

September 2011

Redevelopment

Building Better Communities

Monrovia's Symbolic Heartbeat Resuscitated with Renewed Vision

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California Redevelopment Association



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Redevelopment. Building Better Communities is a monthly publication produced by the California Redevelopment Association. CRA is an association of local government agencies and private firms dedicated to and involved with redevelopment.

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Farewell CRA

Continue the Fight and the Good Work of Redevelopment

by John F. Shirey, Executive Director, CRA

through these many battles we have learned two important lessons: we can't go it alone and we can't take for granted that everyone sees the value of redevelopment.

When this is read, I will have served my last day as the head of CRA and moved on to my new position as City Manager of Sacramento. Little did I foresee when I arrived at CRA nine years ago the challenges we would face—a U.S. Supreme Court decision that ignited a firestorm over use of eminent domain, countless legislative efforts to limit and hamper redevelopment activities, several legislative actions to take away redevelopment funds in unprecedented amounts, and recently the enactment of legislation by the Governor and Legislature to end redevelopment altogether.

Despite the onslaught from powerful forces, we have held our own and won important victories. We waged campaigns to defeat Propositions 90 and 98, which, contrary to their proponents' claims, would have done far greater damage to local government than limit the use of eminent domain. We also won voter approval of Proposition 99 which put in place responsible eminent domain reform.

In 2004, passage of Proposition 1A made it possible to challenge State takes of redevelopment funds in court without jeopardizing local government general funds, and that new tool was used in 2008 to challenge and overturn AB 1389 which would have taken \$350 million from redevelopment agencies.

Seven months after that decision we had to return to court to challenge AB 4X 26 which took \$2.05 billion from agencies. While we were not successful at the trial court level, our appeal is pending in the Third District Court of Appeal.

Last year we joined forces with the League of California Cities and the California Transit Association to pass another initiative, Proposition 22, with 61% voter approval. It contained specific protections for redevelopment funds, and we will soon learn whether our hard work will yield positive results when the California Supreme Court rules later this year on the constitutionality of AB 1X 26 and 27.

Whew! Those issues consumed a great deal of time and energy!

Most remarkable, though, is all through the obstacles thrown in their way redevelopment agency professionals, aided by many private sector experts, continued to perform at high levels. They continued to revitalize rundown neighborhoods, restore flagging business districts, build affordable housing for needy Californians, clean up contaminated properties, build important infrastructure, provide community facilities, and improve public safety—all while supporting hundreds of thousands of jobs.

However, through these many battles we have learned two important lessons: we can't go it alone and we can't take for granted that everyone sees the value of redevelopment.

To most citizens redevelopment remains a mystery. And worse, our detractors are working to make the public believe it is something to be feared or reviled. To counter that we have to do what you have heard me and all of us at CRA say countless times by now: we have to tell the story of redevelopment. We have to continue explaining to our citizens how it works and how

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New Items to Consider for Your Upcoming SOI

by Donald L. Parker, CPA, Principal, Redevelopment Reporting Solutions

Now that agencies have completed their Enforceable Obligation Payment Schedules (EOPS), they can turn their attention to preparing the upcoming Statement of Indebtedness (SOI). In order to receive tax increment, agencies are required to file a SOI prior to October 1 of each year with its County. This requirement exists presently and was not affected by AB 1X 26 and 27 or the Supreme Court stay.

At present, the format for the SOI remains the same as in prior years and generally the procedures used in its preparation are also unchanged. However, these new laws have placed some additional emphasis on the SOI. To make sure agencies are prepared for that additional emphasis personnel preparing the SOI need to be aware of these requirements.

Determining All Indebtedness

AB 1X 27 placed additional emphasis upon the SOI and while those provisions have been currently stayed by the Supreme Court, it is in the best interest of each agency to file a complete and accurate SOI this year. To accomplish this, it is recommended that every agency thoroughly review all existing indebtedness to determine its validity and to accumulate supporting documentation that may be needed in the future to support amounts

claimed. Additionally, to obtain information on all indebtedness present, discussions should be conducted with project personnel and legal counsel and documents, such as previously filed SOIs, audits, bonding and loan documents, governing board documentation, disposition and development agreements, owner participation agreements and other development documents, should be reviewed. The recently completed EOPS should also be reviewed and utilized to uncover previously unreported indebtedness.

Avoiding "New Debt"

Determination on Existing Debt

In the past, it has been common for agencies to reflect on the SOI only the amount of debt needed to capture the amount of tax increment generated in the project area. This practice should be eliminated for the 2011 and future submissions. Under AB 1X 27, if it is held to be constitutional and the agency continues under it, the SOI will be used to determine "New Debt".

AB 1X 27 states that "New Debt" means "debt that is displayed on a statement of indebtedness filed after a statement of indebtedness filed on October 1, 2011, that was not displayed on the statement of indebtedness filed on October 1, 2011." Under this definition, correction of an error from prior years to include omitted debt,

present in the 2012 SOI, may be determined to be "New Debt". Any item classified as "New Debt" will be subject to an additional pass-through to the schools. Therefore, in order to reduce the potential effect of such a situation, the 2011 SOI should be as accurate and complete as possible and any adjustments needed to reflect prior year omissions, etc. should be reflected now rather than in the future.

Including Potential Continuation Payment in SOI

As indicated above, if AB 1X 27 is constitutional, there will be a determination on whether or not "New Debt" exits. Since there will be a strict comparison of the 2012 SOI against the 2011 SOI for "debt that is displayed," there could arise a determination that the payment to continue was not present on the 2011 filing but is present on the 2012 filing. Thus, it will be "New Debt" that is subject to additional pass-through. In the California Redevelopment Agency's (CRA's)

Q & A discussion on the Supreme Court Amended stay, it was indicated that agencies could consider a conditional agreement to document and claim these amounts on the 2011 SOI. The

Q & A states the following: "Some agencies are concerned that if they do not adopt a reimbursement agreement prior to October 1, 2011, they will

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California Redevelopment Assn. V. Matosantos – Summary & Update

by Lillian Henegar, CRA

On August 11, the California Supreme Court announced that it would hear *California Redevelopment Assn. v. Matosantos*, the lawsuit CRA and League of California Cities filed July 18 challenging the constitutionality of AB 1X 26 and AB 1X 27.

The Court set an expedited briefing schedule in order to make a decision before January 15, 2012, when the first payments to the State under AB 1X 27 will be due. The Court also issued a partial stay of AB 1X 26 and 27, which it further modified in an August 17 order. CRA and the League filed on August 22 a “motion for clarification” regarding AB 1X 27 and agencies that have already adopted continuation ordinances.

In their petition, CRA and the League contend that AB 1X 26 and 27 are unconstitutional because they violate Proposition 22 which was passed by the voters in November, 2010. The effect of the legislation is to achieve an unconstitutional result – the use of redevelopment agencies’ tax increment funds to benefit the State and other units of local government—by way of an unconstitutional means—the threat of dissolution of redevelopment agencies. AB 1X 26 and 27 also violate other constitutional provisions governing the use of property taxes.

The cities of San Jose and Union City joined the suit as co-petitioners. In their declarations provided to the Court, each city says that it anticipates being unable to make the payment required by AB 1X 27 to avoid the elimination of their redevelopment agencies. San Jose declares that AB 1X 26-27 will result in the forced termination of the agency and the loss of vital redevelopment projects such as needed flood control projects and the revitalization of the city’s most disadvantaged neighborhoods. Union City declares that these laws will result in the elimination of its redevelopment agency and will end the “Station District Plan,” the transit-oriented development project revitalizing abandoned, formerly contaminated, industrial land and bringing vital community services, homes, and jobs to that community.

The cities of Brentwood, Oakland, Modesto, West Sacramento, and Guadalupe also filed declarations in support of the lawsuit. Their declarations are included in the CRA and the League’s petition, which are posted on the CRA website under “AB 1X 26/27 Information.”

In taking the case, the Court set an expedited briefing schedule designed to facilitate oral argument as early as possible in 2011, and a decision before January 15, 2012. The Court states it does not anticipate extending any of these deadlines and intends to set a hearing for oral arguments before the end of the year. The key deadlines in the Court’s order are as follows:

- ✧ September 9, 2011: the State must file its brief;
- ✧ September 24, 2011: CRA and the League must file their response to the State’s filing;
- ✧ September 30, 2011: Amicus curiae briefs must be filed with the court; and
- ✧ October 7, 2011: Replies to individual amicus briefs must be filed.

The Supreme Court’s August 11 order granted a stay of AB 1X 26 and 27, except for Health & Safety Code Sections 34161-34167, which were added by AB 1X 26. It later modified this stay order on August 17. An explanation of the stay orders, *Questions & Answers on the Court’s Stay Orders*, is also posted on the CRA website under “AB 1X 26/27 Information.” CRA and the League filed a “motion for clarification” on August 22, requesting the Court to clarify its intentions regarding cities that adopted continuation ordinances prior to August 11. In their motion, CRA and the League further requested the Court to consider a modification regarding these ordinances for both those agencies that had adopted them and for those who were planning to do so but were unable to complete the process prior to the stay orders.

The CRA legal team developed the *Questions & Answers on the Court’s Stay Orders* document in response to the many questions raised by the Court’s stay orders. In particular, redevelopment agencies and their host jurisdictions have inquired about what actions an agency or the city/county

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2012 CRA Annual Conference & EXPO,
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Deadline: October 28, 2011

CRA's Annual Conference & EXPO is the once-a-year premier event supporting redevelopment's contributions to building better communities by creating jobs, building and maintaining infrastructure, reducing or eliminating blight, revitalizing downtowns, developing much-needed affordable housing, promoting green and sustainable development, and restoring brownfields. This year's event will be of particular importance due to CRA and the League of California Cities effort to overturn AB1X 26 and 27.

This conference will be attended by more than 900 of our members, including redevelopment agencies and housing officials and representatives of law firms, consultants, financial institutions, developers, and other private firms and organizations involved in the redevelopment process.

- ✧ Presentations must provide thought-provoking ideas and solutions for protecting and strengthening redevelopment; methods for increasing public awareness, coalition building, and support for redevelopment, including partnering with key stakeholders and dealing with the politics of redevelopment; guidance and case studies about innovative, effective techniques and approaches to carrying out redevelopment activities and improving ongoing revitalization efforts; effective techniques for creating jobs, expanding businesses, and building infrastructure; working with school districts, special districts, and public health organizations; integrating sustainable development in redevelopment; or any current topic that would stimulate creative thinking about the future of redevelopment.
- ✧ Panels should include a mix of agency practitioners, including those from smaller agencies, and private sector experts who can present different, relevant perspectives. We encourage panels that represent gender and ethnic diversity.
- ✧ Session proposals should encourage interaction and active involvement with attendees. "Talking heads" should be avoided and efforts to share attendees' knowledge and experience should be encouraged.

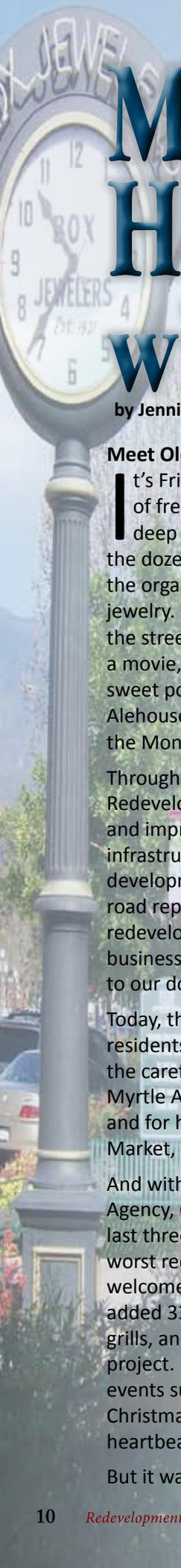
Selection criteria are based on relevance and timeliness of the issue; well-defined focus; practical application of the material; originality of material; format for delivery of the material with interactivity; commitment and expertise of presenters; speaker diversity; inclusion of representatives from redevelopment agencies; and absence of commercialism, promotion, and advertising. CRA members are given priority over non-members as speakers. The best panels include practitioners and agency representatives in addition to other experts. CRA reserves the right to substitute a program or session prior to the conference due to unforeseen circumstances that will be of interest to those attending the conference.

If you are interested in submitting a presentation proposal, provide the following information by Friday, October 28, 2011:

- Topic
- Description of presentation (not more than 150 words)
- Contact person (name, title, organization, contact information)
- Moderator (name, title, organization, contact information)
- Speakers/panelists (name, title, organization, contact information)

Please email the proposal to:

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California Redevelopment Association
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Monrovia's Symbolic Heartbeat Resuscitated with Renewed Vision

by Jennifer McLain, Public Information Officer for the Monrovia Redevelopment Agency

Meet Old Town Monrovia

It's Friday night, and the warm air is filled with smells of freshly popped kettlecorn, barbecued ribs and deep fried funnel cakes. Local residents drift along the dozens of vendors, sampling the strawberries from the organic farmers as others peruse the handmade jewelry. When market goers have gotten their fill of the street fair, they stop in the Krikorian Theater for a movie, visit the London Gastropub for a drink and sweet potato fries, or grab a burger from T. Phillips Alehouse and Grill – all projects that exist because of the Monrovia Redevelopment Agency.

Throughout the past 40 years, the Monrovia Redevelopment Agency has been working to restore and improve Old Town Monrovia by investing in infrastructure, attracting businesses, and initiating development of blighted properties. It started with a road repair project in the early 1970s. From then on, redevelopment has been instrumental in providing business assistance, infrastructure repair and housing to our downtown.

Today, the Old Town Monrovia that the 39,000 residents know and love has a charm that is defined by the carefully trimmed sycamore and pine trees that line Myrtle Avenue, beautifully preserved historic buildings, and for having the state's largest weekly Farmers Market, attracting as many as 5,000 people each Friday.

And with the help of the Monrovia Redevelopment Agency, Old Town is continuing to improve. In the last three years alone – at the height of one of the worst recessions in our country's history – Old Town welcomed two new mixed-use housing developments, added 330 residential units, opened two new bar and grills, and completed an \$8 million library renovation project. Meanwhile, Old Town hosts community events such as the Fourth of July Celebration and the Christmas Parade. Today, it is known as the symbolic heartbeat of Monrovia.

But it wasn't always this way.

History of Blight in Old Town Monrovia

Forty years ago, Old Town Monrovia was old, tired and blighted. Beginning in the late 1960's, Monrovia began to suffer the classic symptoms of urban decay. The combination of the loss of employment opportunities, lack of private investment, and exodus of community leadership created a community in desperate need of help.

The Redevelopment Agency was formed in 1969, which signaled the beginning of a new era for the dilapidated downtown area. By the early 1970s the Agency bought properties for future redevelopment, initiated the development of housing units, and invested \$1 million towards street improvements in Old Town. After years of decline, shopkeepers saw an immediate positive difference when downtown "re-opened" for business. Old Town was coming back to life.

Seeing Clearly: A New Vision for Old Town

Not wanting to lose the momentum of the past 20 years, Monrovia leaders changed the approach to their strategic modeling for Old Town in 1995. It went from the brainstorming of elected leaders and staff to a community effort. The Monrovia Redevelopment Agency and the City's Department of Community Development partnered with the Monrovia Chamber of Commerce to form *Vision 2000: A Planning Strategy for Old Town Monrovia*.

Vision 2000 was adopted by the City Council with much support from the community, and almost immediately action was taken to achieve the goals identified in the plan. Its goals included maintaining a historic-themed district, keeping Old Town pedestrian-oriented, upgrading lighting with historic period lights, and developing a multi-screen theater. One by one, the Council began implementing the specific goals outlined in the *Vision 2000* plan.

The *Vision* wasn't always embraced. One of the greatest achievements was the Agency's ability to attract a movie theater – despite its initial



unpopularity. The Agency first encountered resistance when pessimistic market studies questioned the community's ability to maintain a theater. Meanwhile, residents expressed hesitation at council meeting—seeing the business district turn into an entertainment attraction. A vote on the project was held with the voters overwhelmingly in favor of a theater.

The Agency then bought an underutilized building to make way for the future movie theater, and in 2001, Krikorian Premiere Theatres opened a \$14 million, 50,000 square-foot, 12-screen movie complex. Ten years later, this theater continues to be a success with an estimated 450,000 movie-goers annually.

Vision Continues

After seeing the power of having a detailed vision, stakeholders again came to the table to refocus. At the backbone of this process was staff from the redevelopment agency, who helped lead meetings and discussions on how to improve Old Town. They emerged with an updated *Vision 2010*, a 10-year strategy that focused on public improvement projects, and on how to infuse night life into Old Town. Like the *Vision 2000* plan, the *Vision 2010* proved to be a powerful guiding force.

“Long range planning and focus are important to developing momentum in creating ‘place value,’” Monrovia City Manager Scott Ochoa said. “Over the last 40 years, the strategic planning process has served Old Town Monrovia well – especially with the community visioning exercises completed.”

During the *2010 Plan*, a number of Agency programs were implemented that focused on revitalizing and strengthening Old Town. These included the

Agency's public improvement program, a public arts program, and a business assistance program aimed at attracting businesses through rehabilitation and marketing grants. These programs have led to five business façade improvements, the installation of 13 pieces of public art, eight businesses taking advantage of the business assistance program, sidewalk upgrades, and streetscape improvements.

While Old Town made significant strides over the past decade, more can be done. And in October 2010, the City Council adopted *Vision 2015*, which focuses on developing a marketing strategy for Old Town, enhancing entertainment and special events, and reinvigorating specific blocks. Like previous plans, agency staff and will be responsible for implementing the goals identified in *Vision 2015*.

“The beauty of *Vision 2015*, as with former visioning sessions, is our business owners and stakeholders of Old Town can decide on outcomes that are an organic outgrowth of the collaborative process,” Mayor Mary Ann Lutz said. “And the City Council can be comfortable in the knowledge that achieving these goals will benefit all concerned.”

It's Friday night, and pedestrians fill Myrtle Avenue. They walk out of a movie theater that was created with the help of the redevelopment agency. They walk on sidewalks that were repaved with redevelopment dollars. And they sit in restaurants have been upgraded with redevelopment agency assistance.

It is because of the Monrovia Redevelopment Agency that Old Town Monrovia has the place that residents know and love. It is because of the Monrovia Redevelopment Agency that Old Town has become the “symbolic heartbeat of Monrovia.”



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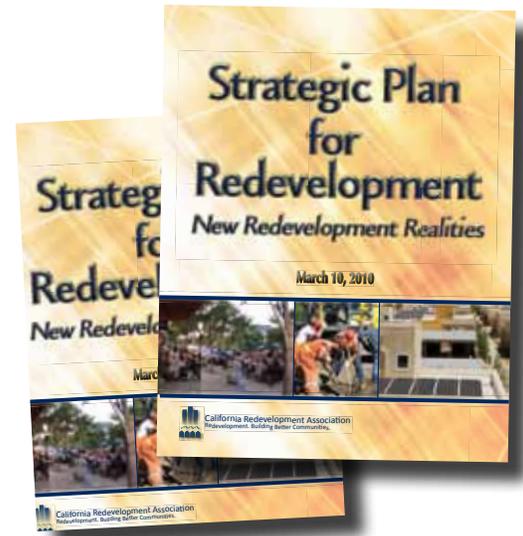
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Summary, Continued

can or should take under the terms of the stay. This joint communication is intended to provide general guidance on those questions. Answers to some of the questions are uncertain due to ambiguous and conflicting legislative language. As always, individual cities or counties and agencies should consult with their own attorneys concerning application of the stay to their particular circumstances.

Senate Pro Tem Darrell Steinberg and Assembly Speaker John Perez each created task forces in their respective houses to develop legislative packages to address issues that have arisen since the passage of AB 1X 26-27.

The package includes SB 450 (Lowenthal), which contains comprehensive Low- and Moderate- Income Housing Fund use reform measures. In addition, each task force has been working on legislation to include technical clean-up to some of the inconsistencies and poor drafting in AB 1X 26 and 27, to correct specific problems identified by individual agencies and their legislator, and to develop concepts such as incentives

for using redevelopment to achieve state priorities for infill development, brownfields cleanup, and affordable housing. As a consequence of “gut and amend” on September 2, the proposed measure were four bills: AB 1X 25, AB 1X 31, SB 1X 8, and SB 1X 13 .

At its August 12 meeting, the CRA Board of Directors determined that CRA will not be supporting nor advancing any legislation that purports to “fix” a law that it and the League of California Cities believe is fundamentally flawed and have asked the California Supreme Court to find unconstitutional. The Board also agreed that CRA would oppose any legislation that would bring more harm to agencies and redevelopment.

CRA will continue to keep its members informed on the requirements for agencies under the stay orders and on events and news regarding legislative activity and the lawsuit. For the latest information, go to the CRA website and click on “AB 1X 26/27 Information.”

CRA/CAL-ALHFA Affordable Housing Conference Sheraton Park Anaheim Hotel October 26-27, 2011

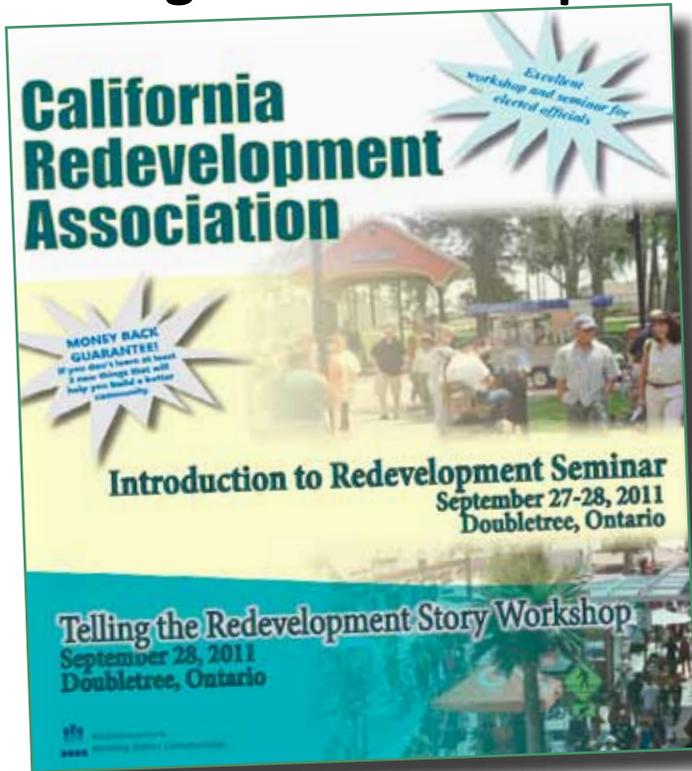
Join the California Redevelopment Association (CRA) and the California Association of Local Housing Finance Agencies (CAL-ALHFA) at the 2011 Affordable Housing Conference at the Sheraton Park Anaheim Hotel, October 26-27, 2011. The conference provides job-related training and information pertaining to affordable housing development and financing, including the latest information on new laws and reporting requirements.

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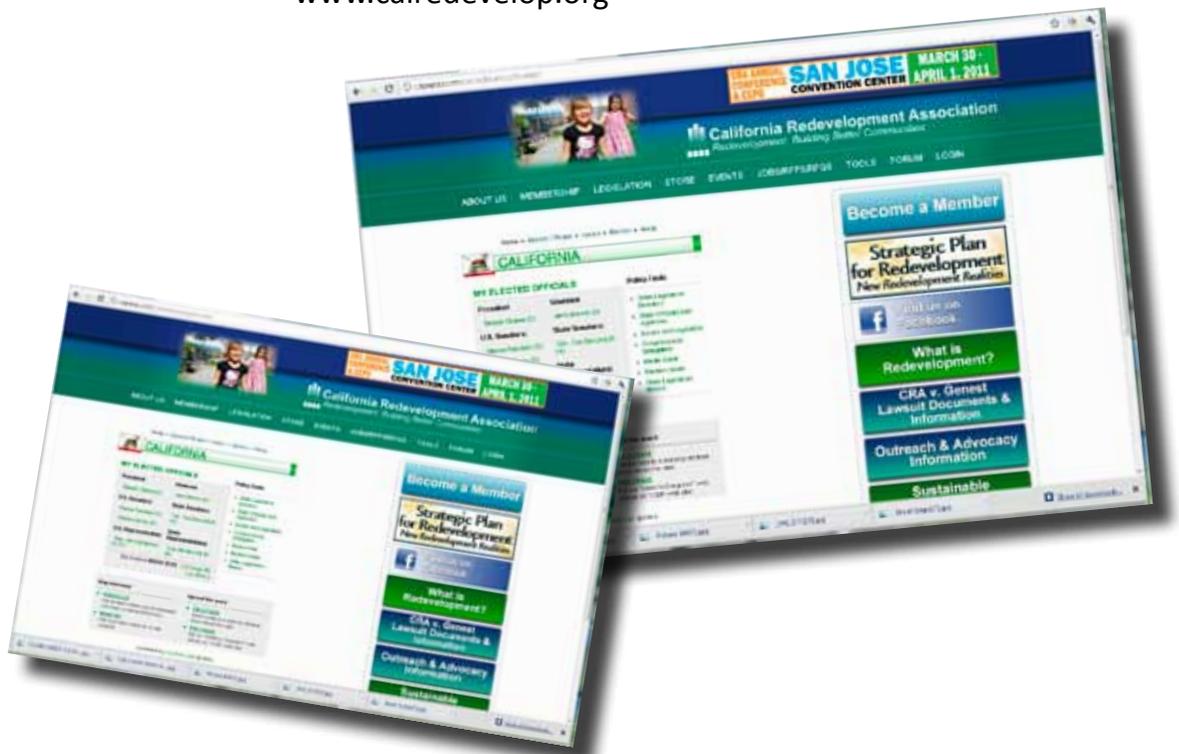
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SOI, Continued

not be able to include it in their 2011 Statement of Indebtedness. The League of California Cities and CRA will call this predicament to the attention of the Supreme Court and request additional time for agencies and their legislative bodies to enter into reimbursement agreements and for the agency to enter into other agreements without triggering additional community remittance payments if the statutes are held constitutional. However, it is extremely unlikely that the Court will clarify this issue prior to October 1, 2011. If agencies wish to enter into such agreements while the stay is in effect, they should do so conditionally, to be operative only if AB 1X 26-27 are upheld and the stay lifted.”

Therefore, agencies and their City/County should enter into a conditional agreement for reimbursement of the continuation obligations and claim it on the 2011 SOI as indebtedness incurred after June 30, 2011 (SOI Form B).

CRA also stated in the Q & A “These agreements are authorized under AB 1X 27, which is stayed. They would also constitute new agreements that are forbidden under the provisions of AB 1X 26 that have not been

stayed.” Due to this situation, agencies should consult with their legal counsel prior to proceeding with such an agreement. Additionally, it is possible that the county department reviewing the SOI could challenge this indebtedness so agencies need to be ready with documentation and/or legal opinions to support these amounts.

Conclusion

While the application of these laws continues to change, due to the Supreme Court stay and further interpretations of AB 1X 26 and 27, based on what is presently known, agencies need to file as complete an SOI as is possible for 2011. By doing so, they can capture the highest amount of tax increment due them, and they can document all indebtedness that is in existence now. In addition, if possible, they need to establish and include a conditional reimbursement obligation to the City/County in that SOI. By doing so, they can avoid additional pass-throughs being instituted on existing obligations and their potential continuation payments.

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Farewell, Continued

it brings many benefits to their communities. With understanding comes support.

When it comes to political advocacy there is strength in numbers. We must build coalitions of redevelopment allies at the local level so that our voices will carry farther and with more weight. There are many beneficiaries of redevelopment—business, labor, advocates for the poor, public safety, local community groups of all types—and local government officials must enlist their help to protect and preserve the program.

So, what is the next chapter in the history book of California redevelopment that began in 1945? Obviously, I am leaving CRA before we know the outcome of the Supreme Court's all-important decision on our case against the State. As I see it, the next chapter could go in one of two directions.

First, we could win the case which would be a joyous outcome for all of us in local government. But would that end the threats to redevelopment? Or will State officials return to finding more creative ways to get around laws to take local funds?

We could also lose in Court, in which case redevelopment agencies could continue in a much-reduced capacity with some agencies likely electing to go out of business. Jobs will be lost and California will have fewer tools to bolster its economy and provide for community needs.

But there is a second possible alternative for that next chapter. There could be an end to the fighting between State and local governments and both could begin to work together to find ways to meet the needs of all Californians, particularly in ways to grow the economy. That would require the Governor and Legislature to look at redevelopment from a policy perspective rather than a place to take money to balance the budget.

We have to move to a different place from where we are now in State-Local government relations. Legislative maneuvers and lawsuits are not the answer and don't make for good government nor what our citizens expect of all of us.

To get to a different place in State-Local relations, State leaders need to recognize the important role local governments play in providing needed services to

communities, and local leaders need to recognize that State government has to serve broad constituencies. Both need to recognize that we have a broken system of intergovernmental governance and seriously flawed methods for financing government services.

If I could be granted a parting wish, it would be that trust between State and local officials could be achieved and together they would collaborate on solving mutual problems.

On a concluding note, several thank you's are in order. First, I thank the CRA Board of Directors for giving me the opportunity to be your Executive Director and for their constant support over the years. Their advice and counsel have always proven to be wise, and their decisions always in the best interests of the redevelopment field and the greater good.

I have been fortunate to draw upon the amazing expertise of several CRA lawyers, lobbyists, advisors, and consultants during my tenure. I am grateful for their assistance to me and for their commitment to CRA and its members.

Special thanks to the dedicated, hard-working CRA staff who make the organization go on a daily basis. I'm proud of the many changes they have implemented to make the organization more responsive to our members' needs and their willingness to always do what is needed to get the job done. Their support of me is much appreciated.

Of course, CRA would not exist without its members. Thank you for paying your dues, attending our professional development events, lending us your time and talents, and your commitment to redevelopment.

I appreciate the support you have given to me over the years, and I ask that you lend that same support to Tom Hart while he acts in my place and to Jim Kennedy when he becomes the Interim Executive Director on September 12.

One of the very best parts of this job has been meeting and working with the many fine professionals in redevelopment who are dedicated to their craft and the communities they serve. I cherish the friendships I have made and the good times we have shared.

My best wishes for continued success in building better communities!

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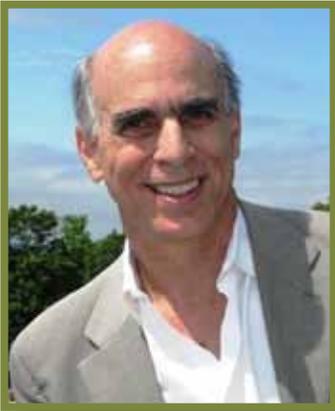
Wednesday, October 26 Pre-Conference Workshop
 That Was Then, This is Now: We Will Survive!

A New Day, A New Time - A New Paradigm

CRA/CAL-ALHFA

Affordable Housing Conference

Sheraton Park Anaheim Hotel - October 26-27, 2011



Keynote Speaker

David Rosen, Ph.D., Principal, David Paul Rosen & Associates
Out of the Wreckage: A New Agenda for Affordable Housing in California

Mr. Rosen will detail how we arrived at the current crisis, and prescribe an agenda for the way forward. He will propose comprehensive federal and state budget and tax reform, rebalancing housing policy, value capture strategies through growth in zoning, and much more.

Thursday Luncheon Speaker

Joe Mathews, Co-Author of California Crack-Up: How Reform Broke the Golden State and How We Can Fix It. How do we put California's Pieces Back Together?

Mr. Mathews, will speak on how the initiative process has affected the fate of redevelopment in California and why the process so desperately needs fixing.



Topics of discussion:

- Affordable Housing Programs: Is There Anything Left?
- A New Paradigm: Redevelopment and Affordable Housing After January 10, 2011
- Administering and Monitoring of Affordable Housing Requirements
- New Strategies for Foreclosure Interventions
- Establishing Effective Affordable Housing Development Strategies:
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