500	\$124,500	\$124,500
New Bond in 2008/09 (issuance costs)	\$350,000		\$350,000			
New Bond Principal & Interest Exp.	\$500,000					\$500,000
Subtotal Financing	\$3,248,000	\$380,000	\$854,500	\$504,500	\$504,500	\$1,004,500
RDA Programs						
Development Assistance Loans	\$500,000	\$150,000	\$150,000	\$100,000	\$50,000	\$50,000
Rehab Costs/Interest Subsidy	\$416,000	\$116,000	\$100,000	\$75,000	\$75,000	\$50,000
Subsidies to Low/Mod Housing	\$1,260,000		\$420,000	\$300,000	\$270,000	\$270,000
Other RDA New Business Grants	\$480,000	\$80,000	\$100,000	\$100,000	\$100,000	\$100,000
Subtotal Programs	\$2,656,000	\$346,000	\$770,000	\$575,000	\$495,000	\$470,000
Acquisition of Land						
Aquino 5th/Robertson/Kings	\$200,000		\$200,000			
Mariposa Street ROW Acq Phase 2 (Aug 08)	\$340,000		\$340,000			
Downtown Parking Lot Acquisition	\$300,000		\$125,000	\$125,000	\$50,000	
UPRR (Front Street)	\$2,040,000		\$540,000			\$1,515,000
CVC	\$325,000			\$325,000		
Subtotal Land Acquisition	\$3,205,000	\$0	\$1,205,000	\$450,000	\$50,000	\$1,515,000
Infrastructure Projects						
Robertson Blvd. Drainage Line	\$250,000		\$250,000			
Trinity & 2nd Street Plaza	\$155,000			\$80,000	\$75,000	
11th & Humboldt Yard Cleanup	\$10,000	\$10,000				
Industrial Park Water/Sewer/Drainage/Streets (I)	\$375,000		\$375,000			
Downtown Parking Lot Improvement	\$210,000			\$90,000		
Industrial Park Imp - Airport	\$25,000		\$25,000			
Corp Yard Relocate/Redevelop	\$400,000					\$400,000
Old Library (Loan to City)	\$75,000		\$75,000			
Welcome Center Design Acq	\$30,000	\$20,000	\$10,000			
Welcome Center Bldg Improvements	\$90,000			\$40,000	\$50,000	
Street Banner Project	\$15,000	\$10,000			\$5,000	
Subtotal Infrastructure	\$1,635,000	\$40,000	\$855,000	\$210,000	\$130,000	\$400,000
Street Projects						
Washington Rd St Imp	\$145,000		\$145,000			
Pave Robertson Blvd Alleys	\$200,000		\$125,000	\$75,000		
Local Streets CDBG Match to CDBG 1954	\$70,000		\$70,000			
Local Streets CDBG Match to CDBG 2586	\$100,000			\$25,000	\$50,000	\$25,000
Local Streets CDBG Match to CDBG 08/09	\$35,000				\$35,000	
15th St Paving (Near Truman Pond)	\$160,000			\$160,000		
12th St Recon Mariposa-Humboldt	\$65,000			\$65,000		
Rail Spur Improvements - Road 16.5	\$125,000		\$125,000			
Industrial Park Street Imp-Airport Drive	\$300,000		\$300,000			
Vision 2002 3rd-5th/Robertson	\$100,000		\$50,000	\$50,000		
Local Street Partner with Developer	\$100,000		\$25,000	\$50,000	\$25,000	
Sonoma Overlay	\$297,970			\$297,970		
Monterey -13th Street Overlay	\$345,432			\$345,432		
Orange Ave 5th to 9th Overlay	\$596,870				\$596,870	
7th Street Robertson to Alameda Overlay	\$221,292		\$221,292			
Humboldt Overlay	\$873,968			\$400,000	\$473,968	
6th Street Storm drain	\$61,500		\$61,500			
6th Street Street-Humboldt to Alameda	\$45,000		\$45,000			
Alameda 5th to 8th	\$457,826			\$457,826		
Colusa Front to 5th-Reconstruction	\$630,501					
Colusa - Overlay 5th to 8th Street	\$262,537					
Subtotal Streets	\$5,192,896	\$0	\$1,167,792	\$1,926,228	\$1,180,838	\$25,000
Total	\$17,527,584	\$1,114,000	\$5,172,292	\$3,965,728	\$2,667,838	\$3,729,688

Annual Revenue Estimate
 Carry Over from Prior Year
 Tax Increment
 First Bond Unobligated
 Second Bond Unobligated
 Land Sale Income
 City Infrastructure Loan (CFD) repayment
 Interest Income
Total Available
Planned Expenditures
 Carryover to next year

	Fiscal Year of Plan				
	07/08	08/09	09/10	10/11	11/12
	\$725,000	\$3,956,875	\$1,161,336	\$721,209	\$1,096,859
	\$805,875	\$834,081	\$863,273	\$893,488	\$924,760
	\$3,500,000				
			\$3,275,000		\$1,500,000
		\$200,000	\$300,000	\$800,000	\$200,000
			\$400,000	\$1,300,000	\$375,000
	\$40,000	\$20,000	\$10,000	\$50,000	\$30,000
Total Available	\$5,070,875	\$5,010,956	\$4,686,937	\$3,764,697	\$4,126,619
Planned Expenditures	\$1,114,000	\$5,172,292	\$3,965,728	\$2,667,838	\$3,729,688
Carryover to next year	\$3,956,875	\$161,336	\$721,209	\$1,096,859	\$396,932

The various programs listed in the spreadsheet on page 7 can assist the City of Chowchilla Redevelopment Agency with goal of eliminating slum and blight.

Blight Elimination

The Agency is required to determine how proposed programs and projects will assist in the elimination of blight. Below is a list of the identified projects and programs and an explanation of how they will work to eliminate blight within the redevelopment project areas.

Programs		Blight Elimination
Continue the Commercial Rehabilitation Program		Rehabilitate blighted structures and create new economic opportunities in the project area.
Continue the Façade Improvement Program		Aid the private sector in improving building facades. Encourage investment in significant structures to eliminate deterioration, dilapidation, mixed character, or shifting of uses.
Continue to assist property owner(s) and realtors to market available commercial and industrial sites through redevelopment and economic development networks		Increases the potential for the sale of land to retail or industrial users, which will create employment opportunities, increase property valuation, and enhance investment.
Continue to encourage development and/or rehabilitation of land and buildings by utilizing available tools to assist developer(s) and property owner(s)		Increases the potential to develop property that was previously considered undesirable due to irregular shape of lot, inadequate size, underutilized or conflicting land uses, or contour and other topography or physical characteristics of the ground and surrounding conditions. Increases the marketability of available property, which will create employment opportunities, increase property valuation, and enhance investment.
Continue to provide and/or reconstruct public improvements, public facilities		Eliminates the existence of inadequate public improvements, public facilities, open spaces, and utilities, which cannot be remedied by private or governmental action without redevelopment.
Demolish and replace or rehabilitate structures to maintain economic viability, facilitate parking (public and private) and create open spaces in the Project Area		Eliminates blighted buildings, eliminates the existence of inadequate public improvements, public facilities, open spaces, and utilities which cannot be remedied by private or governmental action without redevelopment.
Provide public improvements as needed to accommodate pedestrian and vehicular circulation		Eliminates the existence of inadequate public improvements, public facilities, open spaces, and utilities which cannot be remedied by

		private or governmental action without redevelopment.
Encourage in-fill development by using tools to assist developer(s) and/or property owner(s)		Increases the potential to develop property that was previously considered undesirable due to irregular shape of lot, inadequate size, underutilized or conflicting land uses, or contour and other topography or physical characteristics of the ground and surrounding conditions. Increases the marketability of available property, which will create employment opportunities, increase property valuation, and enhance investment.
Assist industries locating in the area		Increases the marketability of available property, which will create employment opportunities, increase property valuation, and enhance investment.

Alleviation of Blighting Conditions

Successful implementation of the proposed Redevelopment Plan will specifically address and alleviate the detrimental physical and economic conditions in the Project Area and will, consequently, act to correct and minimize the blighting influences of these conditions as they are defined in the Health and Safety Code.

Proposed renovation and revitalization of the community's key commercial district and the housing rehabilitation and enhancement element of the Plan will address and help correct conditions preventing or hindering the effective use or capacity of buildings or lots. Agency disposition of consolidated parcels as packaged development sites will also serve to alleviate irregular parcelization / underutilized or conflicting land uses in the Project Area. The creation of a community environment conducive to the attraction and operation of new commercial land industrial businesses, with the consequent introduction of net new jobs and income into the local economy, will beneficially affect the community's commercial and industrial areas, enhance the viability of local investments, and result in increased property values. Residential overcrowding will be addressed and corrected through the various low- and moderate-income housing replacement and rehabilitation programs which will be implemented through the redevelopment process.

METHODS OF FINANCE

A redevelopment agency may finance the public costs of redevelopment through a wide variety of financing techniques. A redevelopment agency can issue bonds and borrow money from private or public sources to finance its activities if it can satisfactorily demonstrate an ability to repay such obligations. The indebtedness of a redevelopment agency is not an obligation of the City, and the incidence of such indebtedness by a redevelopment agency does not require a public vote because it is not a pledge of general tax revenues. The following is a summary of financing methods available to redevelopment agencies.

Tax Increment Financing

Tax increment financing is a constitutional amendment approved by California voters in the early 1950's. It is the principal method of financing the public costs of redevelopment. Ad valorem property taxes generated from the increases in assessed valuation created by new development that takes place in the redevelopment project area is the source of tax increment revenue. The assessed valuation at the time the redevelopment plan is adopted becomes the base year value and is frozen at that level for the fiscal year following adoption of a redevelopment plan. The taxes generated by the assessed valuation that exceeds the base year level, known as tax increment, is paid to the redevelopment agency for repayment of the debt incurred by the agency in connection with redeveloping the project area.

Federal Grants

Community Development Block Grants allow local communities broader discretion in the administration of community development funds. Eligible activities include acquisition of property, clearance and demolition, relocation, public facilities and historical preservation. The funds must be targeted to specific areas to benefit low and moderate-income persons or eliminate slums and blight. The City of Chowchilla receives funds from CDBG, which have traditionally been utilized in the Redevelopment Project Area.

Economic Development Administration (EDA) program funding in economically distressed communities for public works range from drainage to parking facilities in redevelopment projects. The EDA has also had a number of specialized programs for business development assistance and special economic impact areas. EDA's primary focus is on industrial projects.

The City of Chowchilla Redevelopment Agency does not rely upon any federal grant funding over the five-year period of the Plan, although all funding opportunities will be pursued while the Agency does not rely on grant funding, new projects may be added to the 5-year plan when successful grant funding is obtained.

Special Assessment Districts

Special assessment districts have been used to fund public improvements that benefit private development. Such assessments are placed upon the benefited property and the costs are not borne by the redevelopment agency. California courts have determined that special assessment districts remain a legal means to fund such improvements. However, Proposition 218 now requires a weighted vote of the affected property owners to implement a district.

Mello-Roos Community Facilities District

A community facilities district formed pursuant to the Mello-Roos Community Facilities Act of 1982 may be used to provide for the purchase, construction, expansion or rehabilitation of any

real or other tangible property with an estimated useful life of at least five (5) years, which is necessary to meet increased demands placed upon local agencies as the result of development or rehabilitation occurring within the district. A community facilities district may be created by a duly adopted resolution of the legislative body of the district. The District may then levy a special tax to finance the cost of providing authorized services and related facilities.

Tax Allocation Bonds

Redevelopment bonds are issued to provide long term financing for redevelopment activities. Usually, when sufficient tax increment has been generated to support an issue, bonds are issued to finance project activities. Redevelopment bonds are secured 100% by tax increment revenue.

State Sources of Funding

State grants are available through various programs to fund improvements to state highways and related intersections. The Agency may receive revenues from this source as two state highways eligible for such funding pass through Chowchilla.

Rule 20-A Funding

The Public Utilities Commission established a program to fund the undergrounding of overhead utilities. The funds are allocated annually to the electric utility companies and further disbursed to their various districts. Cities and counties are required to direct the spending of these annual funds within their respective jurisdictions. The Agency may direct spending of these Rule 20-A funds to underground utilities within the project area.

State Infrastructure Bank

The State is operating a low-interest loan program available to public entities for the improvement of infrastructure in their communities. The Agency has made application to fund a public parking structure, and may use this funding source for other eligible projects.

Other Grants and Private Support

The Agency may apply for other grants through federal, state, regional, or local organizations. The Agency may also receive private support for specific public facility projects.

Developer Funding Assistance to Agencies

Redevelopment agency financial requirements are similar to those of the private sector: redevelopment agencies need to generate working capital and demonstrate the ability to support long-term financing. Some of the ways in which developers have assisted agencies in meeting these requirements include the following:

Loans and Advances

Developers may advance or loan working capital to redevelopment agencies for preliminary redevelopment activities. Generally, the developer is at risk with these advances and will be repaid only if the project goes forward.

Purchase Price of Properties Involved

In most cases, the purchase price for redevelopment sites are paid by developers at the time that title is conveyed by the redevelopment agency. In certain cases, an advance payment of the purchase price is made in order to provide the agency with necessary working capital to acquire or prepare the site for development. Where the development problem has been site assembly, rather than cost of land, developers have advanced and paid all agency costs to acquire the site.

The agency anticipates that land sales to developers will occur over the five-year period.

Rental Payments

Rental payments by developers take two forms: a lease of land from the redevelopment agency or a lease of public facilities, such as parking or other public facilities. A lease of land may be short-term or long-term and for nominal or market rents, depending on the economics of the proposed development. A lease of public facilities will generally be for the dual purpose of creating annual rental income to the redevelopment agency while shifting operation and maintenance costs to the development. Parking structures providing facilities have been leased in this manner to developers in major projects with regional shopping centers.

Participation: Percentage of Future Cash Flows

A fairly new concept is the contractual right of a redevelopment agency to participate in a percentage basis of the future profits or cash flow from a redevelopment project above a certain level. This provides a degree of flexibility for a redevelopment agency and a developer to arrive at a fair consideration for the redevelopment opportunity.

Tax Increment Guarantees

The willingness or ability of a redevelopment agency to incur project financial obligation for a specific development may be based on the projection that the development will produce tax increments in a certain amount within a definite period of time. As an inducement to the redevelopment agency to proceed with its part of the development activities, such as paying for the costs of public facilities to serve the development, a developer may agree to guarantee to the redevelopment agency the receipt of tax increments from the development in the amount and by the time projected.

LOW AND MODERATE INCOME HOUSING

Goals and Objectives

The Redevelopment Project's continuing goal is to develop affordable low-moderate income housing within the community, while also eliminating blight whenever possible.

Twenty percent of the Project Area's tax increment income is dedicated to affordable housing. In addition, repayments of Low/Moderate Income (LMI) loans and property sales revenues will be dedicated to housing projects over the five-year period. The funding set-aside in the Low/Moderate Income Fund (LMI) for housing projects must be spent within the city limits.

The Redevelopment Project's goal is to develop more affordable housing and promote rehabilitation in the Project Area, while also eliminating blight whenever possible. The Agency desires to improve the quality of the community's existing housing stock, through rehabilitation, reconstruction and new construction programs. The Redevelopment Project's on-going goal is to develop housing in compliance with current legislation and with available Project resources.

Twenty percent of the Project Area's tax increment income is dedicated to affordable housing. In addition, any repayments of Low/Moderate Income (LMI) loans and property sales revenues will be dedicated to housing projects over the five-year period.

Projects and Expenditures for the Next Five Years

- **Five-Year Housing Program**
 1. Amcal - substantial portion of current housing set-aside funds is budgeted towards the construction of a new affordable housing development. The 2007/08 budget includes \$883,000 for this project.
 2. Lynx Development - The 2008/09 budget includes \$536,000 of current housing set-aside funds is budgeted towards the construction of a new affordable housing development.

How Goals and Objectives, Projects and Expenditures will Implement the Affordable Housing Requirements of Redevelopment Law

- **Increase, Improve and Expand the Supply of Low and Moderate Income Housing**

The housing to be developed and/or rehabilitated as described above will require approximately \$1,418,300 in funds from the City of Chowchilla Redevelopment Agency's Housing Set-aside Funds to increase, improve and expand the community's supply of low and moderate income housing. All the housing described above will be subject to recorded covenants that will restrict the housing to low, moderate or very low income persons or families at affordable rents for the longest feasible time but not less than 55 years for rental units or 45 years for owner-occupied units.
- **Proportion of Very Low, Low and Moderate Income Housing**

The Agency's plan is that the housing units to be developed or rehabilitated will be affordable to very low, low or moderate income households.

- **Inclusionary Housing**

Redevelopment Law requires that at least 30 percent of all dwelling units actually developed by a redevelopment agency shall be available at affordable housing cost to persons and families of low or moderate income, and not less than 50 percent of the units shall be available at affordable housing to very low income households.

Redevelopment Law also requires that at least 15 percent of all dwelling units developed within a project area by public or private entities or persons other than the redevelopment agency, but including those developed pursuant to a written agreement with the agency, shall be available at affordable housing cost to persons and families of low or moderate income, and not less than 40 percent of the affordable units shall be available at affordable housing cost to very low income households. To illustrate the inclusionary rule in terms of numbers, of every 100 dwellings units developed or rehabilitated by entities other than the agency, 15 shall be affordable, with 9 affordable to persons of low or moderate income, and 6 available to persons of very low income.

Annual Housing Unit Production

New construction to be developed.