

**TAFT COMMUNITY
DEVELOPMENT
AGENCY**

**3rd FIVE-YEAR
IMPLEMENTATION
&
HOUSING PLAN**

2005-2009

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TAFT COMMUNITY DEVELOPMENT AGENCY
3rd FIVE-YEAR IMPLEMENTATION PLAN
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I. INTRODUCTION

The Taft Community Development Agency (TCDA) was formed in 1986, as allowed by California Redevelopment Law. It is a redevelopment agency whose mission is to eliminate blight and provide affordable housing in a specifically designated project area of the City. The TCDA provides the City another tool to stimulate and improve the community's economic base, fund new infrastructure and provide workforce housing.

The TCDA's First Redevelopment Implementation Plan, 1995-1999, was adopted on December 20, 1994, as required by Assembly Bill 1290, and entitled "The Community Redevelopment Reform Act of 1993." The plan established seventeen (17) goals/objectives relating to:



1. Housing (Development of Affordable Housing)
2. Community Image (Elimination of Blight and Aesthetic Enhancement)
3. Economic Development (Job Creation and Retention)

The Second Five-Year Plan, Taft: 2000-2004, established the vision for the future. It discussed the purpose of a five-year plan and the Agency's background, reviewed the Agency's accomplishments to that date and established goals and objectives for the future.

In general, having a redevelopment agency has proven to be beneficial for the City of Taft in providing its citizens and businesses with a better quality of life, while strengthening the economic health of the community. During the Agency's life, the City has successfully participated in numerous redevelopment programs and projects that have benefited the community. However, the exclusion of the Central Business District and the industrial/manufacturing zoned properties in the eastern section of the City from the Project Area has been a major setback to revitalizing these areas. Including this area in the Plan is a major goal of this Third Implementation Plan

Purpose of 5-Year Plans

In 1993, the California State Assembly enacted the Community Redevelopment Law Reform Act (AB 1290). The Law took effect on January 1, 1994, and is now codified as Section 33490 of California Health and Safety Code. Section 33000 covers community redevelopment law for the State of California. The bill included some of the most extensive changes in the California Redevelopment Law in years. One of the significant provisions of the bill required each redevelopment agency to adopt a five-year implementation plan that documents the link between the elimination of blight and the proposed actions of the redevelopment agency contained in their area plan. The implementation plan must describe four major elements:

1. Specific redevelopment goals and objectives for the next five (5) years.
2. Specific programs, projects and expenditures planned for the next five (5) years.
3. Explanation of how the goals, objectives, programs, projects and expenditures will eliminate blight.
4. Specified information about the Agency's affordable housing program, including how the 20% tax increment set-aside fund will be managed and used and how the Agency plans to meet their state-mandated low and moderate-income housing obligations. This section of the Plan must also contain an annual housing program and specific plans for the expenditure of monies from the Housing Fund. If the implementation plan contains a project that will result in the destruction of low or moderate-income housing, it must identify proposed locations suitable for the replacement dwelling units.

Besides these four main elements, the implementation plan must also include implications for the disposition of agency property and the funding of public improvements. When the agency conveys property acquired in whole or in part with tax increment funding, Health and Safety Code Section 33433 requires that a report, called a "33433 Report", contain an explanation of why the sale or lease of the property will assist in the alleviation of blight conditions, with reference to all supporting facts and materials relied upon in making this explanation.. In addition, before the agency pays for the cost of a public improvement or facility, California redevelopment law requires the agency to find that the payment of funds for the cost of the improvements will assist in the alleviation of blight conditions.

II. THE TAFT COMMUNITY DEVELOPMENT AGENCY

Community Development Project Area No. 1 (adopted in 1986) covers approximately 900 acres, encompassing the Industrial Park and commercial areas south of the 119 State Highway Junction, extending through the Sunset Railroad Corridor north to the alley between Main Street and Center, along 10th Street to the commercial areas along both sides of West Kern, north to Ash Street, and east to Airport Road.

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Within these 900 acres, only a small portion currently generates a significant tax increment, since many of the parcels are owned by the public sector, utilities and churches, such as Taft College, Taft High School District, Taft City School District, Federal Government Bureau of

Land Management, Santa Fe/Southern Pacific Railroads and the Westside Recreation and Parks District. These properties are generally not available for sale or development.

Since the inception of the Taft Community Development Agency, it has participated in many successful redevelopment and economic development projects, including the following:

- Acquisition of land for the development of a 27-acre industrial park
- Disposition of improved industrial lots for user projects
- Development of a Community Correctional Facility
- Construction of a new police department facility
- Disposition and development of a new K-mart Shopping Center
- Construction of highway improvements
- Acquisition for rehabilitation of two historic downtown buildings
- Assistance in the construction of a 61-unit senior citizen complex
- Rehabilitation of 11 apartment units in a 24-unit complex
- Rehabilitation of 98 single and multi-family residential units
- Second Mortgage Assistance to 15 first-time homebuyer families

Projects and programs on-going or in the planning stage at the present time include the following:

- Downtown Revitalization Program
- Purchase of 36 acres of Union Pacific Railroad property in the downtown rail corridor to master plan and construct an interactive commercial/residential center
- Development of the 27-acre Taft Industrial Park
- Development of a Senior/Senior-Assisted Living Facility
- Housing Rehabilitation Program
- Business Revolving Loan Program
- First-time Home Buyer's Program
- Evaluation of zoning most appropriate to accommodate redevelopment (this includes both the zoning ordinance and the location of districts)
- Assistance in the retention, sitting and/or relocation of new businesses
- Planning for the development of small and large affordable housing projects
- Code Enforcement Program to abate nuisances and blight
- Evaluate the feasibility of adding a Project Area No. 2 to the TCDA Project Plan to increase tax increment and therefore bonding capacity for the Agency

III. ACCOMPLISHMENTS DURING THE PERIOD 2000-2004

A mid-term review of the 2nd 5-Year Implementation Plan analyzed the seventeen (17) goals and objectives established by the Agency in 1st 5-Year Implementation Plan to eliminate blight in the Project Area and City. The attached matrix (Exhibit - 1) details this review. It identifies how each specific goal or objective continued through the 2nd 5 Year Implementation Plan to be linked to eliminating blighting conditions. These goals and objectives shall continue with the 3rd Five Year Implementation Plan.

The 2nd 5-Year Plan objectives achieved include the following:

- The creation of a City Grant Administrator position
- The continuation through RDA monies and grants of the Housing Rehabilitation Program
- The continuation through RDA monies and grants of the First-time Homebuyers Program
- The Oil Property Reuse Program
- The Nuisance Abatement Program
- The Business Revolving Loan Program
- The completion of successful new in-fill commercial and residential (33 homes) construction
- The continuation of a successful Code Enforcement Program
- Creation of the Historic Preservation Plan for Local Historic Designations of houses and buildings

Certain other goals achieved a lesser degree of success; for example, The Business Incubator Project was deleted due to lack of demand for such a facility and lack of available resources. The Business Pride Program was amended to reflect efforts by the City and the Chamber of Commerce to recognize local individuals and businesses that make greater efforts to enhance the aesthetics of the community through landscaping and other efforts. The objective to recruit



“Mom and Pop” type of businesses from nearby metropolitan areas has been amended to reflect a

strategy aimed at inviting industry clusters -- businesses in a particular industry that are varying, yet compatible. The Mom and Pop Goal was attempted initially, but quickly proved infeasible due to lack of response from those businesses contacted. The new long term strategy is one of gradual expansion of the economic base of Taft.

Achievement of the Agency’s fiscal goals has been constrained by financial limitations. Much of this was due to the fact that the assessed property values in the community decreased between 10

to 30 percent over a ten (10) year period until 2003, when property values began to escalate due to the housing inflation bubble. Now, since this bubble has burst, housing values are once again on the decline, and seem to indicate a return to the above-mentioned financial limitations for the TCDA.

1. HOUSING (Development of Affordable Housing):

The 5-Year Housing Plan contained in the 2002-2007 Taft Housing Element, certified by the State Housing and Community Development Department, is incorporated herein by reference. The housing programs described in the Element have been appropriately modified to meet today's housing needs.

The TCDA is very proud of its success in providing quality affordable housing to Taft families. Over the last five years, the Agency has assisted in the creation of fifteen (15) low and moderate-income housing units in Taft. Projects have included assistance to low and moderate-income families to complete first-time home purchases, the construction of moderate-income manufactured housing and the assistance of Habitat for Humanity to construct low-income housing.

2. COMMUNITY IMAGE (Elimination of Blight and Aesthetic Enhancement):

The adoption of AB 1290 (California Health and Safety Code Section 33490) substantially changed the definition of blight for RDA project areas adopted on or after January 1, 1994. Although the TCDA Project Area was adopted prior to that date, and qualified under previous definitions, the new definition included in AB 1290 was primarily relied upon for purposes of this Plan.

The following is an excerpt from the California Health and Safety Code (Sections 33030 and 33031) which contains the new blight definitions. Because a primary purpose of the implementation plan is to link the actions of the agency to the elimination of blight, these sections are being presented in their entirety, rather than being incorporated by reference.

Section 33030 and 33031 describe the conditions which define a blighted area. According to these sections - *a blighted area is one that contains both of the following:*

- (1) *An area that is predominantly urbanized, as that term is defined in Section 33320.1, and is an area in which the combination of conditions set forth in Section 33031 is so prevalent and so substantial that it causes a reduction of, or lack of, proper utilization of the area to such an extent that it constitutes a serious physical and economic burden on the community which cannot reasonably be expected to be reversed or alleviated by private enterprise or governmental action, or both, without redevelopment.*

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- (2) *An area that is characterized by either of the following:*
 - (a) *One or more conditions set forth in any paragraph of subdivision (a) of Section 33031 and one or more conditions set forth in any paragraph of subdivision (b) of Section 33031.*
 - (a) *The condition described in paragraph (4) of subdivision (a) of Section 33031.*
 - (c) *A blighted area also may be one that contains the conditions described in subdivision (b) and is, in addition, characterized by the existence of inadequate public improvements, parking facilities, or utilities.*

According to Section 3301, physical conditions that cause blight are as follows:

- (1) *Buildings in which it is unsafe or unhealthy for persons to live or work. These conditions can be caused by serious building code violations, dilapidation and deterioration, defective design or physical construction, faulty or inadequate utilities, or other similar factors.*
- (2) *Factors that prevent or substantially hinder the economically viable use or capacity of buildings or lots. This condition can be caused by a substandard design, inadequate size given present standards and market conditions, lack of parking, or other similar factors.*
- (3) *Adjacent or nearby uses that are incompatible with each other and which prevent the economic development of those parcels or other portions of the project area.*
- (4) *The existence of subdivided lots of irregular form and shape and inadequate size for proper usefulness and development that are in multiple ownership.*

According to Section 3301 economic conditions that cause blight are as follows:

- (1) *Depreciated or stagnant property values or impaired investments, including, but not necessarily limited to, those properties containing hazardous wastes that require the use of agency authority as specified in Article 12.5 (commencing with Section 33459).*
- (2) *Abnormally high business vacancies, abnormally low lease rates, high turnover rates, abandoned buildings, or excessive vacant lots within an area developed for urban use and served by utilities.*

- (3) *A lack of necessary commercial facilities that are normally found in neighborhoods, including grocery stores, drug stores, and banks and other lending institutions.*
- (4) *Residential overcrowding or an excess of bars, liquor stores, or other businesses that cater exclusively to adults, that had led to problems of public safety and welfare.*
- (5) *A high crime rate that constitutes a serious threat to the public safety and welfare.*

Applying the above definitions of blight, the following conditions have been currently identified in the TCDA Project Area:

CONDITIONS OF PHYSICAL BLIGHT IN THE PROJECT AREA

Unsafe Buildings

The TCDA Project Area currently contains a number of buildings, both industrial and commercial, which do not meet current public safety standards, due to lack of fire sprinkling, proper containment of dangerous activities and obsolete and unsafe construction methods. Several of these buildings are also dilapidated and unsafe for any use. These buildings were constructed under obsolete codes and have not been improved or upgraded since.

The Sunset Corridor (an area comprising a major portion of the Project Area) especially contains several abandoned and poorly maintained buildings, both industrial and commercial, demanding stricter code enforcement oversight. Other buildings therein are in need of safety corrections, including seismic safety reinforcement.

Physically Obsolete Buildings and Land

The Project Area is characterized by conditions that prevent the effective use of buildings and land.

Taft's Sunset Rail Corridor traverses the heart of the community. Industrial uses and buildings are aligned on either side of the abandoned rail line.

Due to the decline in oil revenues, and the effective abandonment of the railroad lines (almost 15 years ago), the buildings and leaseholds have degenerated into low-valued land uses (storage, open yard uses, etc.). Many buildings are obsolete and depreciated and not suitable for immediate use. Some of the buildings are abandoned. These buildings and open yard uses

negatively impact the potential for any of the adjacent or nearby parcels to be effectively re-used.

During the 2000 - 2004 period, 49 buildings were demolished, out of which 21 were in the TCDA area. Of these 21, only three (3) were residential dwellings.

All three (3) were considered low-income units. Under California Redevelopment Law, these three units are required to be replaced with the same type of housing—low income. This is projected to be completed during this Implementation Plan.

Incompatible Adjacent Uses

Within the Project Area, several residential uses are located adjacent to heavy industrial or commercial uses without transitional uses or landscaped buffers. This is particularly evident along the Sunset Rail Corridor.

Irregularly Shaped/Inadequately Sized Lots

Examples of irregularly shaped and inadequately sized lots exist throughout the Project Area, particularly in the Downtown Area. The existing land subdivisions account for lot sizes as small as 3,125 square feet and widths as narrow as 25 feet. The predominant lot size (shape) in Downtown Taft is an extremely narrow, 25 feet by 125 feet.

3. ECONOMIC DEVELOPMENT (*Job Creation and Retention of Wealth*):

CONDITIONS OF ECONOMIC BLIGHT IN THE PROJECT AREA

Depreciated or Stagnant Property Values - Existence of Hazardous Waste

Before about 2003, property values in Taft had declined or remained stagnant for almost fifteen (15) years. Even with this latest surge, vacancies of industrial services, offices, and related facilities are not currently uncommon, as many companies have downsized, gone out of business and/or moved out of Taft or California.

Additionally, the Downtown and the Westside Shopping Center have particularly suffered. The Westside Shopping Center is one of four major shopping centers in the City. This Center has been characterized by continued vacancies for two of three anchor tenants (buildings) and an approximately 80% vacancy rate for the smaller stores, although the situation has been improving most recently.

Downtown Taft (most of which is currently not in the Project Area) began to experience decline over 15 years ago. This decline in vacancies and rental rates has begun to accelerate over the last five (5) years.

The entire Project Area is also marked by the existence of several sites that have been identified by local, state and Federal agencies as containing hazardous waste materials and contaminated soil requiring remediation.

The following are examples of such sites, which have been identified in the southwest of the City, just within the Project Area:

- Two (2) Resource Conservation and Recovery Act Information System (RCRIS) sites
- Three (3) (California Department of Toxic Substance Control (CALSTATES) sites
- Five (5) Leaking Underground Storage Tanks (LUST) sites
- Five (5) Underground Storage Tanks (UST) sites identified.

Economically Obsolete Buildings/Lots

There are several "special use" buildings (primarily in the Sunset Rail Corridor portion of the Project Area) that have become vacant due to the decline of the price of oil, downsizing in the oil and related service industries and/or downsizing and restructuring in the utilities industries. The impact of a large number of obsolete buildings in this area is increased by their predominately dilapidated condition and the existence or perceived existence of petroleum and/or hazardous wastes on these parcels.

Lack of Suitable Sites for Affordable Housing

The Project Area (and City) continues to suffer severe constraints that impact the availability of sites for affordable housing development. Most potential affordable housing sites are owned by large oil companies, utilities or institutions that are not willing to sell or at best, are reluctant to enter into negotiations.

The lack of available land is further aggravated by the following factors:

- A small number of land-owners
- Responsiveness and time constraints
- Land Contamination
- Deed Restrictions

These and other constraints create an economic obsolescence that severely impacts the ability of the market to create affordable housing as well as other uses.

Crime Rate

The Project Area has a higher crime rate compared to the City as a whole, especially for property and vandalism crimes.

Inadequate Public Improvements

The Project Area has major infrastructure deficiencies, which have been identified and include the need for the following:

- Major street reconstructions
- Curb and Sidewalk construction/repair
- Storm drain improvements
- Sewer improvements
- Water distribution improvements
- Underground utility projects
- Public parking improvements.

IV. TAFT 2000 & BEYOND: AGENCY GOALS AND OBJECTIVES

Section 33490(a)(1) of the California Health and Safety Code states the Implementation Plan shall contain the specific goals and objectives of the Agency for the Project Area. The goals and objectives for the Taft Community Development Agency are based upon the basic policy direction as developed by the City Council/Agency Board.

Policy direction is established by the City of Taft/TCDA through the "Strategic Plan for Economic Development," the "Downtown Specific Plan" and the adopted policies as set forth in the "City of Taft Policies and Procedures Manual." The Mission Statement for the "Strategic Plan for Economic Development" is the foundation for Taft's redevelopment and community development efforts:

"The Mission of the Taft's Economic Development efforts is to provide a continuing favorable business climate for new and existing businesses in order to maintain the high quality of life in our family growth-oriented community."

The Mission Statement is supported by three policy statements:

- The City of Taft will continually assess all City processes to assure the best possible environment for business and development investment.

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- The City's pro-business and development attitude will be reflected by our fair and consistent practices, streamlined development process, competitive costs and willingness to assist.
- The City of Taft and the Taft Community Development Agency welcome high-quality, responsible commercial, industrial, and residential development to the community.

The Strategic Plan defines "Responsible Development" and describes "Public Participation in Development." The policy statements outlined above establishes the Agency's minimum criteria for assisting development projects.

Next, the Strategic Plan provides an assessment of Taft's strengths and weaknesses. It states that Taft has many assets which can be utilized as the basis for attracting new business activity, jobs, investments and residents to the community. It also states that Taft's Economic Development Strategy should build on its strengths. Fourteen (14) individual strengths are identified in the Strategic Plan. They are listed as follows:

1. Established Economic Base: Taft is a mature established community with a self-sufficient economic base.
2. Small Town Atmosphere: Taft is an independent community with a definite sense of place, offering a desirable atmosphere that people are looking for.
3. Stable Work Force: A good percentage of those who live in Taft, work and invest in the Taft. Taft enjoys a stable work force and a strong sense of community.
4. Low Cost of Living: The cost of living, especially the cost of housing, is significantly lower in Taft than many other areas of California. Taft's housing fees are among the lowest in the State.
5. Technical Work Force: Taft has a trained, technically skilled labor base which can be adapted to industries desiring to relocate out of high cost, grid locked metropolitan areas.
6. High Level and Quality of Educational Service: The availability of elementary, and secondary schools, community college and vocational school services provide a service level that can support growth. The high quality of Taft's educational system is known throughout the region.
7. Available Facilities: Taft offers a variety of readily available commercial buildings that can be occupied immediately or in a relatively short time.

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8. Regional Center: Taft serves as the commercial, service and institutional center for about a 200 square mile region that includes western Kern County and Eastern Santa Barbara and San Luis Obispo counties. Taft is also conveniently located to serve the metropolitan Los Angeles growth spilling into the new communities of southwest Kern County.
9. Air Service: Taft airport has the potential to provide commercial aircraft service to Taft. It also has the potential of becoming a freight transportation center.
10. Reliable and Sufficient Local Water Supply: Taft enjoys a tremendous developed water capacity sufficient for utilization by water intensive industries.
11. A Safe Community: Taft is a safe place to live. Generally, crime rates are very low and the level and quality of police and fire services is high.
12. Exceptional Recreation Facilities: Through the Park and Recreation District (not part of the City Corporation), extraordinary public investment has been placed in recreation facilities. This provides a wide array of family and elderly leisure services.
13. Pro-Development: Taft's City Council and business community are "pro-development" and motivated to streamlining both the residential and business development processes.
14. Excellent Climate: Taft boasts a pleasant year-round climate that includes some of the lowest humidity and fog days in southern San Joaquin Valley.

The City has also identified areas of improvement to support growth and development. Taft's Economic Development Strategy should seek to minimize or overcome its weaknesses. Accordingly, eleven (11) individual weaknesses are identified:

1. Expansion of Sewer System: Taft is nearing capacity of the Waste Water Treatment Plant. The present system is insufficient to support significant additional growth.
2. Expansion of Water Distribution System: While capacity is great, the existing system must be expanded to cover potential new development areas.
3. Highway capacity from Bakersfield and I-5: Taft's major access is primarily the two-lane 119 State Highway. Increasing utilization of Highway 119 will require significant improvements, estimated in the millions, to insure safety.
4. Land Availability: Taft's potential for growth and development is severely constrained by the lack of suitably priced and/or available land for all categories of use, especially residential and industrial. This situation has

recently changed in the center of the City where the Union Pacific Railroad as expressed interest in selling its abandoned rail corridor property to Taft for a mastered planned mixed-use development.

5. Housing Availability: In addition to developable raw land, the City lacks a sufficient supply of housing in all stages of development (tentative and final maps, finished lots, tracts, and up-scale multi-family developments). Without housing in various stages coming on-line for development, even when the City does attract job producing businesses and industries, employees will not be able to locate in Taft.

In recent years, the City has initiated an aggressive housing strategy by providing loans for first-time home purchases, and loans and grants for low-income housing rehabilitation; allowing the construction of downtown apartments through mixed-use zoning (residential-commercial); and allowing in-fill housing development on narrow lots.

6. Property Maintenance Standards: A significant number of properties have maintenance and/or nuisance problems that are severe enough to have a blighting effect on surrounding property. Investors in the community require assurance that their investments will be protected from such impacts.

In 2006, the City established an aggressive and effective Code Compliance Program which thus far has been instrumental in demolishing many blighted residential structures in the community.

7. Substandard Residential Areas: Many substandard residential units exist in the community. Permitted many years ago when the City had few development standards, these units create a negative impact on the investment climate in the community. This condition also exists to an even greater degree in the adjacent, unincorporated communities north and south of Taft. Unfortunately, these neighborhoods cannot be differentiated from the City by visitors, newcomers and potential investors.

8. Lack of Existing Industrial Space: The City currently lacks industrial “spec” buildings ready for tenant improvements and lease. Most potential industrial clients who come to town interested in leasing want to lease almost immediately. Most do not want to build their own facility or pay a contractor to build it.

9. Lack of Cultural Recreation Activities: Taft has a lack of planned available youth recreational opportunities. It does have independent Little League, Pop Warner and Youth Soccer Programs operating.

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Since the adoption of the Strategic Plan, the City has financed the construction of a \$400,000 skate park in 2001, now owned and maintained by the Westside Recreation and Parks District. The District also built a BMX bike track at its new Franklin Field Sports Complex.

10. Contaminated land: A significant amount of vacant and redevelopment property in Taft has environmental contamination concerns or problems. This situation makes acquisition and development economics extremely difficult. Some of these sites have been cleaned since the preparation of the Economic Development Strategic Plan, but the majority of these parcels remain contaminated.
11. Deed Restricted Titles: There is a growing tendency by oil companies to require unmarketable deed restrictions placed on disposed property.

After an analysis of Taft's strengths and weaknesses, the Strategic Plan identifies Taft's "Market Niche" as follows:

- Oil Related
- General/Light Industrial
- Professional/Retail Employers
- Regional Center
- Tourism
- Filming

In general, the Economic Development Strategic Plan (adopted October 1993) provides Taft's main goals and objectives in this area. Additionally, the Downtown Specific Plan (adopted March, 1994; revised December 21, 1999), the 1998-2003 Housing Element (adopted April 7, 1998), and the Growth and Development Strategy (adopted May, 1991) provide goals and objectives that require the elimination of blight and/or the implementation of redevelopment activities and programs in the Taft Community Development Agency's Project Area.

The following outlines the specific goals and objectives of these four documents:

From the Strategic Plan for Economic Development:

Job Creation

The creation of new jobs is the first priority of Taft's Economic Development Program. The City recognizes that employment is directly related to economic stability, tax base enhancement and downtown business.

- Business recruiting will focus on industries that match Taft's resources as well as its needs.
- Business recruiting will be limited to those industries that maintain the quality of life for our citizens and neighbors.

Tax Base Creation

The second priority of Taft's Economic Development Program is to enhance the tax base of the City in order to provide essential services, such as police, fire and streets maintenance, as well as, to recruit and retain businesses.

Objectives that support the goal of enhancing the local tax base are the following:

- Recruitment efforts, in addition to jobs, will focus on businesses that generate sales tax. Sales tax is the City's primary source of revenue.
- Attract and expand businesses that will generate property taxes, especially within the TCDA. Property tax is a major source of revenue for the TCDA.

Economic Stability

A major priority of the Economic Development Program is to promote business stability. In the past, the City of Taft has relied heavily on the oil industry, and its economy has been severely impacted by downturns in that industry. Not only have there been mergers, acquisitions and shifts in subcontracting in the oil industry, most companies have moved their drilling and exploration operations to Europe, Russia and the Middle East. To exacerbate this condition, small businesses wishing to establish in Taft have had difficulty making a profit in this cyclical economy.

The need to diversify Taft's economy has been discussed many times in the past. The City has now established a goal for economic diversification that is central to the Economic Development Program. Objectives that support this goal are the following:

- Attract firms and jobs, and increase sales in businesses and industries that are resistant to low oil prices.
-

- Facilitate the development of the 27-acre Taft Industrial Park and the 55-acre Westside Industrial Park through public and private resources to diversify the City's business mix and enlarge its tax base.
- Include an "Airport Development Component", whereby the City focuses on processes to enhance/enlarge the existing Taft Airport and target industries that can benefit by the use and proximity of the Airport.
- Revitalize the Downtown and its businesses through a comprehensive program that combines Downtown infrastructure improvement with the marketing, promotion and organization of its businesses.
- Seek to add the area east of Taft to Interstate 5 into the City's Sphere of Influence, and thereafter, proceed with its annexation. This strategy would provide the City with a wealth of additional commercial/professional/industrial business development opportunities, and eventually add significantly to its economy and tax base.

Retention of Wealth

In addition to creating jobs, enhancing the local tax base and diversifying the its economy, it is very important to the City of Taft that a high percentage of the wealth created from this income remain in the City. In general, much of the income generated in Taft is not retained locally. Many residents shop outside the City and make the

majority of their purchases in the Bakersfield area. The same is true for many of the businesses and industries in town. They also make many of their purchases outside the community.

The City has established the following objectives to counteract these trends:

- The City will use its resources to promote diversified housing development in Taft to accommodate new and existing employees and business people.
- The City will assure that Taft is a good place to invest through rational planning, community image enhancement and providing adequate and accessible public facilities.
- The City understands that in order to reverse these trends of shopping and investing outside the community, more land must available for development through both annexation and the "freeing up" of land not currently on the market.

Commercial Center

Promote Taft as the Regional Commercial Center of the Greater Taft Area.

From the Downtown Specific Plan:

Establish and maintain Downtown Taft as the community business shopping and activity center for the west-side of Kern County, with clearly defined boundaries, including the following:

- *A recognizable identity*
- *Compatible, mutually supportive land uses*
- *A pleasant atmosphere.*

The following objectives have been established to meet this goal:

- Promote development in Downtown Taft that encourages theme oriented remodeling and new construction; and provide well located, attractive parking areas to support the retail core.
- Assist in developing methods for financing improvements and beautification of the Downtown, and encourage better customer oriented merchandising and operations policies.
- Assist in the development of programs that will encourage property owners of unreinforced masonry (URM) buildings to rehabilitate their structures and preserve their architectural character.
- Offices of all kinds should be located in the area around the retail core.
- Medium density residential should be retained and enhanced on the second level of buildings in the Downtown whenever possible.
- High density residential uses could be encouraged on sites which are large enough.
- Zone commercial areas on the fringes of Downtown to higher density residential and office-commercial uses, which could increase potential retail sales activity in Downtown.
- Gradually create and maintain a buffer between the retail core and the industrial area to the south of Main Street.

From the 2002-2007 Housing Element:

Goal 1: Promote the development, improvement and maintenance of housing in locations best served by the community's facilities and infrastructure, and that are compatible with surrounding neighborhoods.

Objectives that support this goal:

- Keep development standards and building code requirements high, while encouraging the achievement of the stated housing goals.

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- Use the present housing stock to satisfy the needs of all economic segments of the community whenever possible.
- Rehabilitate existing housing within the Central City area for low and moderate income households at a rate of ten (10) units per year.
- Distribute and provide information concerning housing rehabilitation, home financing, permit processing and building techniques, and conservation measures to help maintain the quality of the housing stock to the property owners of Housing Survey Areas A, B, and C (mostly Central City area), which amounts to approximately 722 properties.
- Develop housing data, including information on affordable housing needs and production.
- Develop a mortgage financing pool to provide low interest rate mortgage for the construction of new affordable housing units and the rehabilitation of units.
- Support the use of assessment districts for new housing development.
- Maintain a sufficient inventory of properly zoned sites to accommodate the City's housing needs.

Goal 2: Conserve and maintain sound, viable neighborhoods that are decent, safe and sanitary

Objectives that support this goal:

- Use nuisance and safety sections of the Uniform Building Code to require demolition of unsafe and obsolete structures.
- Distribute information on available rehabilitation, mortgage and ownership assistance plans.
- Establish a plan for the Central City area that introduces new opportunities for multiple family housing.

Goal 3: Provide equal opportunity of housing choice for all residents regardless of race, creed, national origin, age, sex, or ethnic group affiliation.

Objectives that support this goal:

- Promote private housing development that meets the needs of identified special groups such as the elderly, developmentally disabled, female-headed households, farm workers, college students, and the homeless.
- Make available to the public, Fair Housing brochures and information such as phone numbers for referrals to citizens contacting the City.

From the 1991 Growth and Development Strategy:

- Revitalize sections of the community that have suffered from economic reversal.
- Diversify the economy of Taft to insure a solid economic base less dependent on the oil economy.
- Develop an increased housing supply which would be affordable to middle income families who work in Taft or who would move to Taft.
- Provide a more attractive environment in Taft.

V. TAFT 2005 – 2009: THE 3rd 5-YEAR IMPLEMENTATION PLAN

The Taft Community Development Agency uses the Implementation Plan as a policy document to assist in making decisions about individual development projects over the term of the Plan. The Plan provides a “big-picture” perspective, and assists the Agency to focus on achieving its goals and objectives. The Plan also serves as a communication tool to educate the community concerning the programs and projects conducted by the Agency.

In an effort to continue to attain the goals set by the Agency, the existing priority areas are identified as follows:

1. PROPOSED PROGRAMS/PROJECTS

1. Housing (Development of Affordable Housing).

The **Goals** of the Taft Community Development Agency’s housing program, as described in the Housing Plan of the City’s Housing Element, are to:

- Promote the development, improvement, and maintenance of housing in locations best served by community facilities and infrastructure, and those compatible with surrounding neighborhoods;
- Conserve and maintain sound, viable neighborhoods that are decent, safe and sanitary; and
- Provide housing choices for all residents regardless of race, creed, national origin, age, sex, or ethnic group affiliation.

In addition to the programs described above, the Implementation Plan must also describe how the requirements of Health and Safety Code Sections 33334.2, 33334.4, 33334.6 and 33413 will be implemented. These sections refer to the agency’s responsibility to increase, improve and preserve the community’s supply of low and moderate-income housing at an affordable housing cost as defined in Section 50093, and very low income households as defined in Section 50105.

City of Taft
3rd Five-Year Implementation Plan

As described in Section 33490 (2), the Implementation Plan shall contain, for each of the five (5) years, an annual housing program with sufficient detail to measure performance pursuant to the implementation plan: the number of housing units developed, rehabilitated, price-restricted, otherwise assisted, or destroyed. If the implementation plan does describe a project in which units will be destroyed, the plan shall identify proposed locations suitable for the replacement of those dwelling units.

Listed below are programs and projects the Taft Community Development Agency expects to continue or begin within the next five (5) years including, the number of affordable housing units, the targeted income levels of potential tenants, and the type of assistance available.

Single-family Residential Rehabilitation Programs

This priority program of the Agency formally began operation in 1993. It will continue to operate through this Implementation Plan. The objective for each of the five (5) years of the Plan for the Agency to assist in the rehabilitation of at least 15 very low-income, 25 low-income and 10 moderate income single-family residences. The Program was initially funded from a \$500,000

Community Development Block Grant (CDBG) with a match supplemented from the TCDA's 20% low- and moderate-housing funds. In 1999 and 2004, the City was awarded \$500,000 to continue this Program. The City's CDBG RLF has also been used.

The City also applied for and was granted two (2) HOME Grants of \$500,000 since the first Implementation Plan. These monies have also been used for the Low-Income Housing Rehabilitation Program.

Rehabilitation loans can be made for up to 95% of the amount that the House is appraised for minus what the homeowner currently owes on their mortgage, but are typically in the \$25,000-45,000 range. Loans have very favorable terms, and are payable upon the sale of the residence. The Program also makes a limited number of grants from these monies available to elderly and disabled homeowners for rehabilitation.

It is estimated that to date, 98 homes have been rehabilitated under this Program.

The City is currently planning to apply for additional funds (both CDBG and HOME) for this Program in 2008. The City will continue this process through the duration of this 3rd Implementation Plan.

Multi-family Rehabilitation Projects

The Agency used a 1995 HOME Grant, a 1995 CDBG Housing Grant and Low-Income Housing Tax Credits to assist in the construction of a 61-unit senior housing complex within the Project Area at 201 8th Street in 1998.

The City also used a portion of the 95 HOME Grant to assist a developer in the rehabilitation of 11 apartment units (four (4) very low income and seven (7) low income) in a 24-unit complex at 108 Center Street. Since this project is outside the Project area, these units only count 50% towards the RDA affordable housing mandates.

The City also acquired the Orloff Building in 1998, an approximately 12,500 square foot building located at North and 5th Street, to work with a developer to construct a 10 unit low/moderate-income project on the second floor. Unfortunately, the building was proved substandard and unsafe according to building codes and had to be demolished.

Future Senior Housing

Since this time, no other multi-family projects have been developed, however the City has recently completed a CDBG/PTA Grant Study which details the need for the construction of a 60 unit Senior/Senior Assisted-Living Facility. The actual location and number of units proposed to be constructed are yet to be determined, but Westside Development, LLC, a local developer, is interested in either donating land or using the existing old hospital site on Kern Street, and partnering with the City/Agency in the completion of such a project.

The 2000 Census revealed that approximately 13% of the City's population is considered senior or 65 and older. This means that only 13% of the Agency's 20% Set-aside Housing Fund may be used for senior housing projects. Thus far, this threshold has not been exceeded in any project.

The following specific affordable housing projects/programs, both single and multi-family are targeted for this Implementation Plan:

1. Westside Property – 8 Acres/Old Taft Hospital – Senior Assisted Living Facility

As was cited above, the City recently completed the Feasibility/Analysis Study for Senior Housing, funded by a CDBG/PTA Grant. Again, the Study determined the need for the construction of a 60 unit Senior/Senior Assisted-Living Facility. The City will proceed with an investigation into a potential partnership with Westside Development, LLC for the design, construction,

and construction of such a facility. The location of the facility could either be on property donated by the Westside Corporation in the east of the City or on the site of the old Taft Hospital on Kern Street, which they also own. It is projected that design could be completed in 2008, with construction by the end of 2009.

Cost: Analysis - \$35,000 CDBG/PTA Grant/Planning and Estimated Development and Construction Cost is \$5 million.

Funding Sources: TCDA Housing Fund/CDBG/Home Grants/LIHTC

Responsibility: City Manager/RDA Director/ Planning and Building Department/Housing Coordinator

2. Affordable Housing Project

The City will focus efforts on working with a local developer to construct an affordable housing project at corner of 4th and Front Streets. Said development could feasibly include up to 22 units (very-low, low, moderate) on approximately 1.5 acres. While this project is included in this five year

implementation plan, due to current market conditions it may not be actually constructed until the next plan. Therefore, the affordable unit numbers are not estimated until the 2010 year in the AB 315 Affordable Housing Production Plan.

Cost: To be determined

Funding Sources: Over the Counter Grant - CDBG/TCDA Housing Fund/Private Sector Funds

Responsibility: City Manager/RDA Director/Planning and Building Department/Housing Coordinator

3. HOME Program (FTHB/FTHB with Rehabilitation/Rehabilitation Only Loan/Grant)

In 2005, the City received a \$1,000,000 Grant from the State HOME Program. These monies are currently being used for the ongoing City's First-Time Homebuyers Program and Housing Rehabilitation Program. The City will continue throughout this Plan to use available TCDA Housing Funds as a match to apply for additional grants in the HOME Program.

Explanation of Programs:

First-Time Homebuyers Program (FTHB): The Agency makes small silent second loans to qualified first-time home purchasers. The seconds (zero or

low interest, and/or no amortization), enable low-income families in the community to qualify for home purchase loans.

FTHB/Housing Rehabilitation Program: The Agency also makes second loans in combination with a rehabilitation loan where the house is for sale, but requires renovations for the health and safety of the family.

Housing Rehabilitation Program: The Agency makes low-income rehabilitation loans or grants in the case of elderly or disabled home owners.

Funds for the First-Time Home Buyers Program can be used anywhere in the City, while funds for rehabilitation can only be used within the TCDA Target Area.

Cost: \$1,000,000 HOME Grant; 25% TCDA Housing Fund Match to secure the Grant; plans to apply for additional \$500,000 to \$1,000,000 grant

Source: State HOME Investment Partnership Program, TCDA Housing Fund

Responsibility: RDA Director/Housing Coordinator

5. CDBG Program (FTHB/Housing Rehabilitation Loan)

In 2004, the City received a \$500,000 Grant from the State CDBG Program. These monies were used for the ongoing City's First-Time Homebuyers Program and Housing Rehabilitation Program. These monies have been expended, however, the City will continue throughout this Plan to use available TCDA Housing Funds as a match to apply for additional grants in the CDBG Program for this purpose.

Explanation of Programs:

First-Time Homebuyers Program (FTHB): The Agency makes small silent second loans to qualified first-time home purchasers. The seconds (zero or low interest, and/or no amortization), enable low-income families in the community to qualify for home purchase loans.

Housing Rehabilitation Program: The Agency makes low-income rehabilitation loans or grants in the case of elderly or disabled home owners.

Funds for the First-Time Home Buyers Program can be used anywhere in the City, while funds for rehabilitation can only be used within the TCDA Target Area.

Cost: Potential \$500,000-\$1,000,000 CDBG Grant; 25% TCDA Housing Fund Match to secure the Grant.

Source: State CDBG Program, TCDA Housing Fund

Responsibility: RDA Director/Housing Coordinator

6. Housing Revolving Loan Fund

The City Revolving Loan Plan dictates that these monies can be used for any eligible housing activity (CDBG & HOME) for which the City does not have an open grant. Such uses include single and multi-family housing rehabilitation, first-time home buyer (new construction and resale) assistance, and for the home access program for handicap facility modifications. The program is not restricted to the Target Area, but is allowed anywhere in the City.

These funds are not a dependable source of assistance, as many of the loans are deferred. This means that with the exception of a few rental rehabilitation loans, the City does not receive regular loan payments back to the RLF. The average annual amount paid back is only \$25,000, unless a loan is paid off.

Cost: Varies.

Source: City Revolving Loan Fund

Responsibility: Redevelopment Director/ Housing Coordinator

7. Amendment of City Zoning Ordinance

In 2004, the City amended the Zone Ordinance for the purpose of:

- a. Providing additional incentives to encourage in-fill affordable housing.
- b. Allowing housing in more zones, particularly multi-family housing.

In particular, the new regulations allow a zero lot line with no variance for in-fill housing. This change assists Habitat for Humanity in working more effectively with the City to build and provide more affordable housing in the community. The new Ordinance also allows single and multi-family dwellings on the upper stories of buildings in the R-1 Zone without a conditional use permit, and multi-family projects in the C-2 Zone without a conditional use permit.

Cost: To be determined. City currently reviewing requirements for using HOME monies to assist Habitat for Humanities Project.

Source: City/Agency Budgets, HOME funds

Responsibility: RDA Director/Planning and Building Department/Housing Coordinator

A. Housing Element 5 – Year Quantified Housing Objectives: 2008-2013

Beginning January 1, 1992, Housing Elements were required to establish quantified objectives for the maximum number of housing units by income category that can be constructed, rehabilitated, and conserved over a five-year time period. The objectives established below for the five-year period 2008-2013, include all planned housing activity, including City/Agency assisted efforts, as well as, market rate housing construction.

Objective	New Construction	Rehabilitation	Conservation*
Very-Low Income	16	15	0
Low-Income	10	25	0
Moderate Income	11	10	0
Market Rate	25	2	0

* There are units projected at risk in this category

B. AB 315 City of Taft Housing Production Plan: 2005 - End of Plan (2021)

This section provides the basic information on housing production requirements mandated by California Redevelopment Law for redevelopment projects.

Housing production is presented as follows:

- Historical production: 1986 through 2004
- Projected production over the life of this 3rd Five-Year Implementation Plan: 2005-2009
- Projected production over the second half of the ten (10) year period: 2005-2014
- Projected production through the life of the TCDA Project Plan: 2015-2021 (end of Plan)

Based on an analysis of the potential for new development on existing vacant parcels and reuse of some, the Agency has a general projection of the residential units likely to be built or substantially rehabilitated over the next five (5) years, ten (10) years and through the life of the TCDA Project Plan. These projections are detailed in Tables 2 and 3. Table 1 details the historical production of housing. As can be seen from a review of these Tables, the Agency is in a surplus position in the production of both very low and low/moderate income housing and is projected to be throughout the life of the Plan.

With respect to affordable housing production, the Agency itself has not developed any housing in the community in the past, nor does it have plans to do so at any time in the future. The Agency has found it more cost effective and administratively efficient to provide financial assistance, as necessary, to private developers and owners to produce and rehabilitate affordable housing, than for the Agency to act as a housing developer. Consequently, the Agency does not anticipate any affordable housing production requirement with respect to Agency-developed housing.

Dwelling Units – Activity by Agency and Public/Private Entities – Inside Project Area Balance Forward and Projected:

Per California Redevelopment Law Section 33413(b)(2), (c) and (d)(1), the following two (2) tables are provided in the Implementation Plan:

Table 1. Balance Forward Chart through 2004 – Affordable Unit Production:

Year*	Very-Low Income	Low-Income	Moderate Income	Market Rate	Surplus Low/Moderate Income+	Surplus Very Low Income
1986-2005	35**	26**	0***	10	22	34

* Agency created 1986

**Senior Complex Assisted by Agency Funds/Grants, restricted with long-term affordability covenants

*** Counted in Low-income units

+ Accounts for requirement to replace three (3) low-income demolished homes with same type housing

Table 2. Projected: 2005-2014 – Affordable Unit Production for 10 Years:

Year	Very-Low Income	Low-Income	Moderate	Market Rate	Surplus Low/Mod. Income*	Surplus Very Low Income*
2005	0	0	0	1		
2006	0	0	0	6		
2007	1	1	0	0		
2008	1	1	0	0		
2009	1	1	0	0		
2010	12	12	0	2		
2011	1	1	0	2		
2012	1	1	0	2		
2013	1	1	0	2		
2014	1	1	0	2	44	53

* Accounts for Balance Forward Amounts Through 2004

Dwelling Units – Activity by Agency and Public/Private Entities – Inside Project Area Balance Forward and Projected:

Continued:

Table 3. Projected – 2010-2021: Estimated

Year	Very-Low Income	Low-Income	Moderate	Market Rate	Surplus Low/Mod.+	Surplus Very Low+
2010	12*	12*	0	2		
2011	1	1	0	2		
2012	1	1	0	2		
2013	1	1	0	2		
2014	1	1	0	2		
2015-2021	6	6	0	20		
Totals	22	22	0	30	49	57

* Potential Affordable Housing Project at Front/4th St. – Assisted by City/Agency

+ Accounts for Balance Forward Amounts from 2005-2014 Matrix

2. Community Image (Elimination of Blight and Aesthetic Enhancement).

The **Goals** of the Taft Community Development Agency are to:

- Identify underutilized, blighted, and economically challenged areas and properties;
- Provide fiscally sound redevelopment solutions.

Programs proposed to alleviate the blighting conditions are identified below:

1. Draft and Implement New Code Enforcement/Nuisance Abatement Ordinance

The City will continue to aggressively conduct its Code Enforcement Program by drafting a comprehensive new enforcement ordinance. This ordinance will update the Code Enforcement and Nuisance Abatement Sections of the Municipal Code to streamline processes, clarify nuisances and procedures and provide the City with the necessary powers to fully provide for and protect the health and safety of the community.

Cost: Annual Cost of approximately \$100,000

Source: General Fund

Responsibility: Planning and Building Department/Police Department/Fire Department

2. Enforce Zoning Standards

The City will continue to enforce zoning requirements, particularly in regard to unauthorized or unlicensed businesses in residential areas.

Cost: Annual Cost of approximately \$20,000

Source: General Fund

Responsibility: Planning and Building Department

3. Business Pride/Shop Taft Program

The City will continue to work with the Taft Chamber of Commerce to promote clean business practices, and send “letters of reminder” to businesses whose operations are causing a problem.

The City will continue to work with the Chamber of Commerce to promote the “Shop Taft” theme in the community to seek to build up the local economy and prevent revenue and tax “leakage” to commercial/industrial/professional areas outside the City.

Cost: Annual Cost of approximately \$10,000
Source: General Fund/RDA Capital Fund
Responsibility: City Manager/RDA Director/Chamber of Commerce

3. Economic Development (Job Creation and Retention of Wealth).

The **Goals** of the Taft Community Development Agency are to help assure a healthy business environment through the establishment of economic development programs that will:

- Enhance business growth;
- Increase employment opportunities; and
- Provide general support to Taft's business community.

1. Establish TCDA Project Area No. 2 by Amending the Project Area Plan

The exclusion of the Central Business District and a large portion of the residential housing that is either depressed or blighted from the TCDA Project Area have negatively impacted the Agency's potential tax increment revenues. These revenues are seriously needed at this time to assist in the City's revitalization efforts, especially in the Downtown and Rail Corridor. An attractive and vibrant Central Business District could potentially attract newer and higher-end businesses, assist the Downtown establish itself as an end-destination for shoppers, energize the local economy and enhance the tax base of the City.

Cost: \$60,000 estimate
Source: TCDA Capital Fund
Responsibility: City Manager/RDA Director

2. Oil Property Re-use Program

The City will develop an oil property re-use Program. The City should identify closed and under-utilized oil related facilities both in the City and in the newly proposed Sphere of Influence that have potential for reuse. These could be detailed in an inventory. These sites/facilities could then be marketed for such uses as potential industrial parks, business parks, big-box retail centers, regional/city recreational parks or facilities or residential master planned communities.

Cost: \$10,000
Source: TCDA Capital Fund/Planning Budget, General Fund
Responsibility: RDA Director/Planning and Building Department

3. Commercial/Office Building Re-use Program

The City will develop a Commercial/Office Building Re-use program. The City should inventory all vacant commercial/professional space and prepare a complete profile of each building or complex, detailing location, building specifications and purchase or lease price and terms. This information, along with an attractive photograph of the building can be used to promote the facility to prospective buyers or tenants.

Cost: \$10,000

Source: TCDA Capital Fund/Planning Budget, General Fund

Responsibility: RDA Director/Planning and Building Department

4. Downtown Housing as a Measure to Reduce Economic Blight

The City has amended the Zoning Ordinance to allow housing on the upper stories of buildings in the C-2 District with a conditional use permit. This area is primarily located in the Downtown. This action is projected to assist with the reduction of economic blight, as it provides businesses developers with additional financial incentives and options as they seek to construct projects in the City that are cost effective.

Cost: To be determined. Ordinance already in place.

Source: EDBG/CDBG funds/TCDA Housing Fund/State and Federal Historical Tax Credits/Private Funds

Responsibility: RDA Director/Planning and Building Department

5. Taft Area Business Revolving Loan Program (TARP)

The Taft Area Business Revolving Loan Program was established in 1995 to provide financing to new and existing businesses in Taft. The intent of the Program is to create a healthy economic environment for job creation. The program is funded through grants from the State of California Community Development Block Grant Program (EDBG). As TARP loans are repaid by area businesses, funds are available for additional loans, thus providing a continuing or revolving source of loan financing.

The City will continue to implement this Program through the duration of this Implementation Plan. In 2008/09, the City will apply for an additional EDBG grant of \$300,000-\$500,000 to add to the resource of the RLF.

Loans in this Program can be from \$5,000 to \$50,000, depending on the requirements and financial strength of the applicant. In addition, one full-time, permanent job must be created for each \$35,000 loaned.

TARP Revolving Loans can be used to finance the following:

- * Working Capital/Lines of Credit
- * Inventory and Equipment Acquisition
- * Real Property Acquisition
- * Furniture/Fixtures/Leaseholds
- * Loan Down Payment/Loan Fees
- * Loan Consolidation and Refinancing
- * Business Acquisition
- * Loan Guarantees

Cost:

Source: Revolving Loan Fund/EDBG Grant

Match: Portion of Applicant Equity for each loan

Responsibility: Finance Department/Housing Coordinator

6. Rails-to-Trails

The continued extension of the Rails-to-Trails Program (along the Sunset Railroad Corridor), both east and west, will assist in the revitalization effort of the Downtown Business District, as well as the major shopping centers in the community. This project will continue to provide improved residential access to the Downtown and adjoining commercial centers, as well as beautify the Corridor.

Cost: To be determined

Source: State Parks Recreational Trails Grant; District Air Pollution Control Grant

Responsibility: Housing Coordinator/Planning and Building Department/Public Works Department



7. City of Taft Industrial Park

In July 2006, the City received a donation of land from the BLM, located in the northeast sector of the City. In 2007, the City developed an industrial park specific plan for a portion of this land. The Plan calls for the construction of a 12-parcel industrial park on 27 acres near the Waste Water Treatment Plant, and located at the corner of Airport Road and East Ash Street. Currently called the City of Taft Industrial Park, its total planning and construction costs are estimated at \$3.3 million. In 2008, the City is applying for two grants (EDA - \$1.9 million and CDBG - \$500,000) to assist in the Park's funding. As required by the EDA grant, 30-50% of the total cost must be funded by the Agency applying. The City's funding portion is currently projected at \$816,534. The Industrial Park will house light manufacturing businesses, and at built-out is projected to produce an estimated 800 jobs for the local economy.

2. PROGRAM EXPENDITURES TO ELIMINATE BLIGHTING CONDITIONS

A number of programs and projects have been identified in the previous sections that would reduce or eliminate many of the blighting conditions in the City and TCDA Project Area listed in this Plan.

It should be clearly understood that the timing of these programs and projects may be greatly influenced by the economy, the availability of grant funds and the ability of the private sector to respond to Agency initiatives and requests for proposal. The state and local housing markets are currently projected to dramatically slow over at least the next years. This condition will also impact the local economy and business growth to some degree. Additionally, except for housing set-aside funds, the TCDA is essentially "bonded out," with little, if any, tax increment revenue anticipated during the Implementation Plan period. This condition could change if the feasibility of adding a second Project Area to the TCDA Project Plan is favorable. This action is currently being evaluated by the RDA Director and consultant assistance.

Finally, the City's economic development/redevelopment implementation efforts have anticipated the use of the CDBG and HOME Investment Partnership Programs and two Revolving Loan Funds (TARP and Housing), and other miscellaneous grants to compliment and supplement redevelopment funds. Grants not obtained or a lack of funds in the RLFs will negatively impact the ability of the Taft Community Development Agency to implement the projects and programs prioritized in this Plan.

City of Taft
3rd Five-Year Implementation Plan

IMPLEMENTATION PLAN -- FUND RESOURCES (in \$)

Year	TCDA Funds	Low/Mod Set-Aside Funds	HOME/CDBG Housing Rehab. Program	1 st Time HOME/CDBG Buyer Program	CDBG/HOME Special Project	Housing Revolving Loan Fund	EDBG Taft Area Revolving Loan - Business	EDA Grant
6/30/04 Fund Bal.	\$ 420,138	\$ 427,014	\$ 500,000	0	0	\$ 68,435 CDBG + \$92,125 HOME	\$ 382,633	0
2005	(13,545)	(1,961)	500,000	500,000	0	1,222 CDBG + 106,550 HOME	19,903	0
2006	(21,089)	6,162	0	0	0	\$28,511 CDBG + 8,971 HOME	91,601	0
2007	(16,482)	15,944	0	0	0	72,789 CDBG + 11,219 HOME	337,320	0
2008	(115,000)	(5,000)	750,000	750,000	500,000	17,146 CDBG + 25,726 HOME	153,068	\$1.9 m.
2009	(115,000)	(5,000)	0	0	0	25,000 CDBG + 25,000 HOME	165,200	0

Given the large number of TCDA programs and projects identified in this Implementation Plan, the diminished resources identified above, and the significant blighting conditions prevalent within the project area, the Agency's Housing Program expenditures are projected to form the bulk of the Agency's blight elimination activities during this 3rd Five-Year Implementation Plan. This condition could change for the positive if the Agency is successful in adding tax increment producing area to the Project Plan in 2008.

VI. CONCLUSION

The 3rd Five Year Implementation Plan for the Taft Community Development Agency describes the programs and projects for the next five (5) years to alleviate blighting conditions in the Project Areas and to provide affordable housing in the community. The success of these redevelopment efforts is subject to the forces of local and state market dynamics; therefore, periodic public review and amendments to the Implementation Plan are allowed by AB 1290. In addition, the Agency shall conduct public hearings to review and amend the plans, goals, and objectives of the TCDA Project Plan when required by state legislation or when deemed beneficial by the governing body.

City of Taft
3rd Five-Year Implementation Plan

Goals and Objectives	Physical Conditions				Economic Conditions				
Goals and Objectives	Unsafe	Physically	Incompatible	Irregular	Low Property Values	Economically	Lack of Sites	High Crime Rate	Inadequate Public Improvements
City Business Recruiting		yes	yes	yes	yes	yes			yes
Attract/Expand Business within TCDA	yes	yes	yes		yes	yes			yes
Attract Industries Resistant to Oil Price Fluctuations		yes	yes		yes	yes			yes
Promote Diversified Housing	yes		yes		yes		yes	yes	
Community Image Enhancement	yes	yes	yes	yes	yes	yes			yes
Promote Dev. Of Theme Oriented Construction	yes	yes	yes			yes	yes		
Develop Finance Mechanisms for Improvements	yes	yes	yes						yes
Develop Programs for Rehabilitation	yes	yes	yes		yes	yes		yes	yes
Seek Professional Office Dev. In Retail Core					yes	yes			yes
Develop Medium/High Density Residential				yes	yes	yes	yes	yes	yes
Recycle Commercial Fringe to High Density Res.		yes	yes		yes	yes	yes	yes	
Create Buffer between Retail Core and Industrial Areas	yes	yes	yes			yes	yes		
Maintain High Development Standards and Bldg.	yes	yes	yes	yes	yes	yes	yes		yes
Use Bldg. Code to Demolish Unsafe/Obsolete	yes	yes	yes	yes	yes	yes		yes	
Revitalize Areas that have Suffered Economic Recession	yes	yes	yes		yes	yes			
Increase Workforce Housing			yes	yes			yes		yes
Provide a more Attractive Taft Environment	yes	yes	yes	yes	yes				