

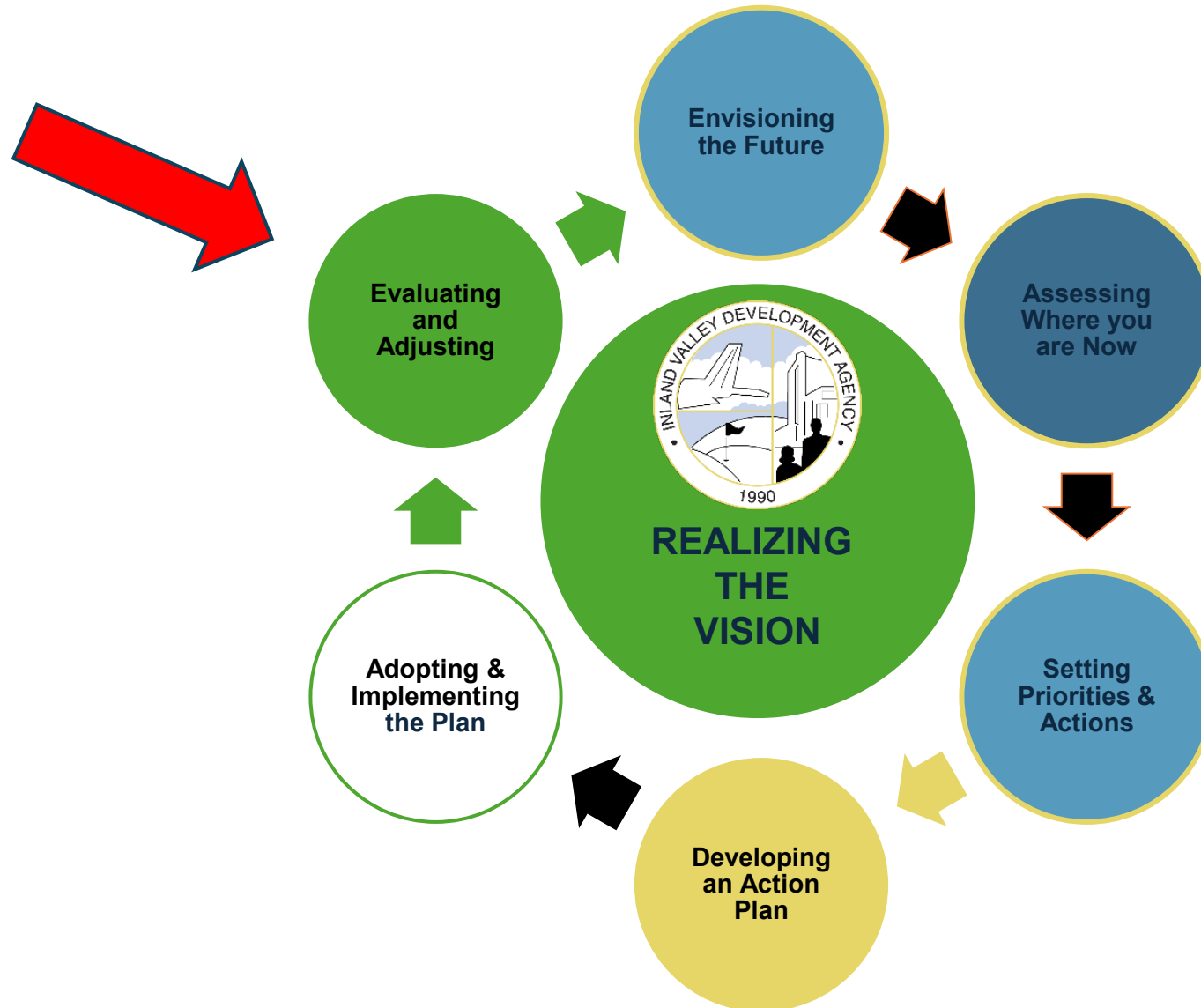


Inland Valley Development Agency Business Plan Update

May 13, 2026



IVDA Business Plan (2026)



Impacts of Base Closure



Economic Impact (1990 – 2010):

- Loss of 15,458 Jobs
- \$1.5 Billion in Annual Payroll
- \$1.9 Billion Loss of Output (Economic Activity)
- About 3% of the 2009 SB Total GDP

Physical Impact:

- Environmental Clean-up (Federal & Local)
- Replacement of All Utility Systems
- Replacement of All Major Roadways
- Abatement & Demolition of Over 125 buildings

Phase III Analysis (2020 – 2024):

- 2024 Update
- 18,693 Direct Jobs
- Over \$5 Billion in Total Economic Output

IVDA Background

- Formed in 1990, the Inland Valley Development Agency (IVDA) is a special purpose military base reuse joint powers authority created by and through special State of California Legislation (AB 419) pursuant to Public Law 100-526 under BRAC-I.
- The IVDA is a regional organization comprised of local intergovernmental member agencies: County of San Bernardino, and the Cities of Colton, Loma Linda, and San Bernardino.
- The IVDA is charged with obligations and responsibilities under the “Defense Base Closure and Realignment Act of 1990,” as amended, to serve as the Local Reuse Authority (also Local Redevelopment Authority) to achieve successful implementation of the base reuse plan for the effective reuse of the former Norton Air Force Base.
- This includes support for a public airport, various land and buildings, a successful Alliance-California business park, as well as over 14,000 acres of base reuse project area located within a three (3) mile radius of the former Air Force Base.
- Since 2014, the focus has been to assist in both the creation of new employment opportunities and in the preservation of existing employment roles and emerging industries on a regional basis for the benefit of all JPA and associated regional partners.



IVDA Base Reuse JPA – Support for SBD

“... It is also the intent of the Members that the Agency shall acquire, own, maintain, lease and operate the Norton Air Force Base property, which shall be named and known as the ‘San Bernardino Regional Airport’, for such aviation uses as may be legally permitted upon such property or such other legal uses as may be determined by the Agency.

The Members further acknowledge and agree that the reuse and redevelopment of the Norton Air Force Base, the adjacent property and the other properties in proximity thereto will assist in both the creation of new employment opportunities and in the preservation of existing employment opportunities on a regional basis and will be in the best interests of each Member and the residents within the boundaries of each member.”

Source: Inland Valley Development Agency Joint Powers Agreement - 1/24/90, as amended



IVDA Governance

- The IVDA is a regional organization comprised of local intergovernmental member agencies.

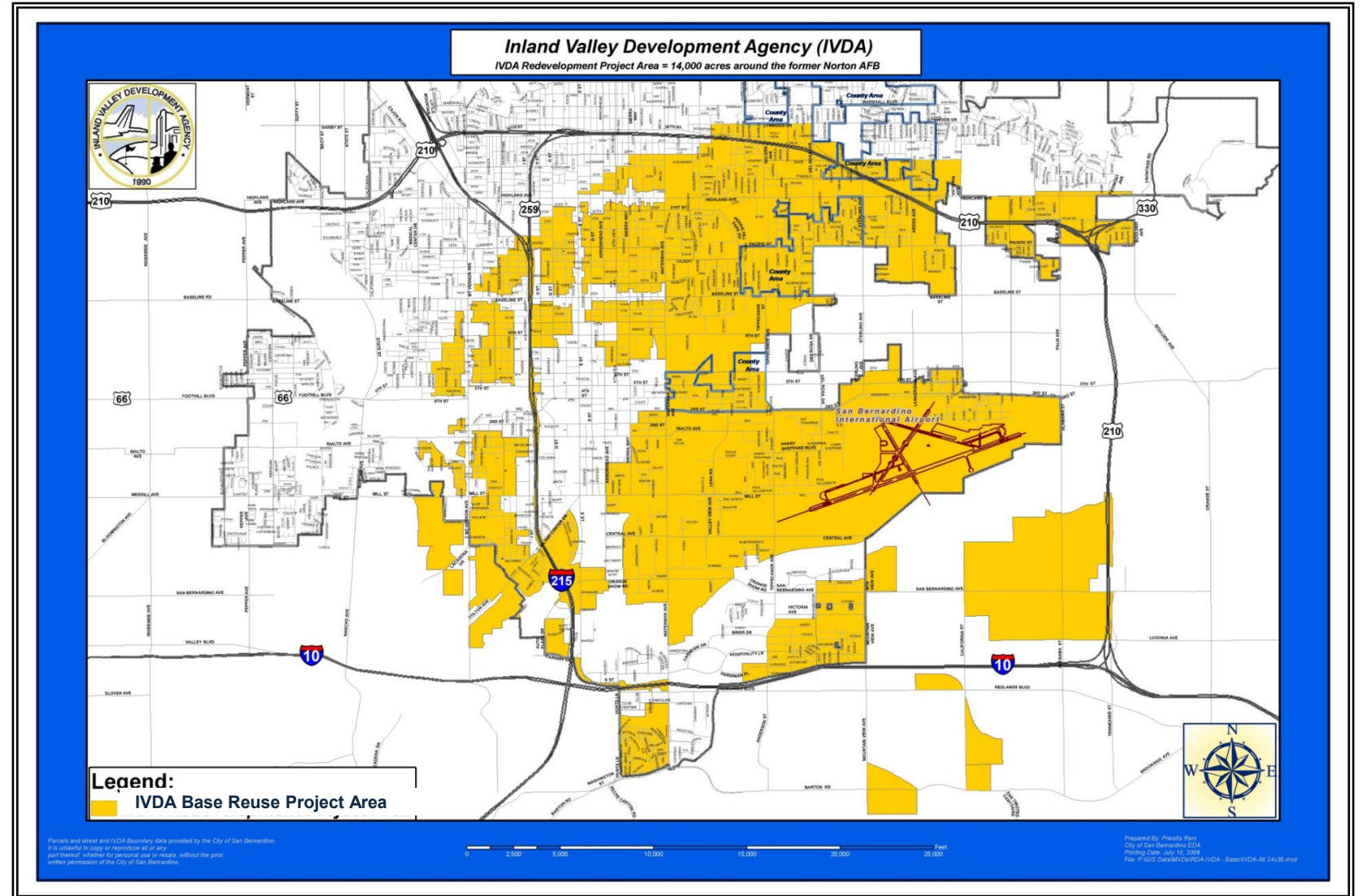
MEMBER ENTITIES

- The IVDA Board of Directors is comprised of appointed public officials from its local member entities.
 - County of San Bernardino
 - City of San Bernardino
 - City of Colton
 - City of Loma Linda



Inland Valley Development Agency Base Reuse Project Area = 14,000 acres

This includes support for a public airport, various land and buildings, a successful Alliance-California business park, as well as over 14,000 acres of base reuse project area located within a three (3) mile radius of the former Air Force Base.



IVDA Responsibilities

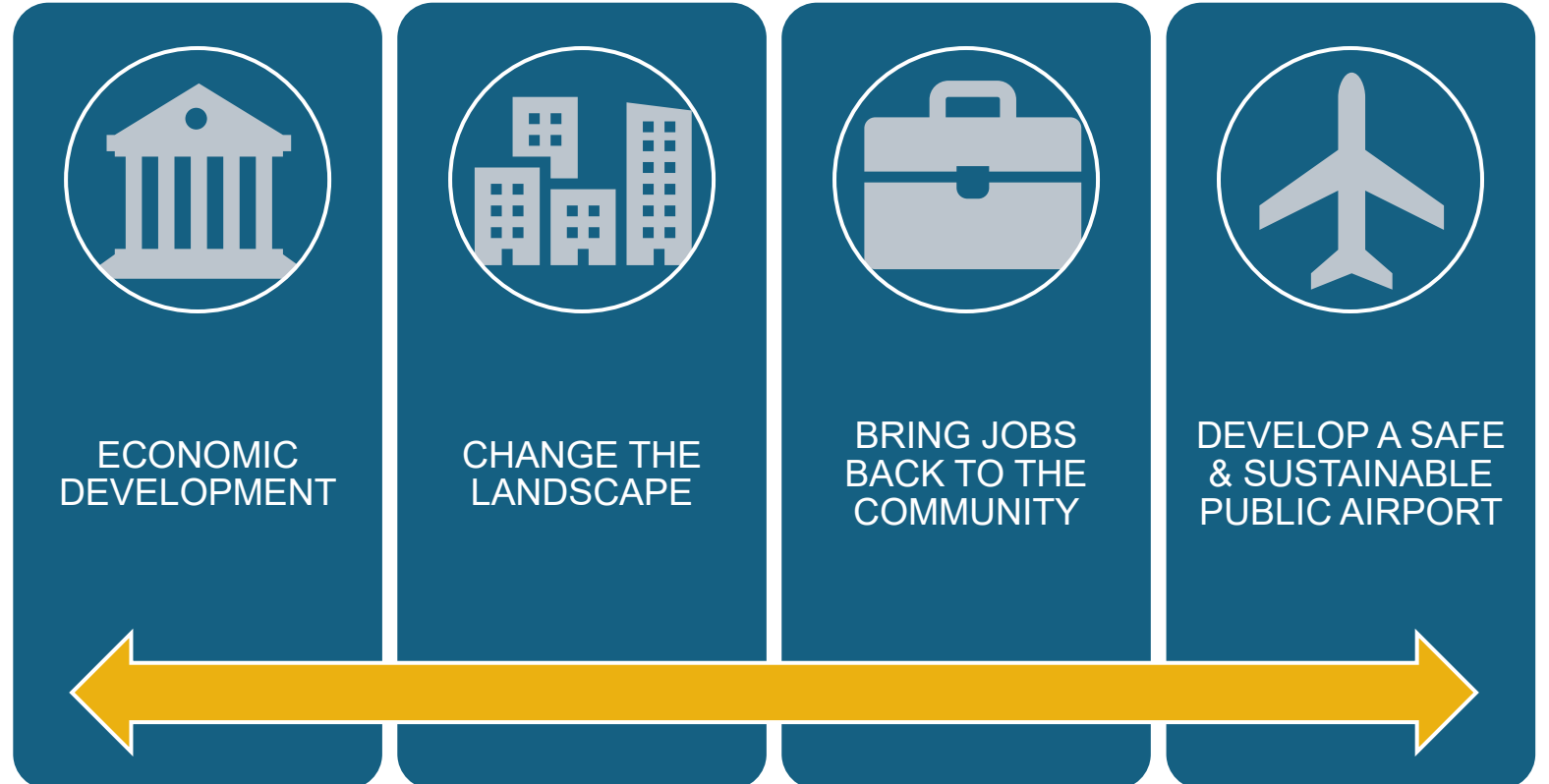
The IVDA is charged with obligations and responsibilities under the “Defense Base Closure and Realignment Act of 1990,” as amended, to serve as the Local Reuse Authority (also Local Redevelopment Authority) to achieve successful implementation of the base reuse plan for the effective reuse of the former Norton Air Force Base.

REUSE

- Comprehensive Military Base Reuse
- Development of a Safe and Sustainable Public Airport

REVITALIZATION

- Community & Economic Revitalization: In furtherance of its unique Federal Base Reuse Obligations and Regional Support



IVDA – Who are our Customers?

- IVDA Member Agencies and their respective communities
- Federal Government Partners (DoD, OEA, U.S. DOT, USFS,DOC...)
- San Bernardino International Airport Authority and Partners
- Regional Inter-Governmental Partners and Stakeholders
- Small and Medium-sized businesses
- Non-Profit and Service Organizations
- Hillwood, a Perot Company
- Stater Bros. Markets
- Multiple Fortune 50, 100 and 500 Alliance-California businesses
- Airport and Aerospace Customers
- Educational and Community Organizations
- Workforce Development Organizations
- Public Utilities
- Yuhaaviatam of San Manuel Nation P3
- UAS Customers, OEM's, Suppliers
- International Trade SME's



IVDA – What do we consider results?



- Replacing the economic equivalent of the jobs that were lost due to the closure of Norton Air Force Base
- Ensuring that IVDA support to the San Bernardino International Airport is provided pursuant to our military base reuse obligations
- Increasing Private Investment and Commerce locally and globally within the Base Reuse Project Area
- Consistently delivering quality public planning, infrastructure development, airport, economic development, and environmental programs, projects, and initiatives
- Supporting our global, national, and regional partners and stakeholders
- Driving collaboration, participation, and change for the benefit of the region
- Facilitating regional collaboration, cooperation, and focus to affect community revitalization
- Attracting and retaining businesses while transforming the IVDA Base Reuse Project Area

IVDA – Potential Issues

- Near-term
 - Ever-changing regulatory environment
 - Constrained resources (need new sources and programs... UAS, CRIA...)
 - Aging infrastructure
 - Functionally obsolete facilities
 - Environmental issues
 - UAS, OEM, and workforce availability
 - GRID Resiliency
- Long-term
 - Need to leverage Federal and State funding opportunities by working collaboratively and regionally with JPA members and stakeholders
 - Programs must be self-funding and sustainable promoting and advancing regional attributes, goals, and objectives



A regional joint powers authority dedicated to the effective reuse of the former Norton Air Force Base for the economic benefit of the East Valley.

IVDA is....

A regional joint powers authority (a public agency established under Federal and California law).

IVDA is Governed by...

Its Board of Directors - comprised of appointed public officials from its local member entities.

IVDA's Members are...

The County of San Bernardino, and Cities of Colton, Loma Linda, and San Bernardino.

With the Sole & Specific Purposes to Achieve:

Comprehensive Military Base Reuse & Development of a Safe and Sustainable Public Airport

Community & Economic Revitalization: In furtherance of its unique Federal Base Reuse Obligations and Regional Support



IVDA Base Reuse JPA in 2026

Successor Agency to
the
Inland Valley
Development Agency

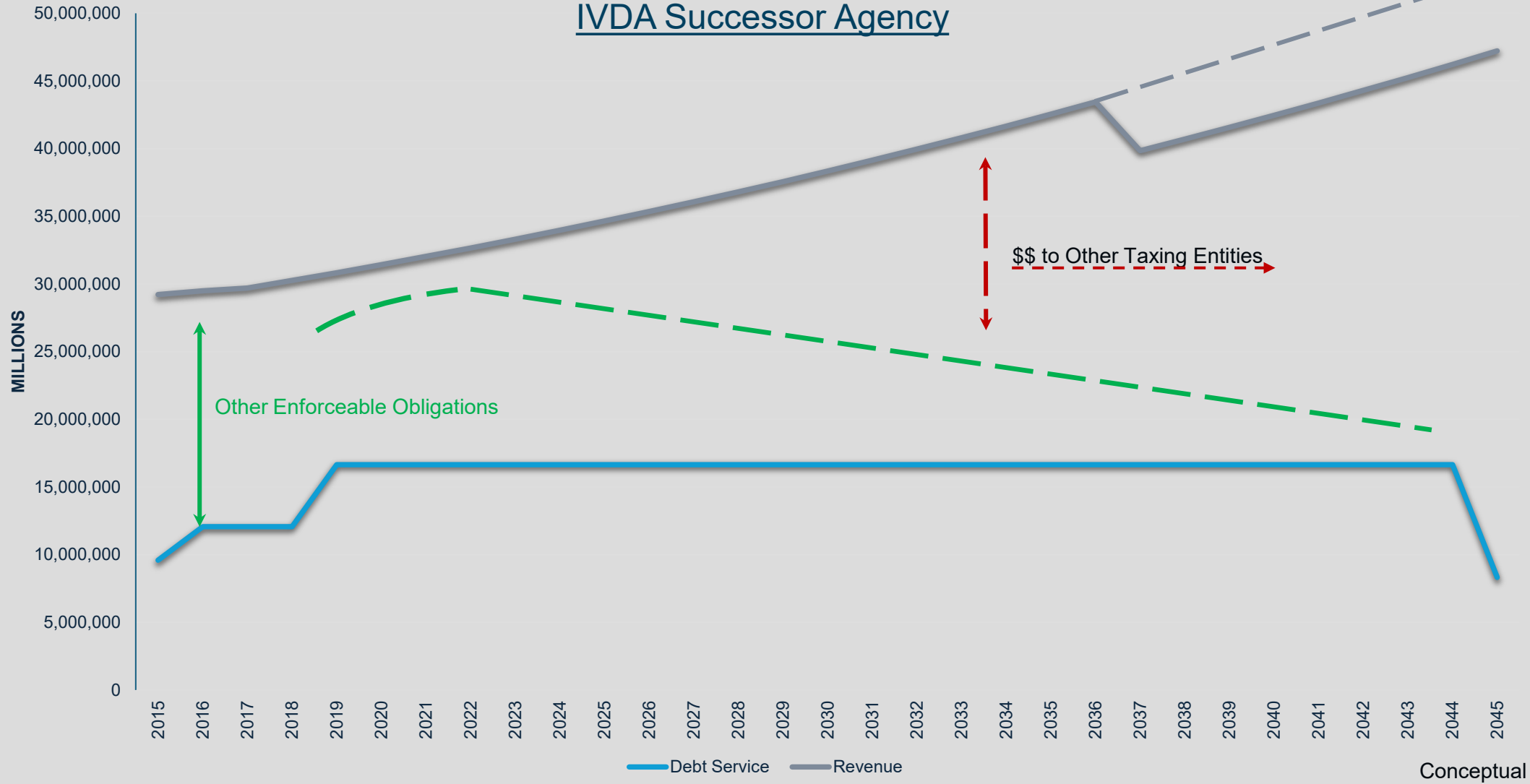
Successor Agency



Base Reuse Joint
Powers Authority
(JPA)

Estimated RPTTF Revenue over Debt Service on IVDA 2014 Tax Allocation Refunding Bonds 2015-2045

IVDA Successor Agency

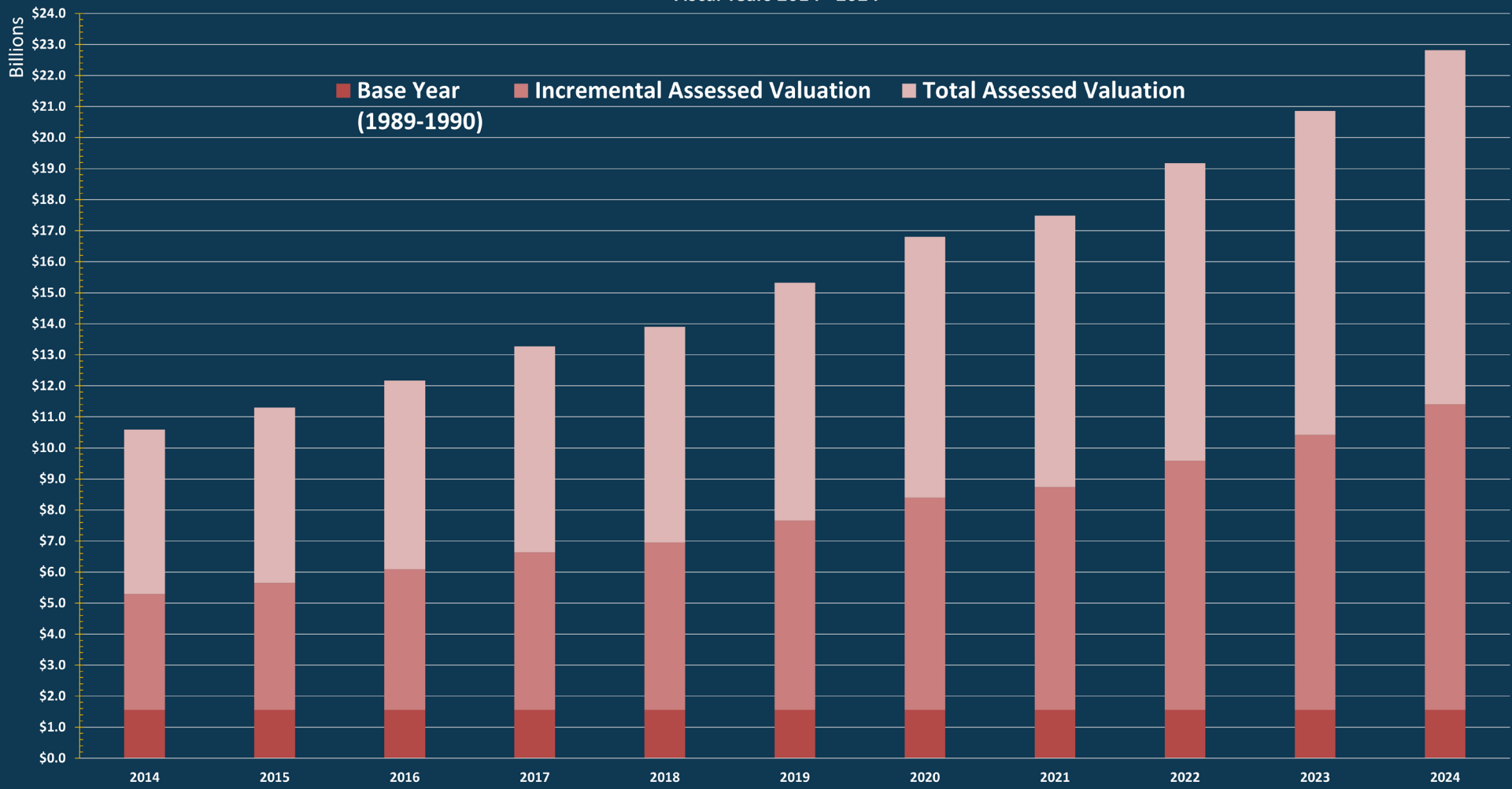


Conceptual

Inland Valley Development Agency Plan Area

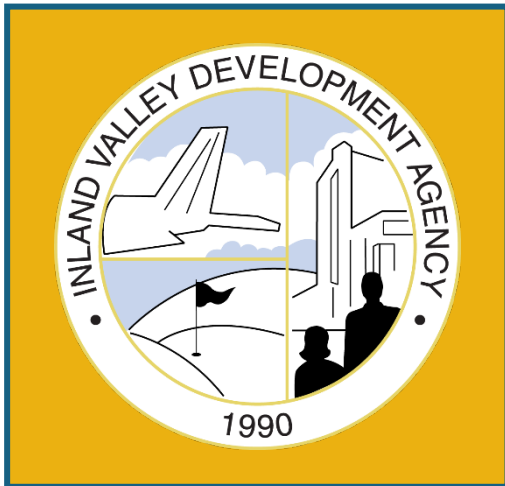
Assessed Value Growth

Fiscal Years 2014 - 2024



IVDA Base Reuse JPA in 2026

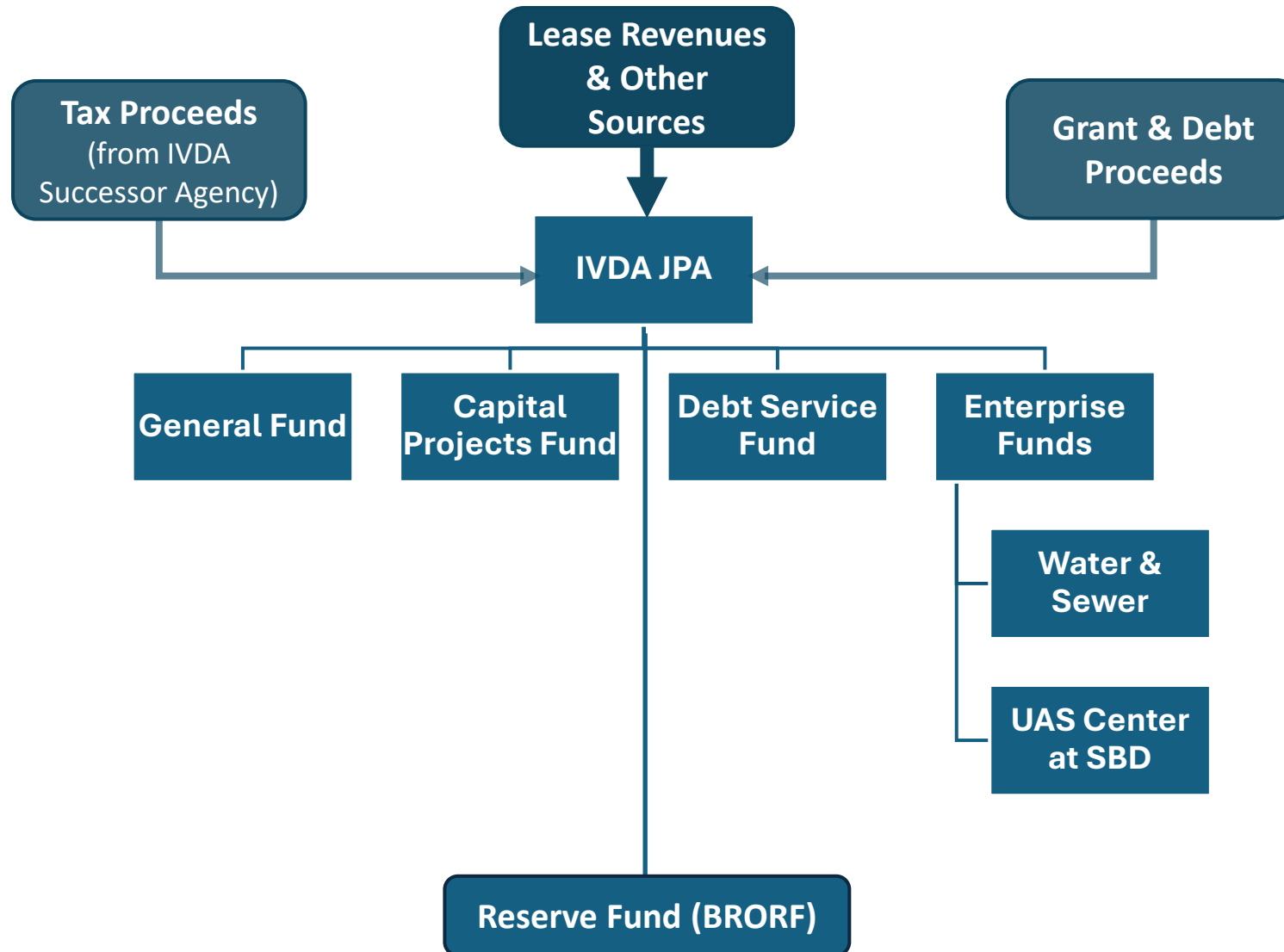
Per State statute and settlement, a separate and distinct legal entity from SA
Sources of Funds:



JPA Agency

- 1) JPA Revenues – Pursuant to Federal LRA Requirements (Public Law 100-526)
- 2) Lease Revenues – Pursuant to Federal Property Transfers
- 3) Disposition & Development Agreement (DDA) Participation Payments
- 4) Grant Funds – Predominantly U.S. Department of Commerce; U.S. DOT
- 5) Operating Fees – Licenses, Permits, Sewer Fees
- 6) UAS Center at SBD Operations – Operations, Partnerships, Alliances, Permits
- 7) Norton Test Range (UAS and AAM) – Tomorrow's Aerospace

IVDA Base Reuse JPA Budget Structure (Sources)



A regional joint powers authority dedicated to the effective reuse of the former Norton Air Force Base for the economic benefit of the East Valley.

IVDA is (2026 – 2031)...



**ECONOMIC
DEVELOPMENT**

Financial & Operational Support for
Airport
Revitalization



INFRASTRUCTURE

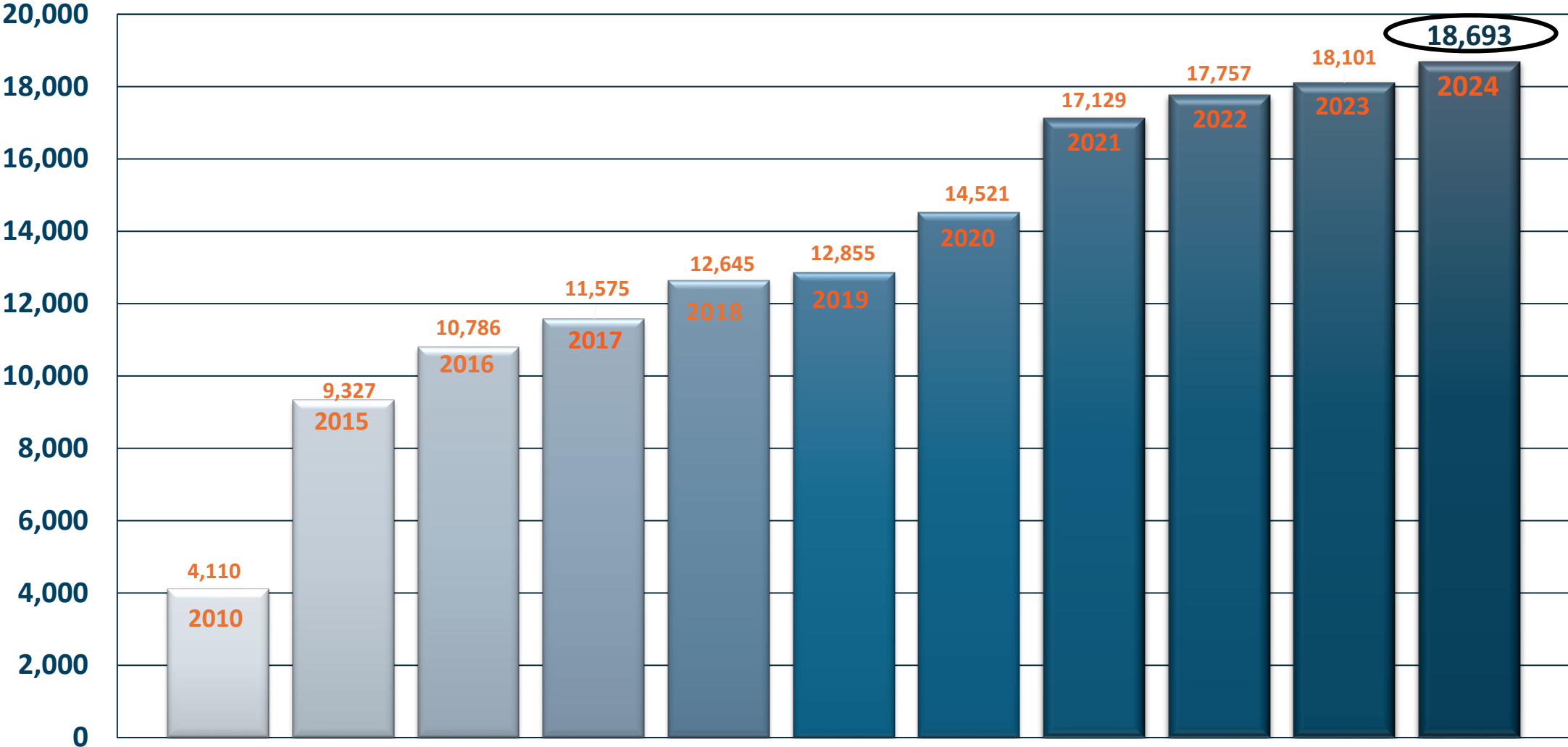
Regional Infrastructure Planning &
Projects
Replace the Jobs Lost in the Base
Reuse Project Area; Increase
Opportunities



Norton AFB – Alliance California 2026



New Employment – Direct Jobs



IMPLAN Analysis 2024

As of 2024, the IVDA project base reuse area has reached a milestone of creating and retaining 18,693 direct jobs. The "IMPLAN - 2024 IVDA Analysis" chart showcases the economic impact of the IVDA project area.

Impact	^	Employment	Labor Income	Value Added	Output
1 - Direct		18,693.00	\$768,423,999.66	\$2,209,641,595.05	\$3,701,554,712.64
2 - Indirect		5,878.22	\$320,225,903.77	\$472,167,349.09	\$889,263,604.18
3 - Induced		2,751.48	\$142,308,620.85	\$284,819,713.49	\$455,465,358.07
Totals		27,322.70	\$1,230,958,524.28	\$2,966,628,657.62	\$5,046,283,674.89

	Display Code	Display Description	Industry Total Output	Impact Output	Percentage of Total Industry Output
1	413	Retail - Nonstore retailers	\$3,311,431,251.62	\$2,445,925,538.82	73.86%
2	414	Air transportation	\$510,295,383.74	\$336,267,914.37	65.90%
3	470	Office administrative services	\$560,659,450.91	\$62,126,353.82	11.08%
4	422	Warehousing and storage	\$8,990,741,959.97	\$856,606,452.62	9.53%
5	462	Management consulting services	\$952,064,232.82	\$82,805,266.98	8.70%
6	465	Advertising, public relations, and related services	\$293,090,785.84	\$18,008,639.34	6.14%
7	420	Scenic and sightseeing transportation and support activities for transportation	\$1,144,406,181.85	\$60,850,782.18	5.32%
8	423	Newspaper publishers	\$19,386,649.71	\$840,182.72	4.33%
9	431	Radio and television broadcasting	\$286,891,372.77	\$11,886,242.28	4.14%
10	526	Postal service	\$270,198,341.84	\$11,042,367.36	4.09%

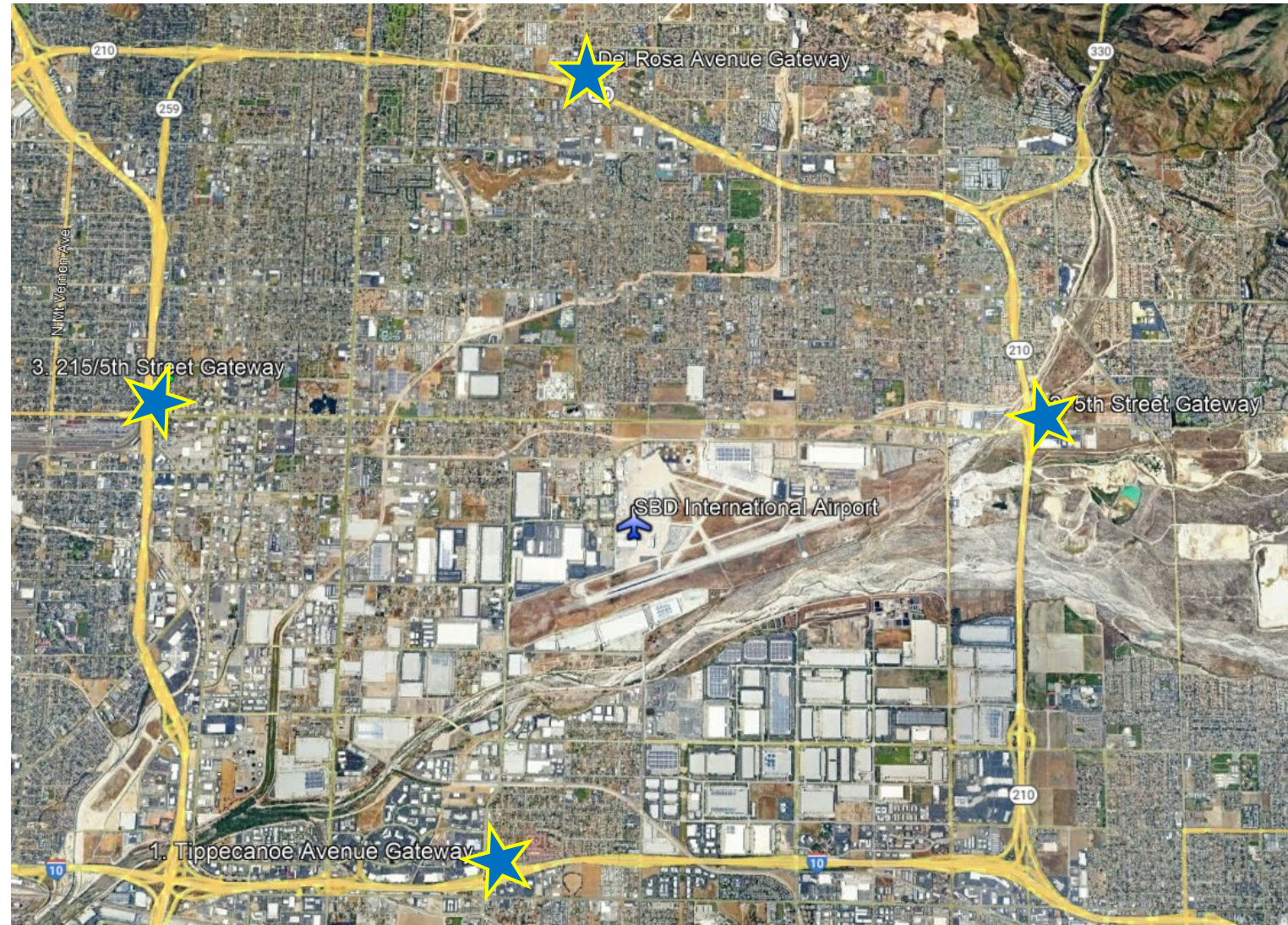
Top 10 Job Industries



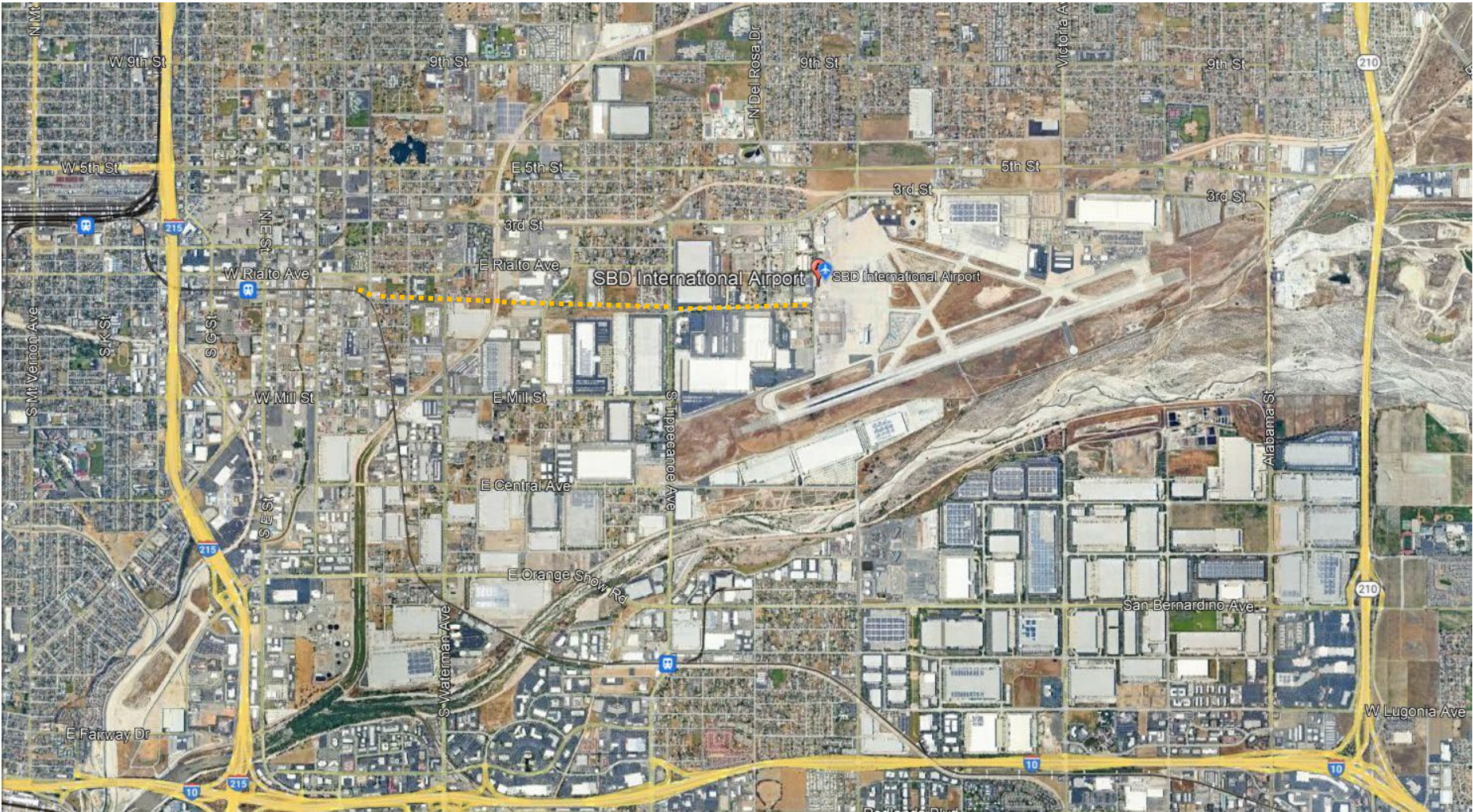
GATEWAYS



- 1. Tippecanoe Avenue Gateway**
Primary Route
- 2. SR-210/5th Street Gateway**
Primary Route
- 3. 215/5th Street Gateway**
Primary Route
- 4. 210 Fwy./Del Rosa Ave. Gateway**
Secondary Route



Potential Commuter Rail Concept



..... Commuter Rail Concept



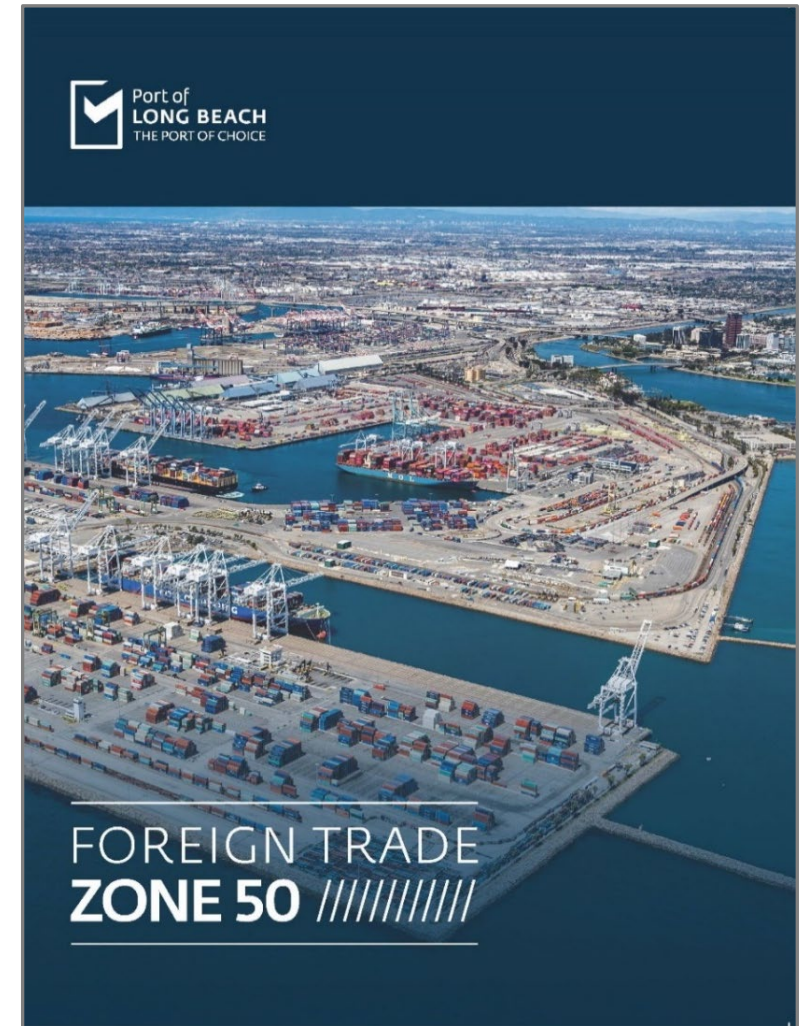
Foreign Trade Zone (FTZ)



Strategic Advantages of FTZ Participation:

- Duty Deferral and Elimination- Businesses can defer U.S. Customs duties and federal excise taxes until goods leave the FTZ for U.S. consumption.
- Streamlined Customs Procedures – FTZ participants can consolidate multiple shipments into a single weekly entry, reducing paperwork and customs brokerage fees. This streamlined process enhances operational efficiency and compliance.
- Enhanced Supply Chain Flexibility- Businesses can store goods indefinitely within the FTZ, allowing for better inventory management and the ability to respond swiftly to market demands.

These are some of the benefits that collectively support cost reduction, operational efficiency, and competitive advantage for business involved in international trade through the Foreign Trade Zone 50.



Advancing UAS Industry in our Region and beyond

- Norton Test Range opened February 2025 in cooperation with FAA and Alaska Center for UAS Integration
- Sunrise Ranch – partnership with SB Valley Municipal Water District
- Drone company signs lease agreement at SBD – February 2025
- Nationwide impact – planning grant with the Commonwealth Center for Advanced Logistics Systems in Virginia
 - APPROVED: development of a similar UAS Center at SBD but focused on the energy sector in challenged parts of their state



Creating Safer Communities

- Developing written drone policy for Sheriff's Dept – Search and Rescue for largest county in Washington State
- Training SB County Sheriff's Department Commander of Search & Rescue on specialized drone tactics for SAR
- Consulting Riverside Sheriff's Department team on drone tactics, training and integration
- Delivering customized training to federal government employees (Depts of Agriculture and Interior)



Developing Our Workforce

- Continued success with SBCSS ROP Program – comprehensive drone training to support upskilling and reskilling. Booked through July
- Research Associate Program now in two leading universities (Embry-Riddle, Cal Poly SLO)
- Expansion of drone pilot training and career opportunity programs for high school students (Tomorrow's Talent, Jobs for CA Graduates, micro-Internships for various high schools)
- Train the Trainer – enabling a STEM nonprofit to start and scale drone pilot training in LA County



Norton Test Range



The Alaska Center for Unmanned Aircraft Systems Integration (ACUASI) is a research center at the University of Alaska Fairbanks that focuses on unmanned aircraft systems (UAS). Its mission is to maintain a world-class research center for UAS, with a special emphasis on the Arctic and sub-Arctic regions.

ACUASI is 1 of 7 approved FAA test sites and has had this designation since 2013. The Norton Test Range certification was approved in December of 2024.

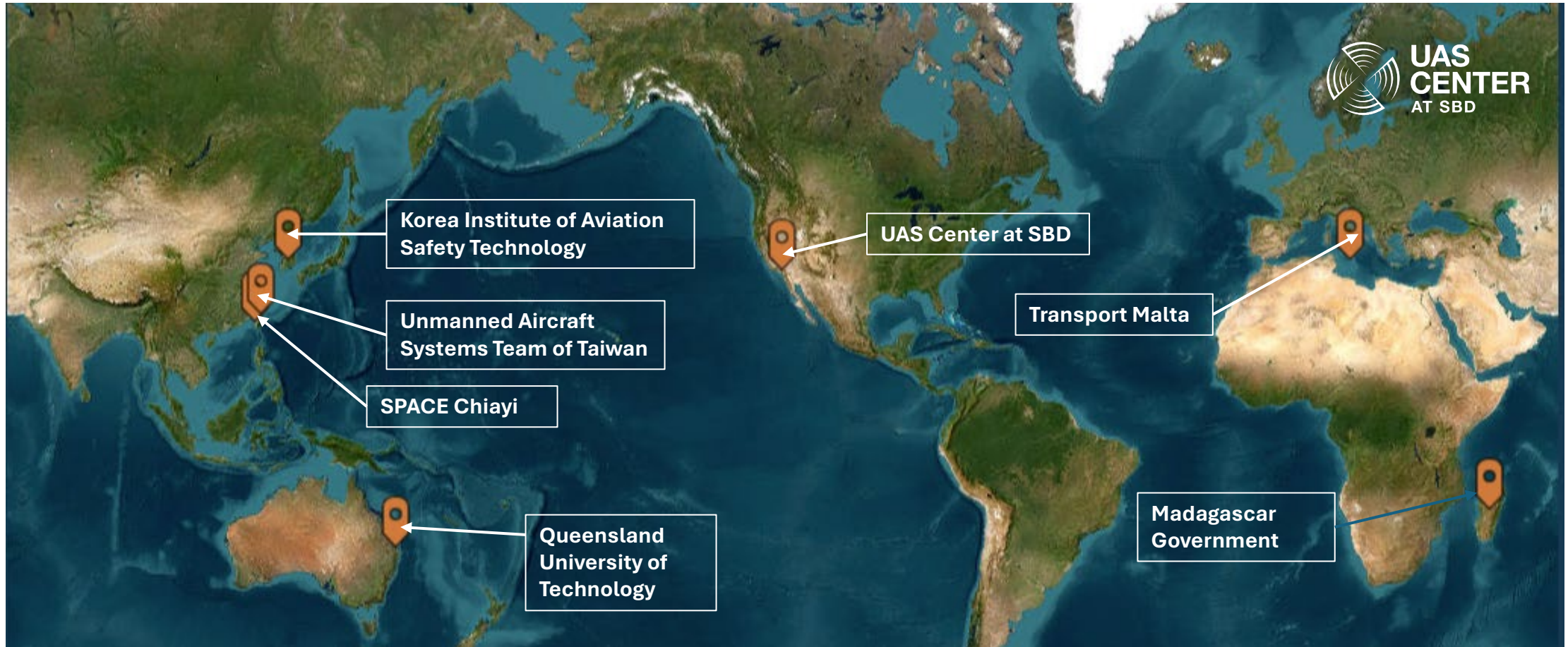
The 11-mile corridor facilitates development and type certification for original equipment manufacturers and established aerospace companies.

The main objective of the Norton Test Range is to provide verification of the safety of public and civil UAS and Advanced Air Mobility operations, and related navigation procedures before their integration into the NAS. Other program requirements include supporting the FAA during the development of certification standards, air traffic requirements, coordinating research and other work with National Aeronautics and Space Administration (NASA), FAA NextGen, the Department of Defense, and other Federal agencies.

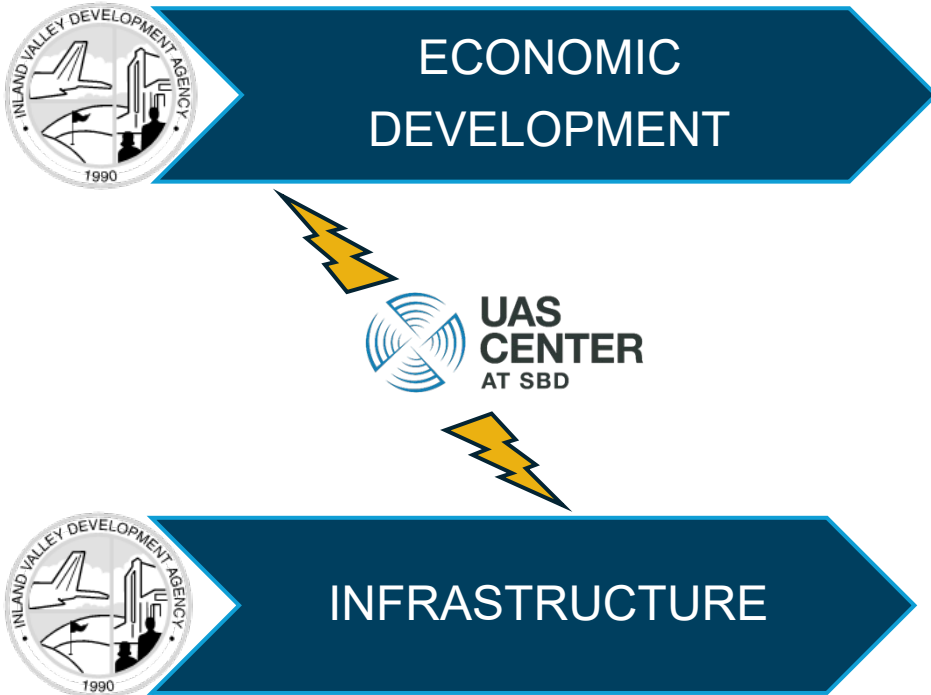
**2025: 11-mile next-gen aerospace point-point flight corridor;
The only one in Southern California.**



UAS Center at SBD – International Reach



Operational Business Units: Alignment (2026 - 2031)



Focal Areas:

- 1) Enhanced Air Passenger Service
- 2) Technology/AI
- 3) UAS Center at SBD

Focal Areas:

- 1) Financial Resources - Diversification
- 2) Grants & P3 opportunities
- 3) CRIA

Operational Business Units: Alignment (2026 - 2031)



ECONOMIC DEVELOPMENT

	Planning Projects	Est. Completion	Cost
1	Utility/Water/Sewer Analysis	2026/27	\$75,000
2	UAS Center at SBD (CA)	2026/28	\$200,000
3	UAS Center at SB (VA)	2026/27	\$500,000
4	CRIA (RSG) Feasibility Update	2026/28	\$100,000
5	Airport Gateway Program (Design/Permitting)	2026/27	\$500,000
6	Upgrade Development Fee Incentive Zones (Traffic, Storm Drain, Sewer)	2026/31	\$75,000
7	Grant Funding Programs/Initiatives	Annual	\$20,000
8	Legislative Program for Strategic Initiatives	Annual	\$100,000
9	Update Media and Web Site (ADA Compliance)	2026/27	\$100,000
10	Microgrid Analysis	2026/28	\$50,000
11	Site Location Assistance/GIS/Esri Interfaces	2026/31	\$250,000
12	Comprehensive Economic Development Strategy (CEDS)	Annual	\$300,000

Operational Business Units: Alignment (2026 - 2031)



ECONOMIC DEVELOPMENT

Development Projects		Est. Completion	Cost
1	Ensure Financial Viability of the Airport	Annual	See Below
2	Ensure Financial Viability of IVDA	Annual	See Below
3	Airport Operating Funds	Annual	\$1,750,000
4	Airline Joint Service Development Agreements	Annual	\$3,000,000
5	Identify and Secure New Capital Funding Sources (Design/Survey)	Annual	\$150,000
6	Pursue successful reuse of former Norton AFB (CRIA)	2026/31	\$200,000
7	Alliance California/DDA Support	Annual	\$150,000
8	Economic Development Gateways in IVDA Base Reuse Project Area	Annual	\$5,000,000
9	Implement Cooperative Agreements with Stakeholder Communities	Annual	\$50,000
10	Property Dispositions (SA)	2026/28	\$25,000
11	Property Acquisitions – Misc	2026/31	\$1,000,000
12	Mini-Microgrid Implementation	2026/31	\$2,500,000
13	3rd and 5th Street Project - Phase I Implementation	2026/31	\$5,000,000
14	Deploy Grant Program for Economic Development	Annual	\$50,000
15	Support for JPA Member Agency General Plan Updates	2026/30	\$75,000
16	Provide funding for Educational Facilities in Project Area (IVDA SA)	Annual	\$50,000
17	Develop a Communications Program to Advertise, Educate, and Inform	Annual	\$50,000
18	Update Internal Media and Communications	Annual	\$100,000
19	Update External Media and Communications	Annual	\$150,000
20	Upgrade GIS Programs/ UAS/COB/Properties/RM	Annual	\$75,000
21	Update Web Sites (IVDA/UAS/ADA)	2026/31	\$125,000
22	3rd and 5th Street Project - Phase II Implementation (Victoria to Del Rosa)	2028/31	\$250,000
23	Expand Economic Development Zone Benefits	2027/31	\$100,000
24	Expand FTZ Benefits/Boundaries/Marketing	2027/31	\$250,000
25	Update Economic Development Gateway Program	2027/31	\$2,500,000
26	Implement Economic Development Zone Program - Phase I	2027/31	\$5,000,000
27	Public Benefit Conveyances (Parcel G-1)	2026/31	\$150,000
28	Green Energy Element (IVDA & Alliance CA)	2026/31	\$500,000
29	Energy Efficiency Improvements (LEED Retrofits)	2027/31	\$5,000,000
30	Commuter Rail Connector (Arrow)	2027/31	\$20,000,000
31	Final USAF Property Transfers	2027/31	\$175,000

Operational Business Units: Alignment (2026 - 2031)



INFRASTRUCTURE

	Planning Projects	Est. Completion	Cost
1	Commuter Rail Project (Airport Access)	2026/31	\$150,000
2	Base Utility System Improvements	2026/31	\$500,000
3	Mt. View Avenue I/C PA/ED Phase	2027/31	\$250,000
4	Victoria Avenue Interchange PA/ED Phase	2027/31	\$250,000
5	Green Energy Element Assessment and Integration	Annual	\$75,000
6	Airport Gateway CIP Projects (MX)	2027/31	\$75,000

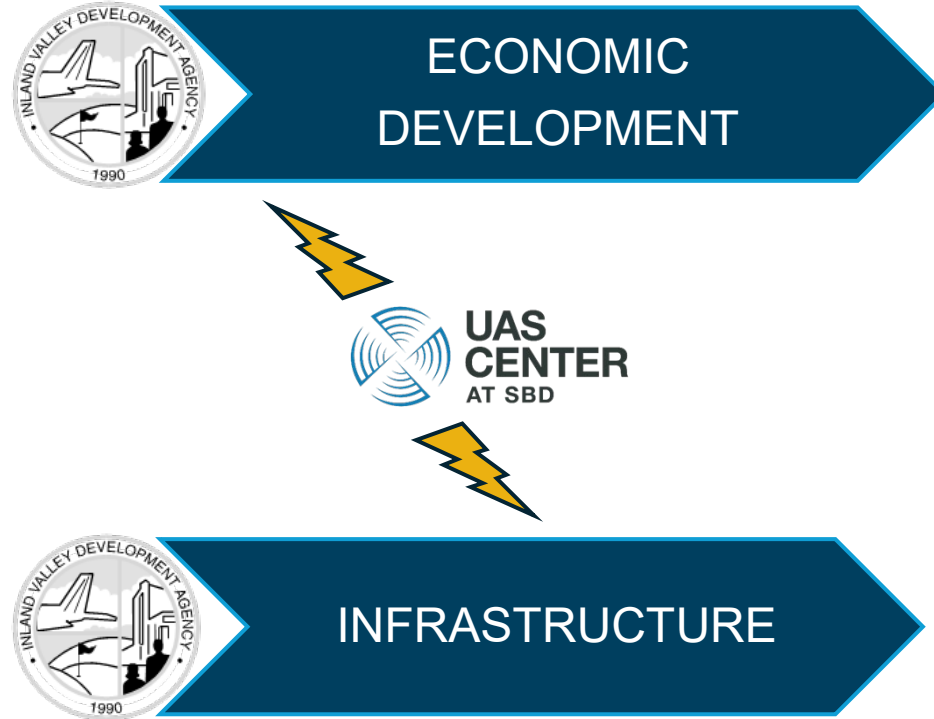
Operational Business Units: Alignment (2026 - 2031)



INFRASTRUCTURE

Construction Projects		Est. Completion	Cost
1	Flood Mitigation Storm Drain Project – Channels	2026/31	\$1,500,000
2	B. 48 Photovoltaic Transfer & Replacement	2026/31	\$1,200,000
3	B.58 Building Rehabilitation	2027/31	\$ 500,000
4	B. 58 Parking Lot	2027/31	\$200,000
5	SBD Corporate Center - Building 1 (TI)	2026/28	\$3,500,000
6	Northgate Project	2026/28	\$75,000
7	3rd Street Corridor (Caltrans)	2026/28	\$3,200,000
8	Airport Gateway Program (Roads, Lights, Medians)	2026/28	\$500,000
9	Airport - South Drainage Channel Project	2026/28	\$500,000
10	Norton Test Range Phase II (Sitework)	2026/27	\$1,500,000
11	Norton Test Range Phase III (Development)	2027/28	\$3,500,000
12	Norton Test Range Access Road	2027/28	\$250,000
13	Water Tower Improvements (Digital)	2027/28	\$500,000
14	3rd and 5th Street - Phase II (Victoria to Del Rosa)	2026/29	\$6,000,000
15	3rd and 5th Street - Phase III (Victoria to Del Rosa)	2027/29	\$9,000,000
16	3rd and 5th Street - Phase IV (Del Rosa between 3rd & 5th)	2027/30	\$2,500,000
17	Lankershim Ave. Improvements	2027/30	\$1,100,000
18	Sterling Avenue - Box Culvert/Crossing Upgrade	2026/30	\$3,000,000
19	City Creek By-pass Reconstruction	2028/30	\$20,000,000
20	Central Avenue Corridor - Master Sewer Project	2028/30	\$9,000,000
21	Building No. 48 - Tenant Improvements	2026/28	\$150,000
22	Norton Test Range System Upgrade (UAS)	2026/30	\$400,000
23	Building No. 58 - Façade Upgrade	2027/30	\$500,000
24	Member Entity CIP Projects (Matching Funds)	2027/30	\$2,500,000
25	The Landing Phase II	2026/30	\$300,000
26	IVDA Off-Base Sewer System	2026/30	\$100,000
27	3rd and 5th Street Project (Del Rosa to 5th)	2028/29	\$6,000,000
28	Development Fee Incentive Program	2027/30	\$2,000,000

Appendices (2026 - 2031)





Inland Valley Development Agency
Proposed Projects for 2026-31

#	Project	Est. Cost	2026				2027				2028				2029				2030			
			1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR
Planning Projects																						
1	Utility/Water/Sewer Analysis	\$ 75,000																				
2	UAS Center at SBD (CA)	\$ 200,000																				
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7	Grant Funding Programs/Initiatives	\$ 20,000																				
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10	Microgrid Analysis	\$ 50,000																				
11	Site Location Assistance/GIS/Esri Interfaces	\$ 250,000																				
12	Comprehensive Economic Development Strategy (CEDS)	\$ 300,000																				
Planning Projects - Total		\$ 2,270,000																				
Development Projects - 5 Year																						
12	Ensure Financial Viability of the Airport	See Below																				
13	Ensure Financial Viability of IVDA	See Below																				
14	Airport Operating Funds	\$ 1,750,000																				
15	Airline Joint Service Development Agreements	\$ 3,000,000																				
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27	Provide funding for Educational Facilities in Project Area (IVDA SA)	\$ 50,000																				
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39	Green Energy Element (IVDA & Alliance CA)	\$ 500,000																				
40	Energy Efficiency Improvements (LEED Retrofits)	\$ 5,000,000																				
41	Commuter Rail Connector (Arrow)	\$ 20,000,000																				
42	Final USAF Property Transfers	\$ 175,000																				
Development Projects - 5 Year Total		\$ 53,425,000																				
5 Year Planning and Development Projects - Total		\$ 55,695,000																				
Development Projects - 10 Year																						
43	Update Economic Development Gateway Program	\$ 250,000																				
44	Implement Economic Development Zone Program - Phases II - III	\$ 10,000,000																				
45	Update Permitting Program	\$ 150,000																				
46	Update Communications Plan	\$ 125,000																				
47	Update Airport Access Improvement Program	\$ 500,000																				
48	Implement Green Energy Element Initiatives	\$ 5,000,000																				
49	Complete USAF Environmental Permitting Process	\$ 100,000																				
Development Projects - 10 Year Total		\$ 16,125,000																				
Planning and Development Projects - Total		\$ 71,820,000																				
Evaluation/Assessment - Plan Life																						

- Eligible for Federal/State/Local grant funding (USDOC, EDA, DOT, FHWA, EPA)
- Local Funds
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Inland Valley Development Agency
Proposed Projects for 2026-31

#	Project	Est. Cost	2026				2027				2028				2029				2030			
			1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR
Planning Projects																						
1	Commuter Rail Project (Airport Access)	\$ 150,000																				
2	Base Utility System Improvements	\$ 500,000																				
3	Mt. View Avenue I/C PA/ED Phase	\$ 250,000																				
4	Victoria Avenue Interchange PA/ED Phase	\$ 250,000																				
5	Green Energy Element Assessment and Integration	\$ 75,000																				
6	Airport Gateway CIP Projects (MX)	\$ 75,000																				
Planning Projects - Total		\$ 1,300,000																				
Construction Projects - 5 Year																						
7	Flood Mitigation Storm Drain Project - Channels	\$ 1,500,000																				
8	B. 48 Photovoltaic Transfer & Replacement	\$ 1,200,000																				
9	B.58 Building Rehabilitation	\$ 500,000																				
10	B. 58 Parking Lot	\$ 200,000																				
11	SBD Corporate Center - Building 1 (TI)	\$ 3,500,000																				
12	Northgate Project	\$ 75,000																				
13	3rd Street Corridor (Caltrans)	\$ 3,200,000																				
14	Airport Gateway Program (Roads, Lights, Medians)	\$ 500,000																				
15	Airport - South Drainage Channel Project	\$ 500,000																				
16	Norton Test Range Phase II (Sitework)	\$ 1,500,000																				
17	Norton Test Range Phase III (Development)	\$ 3,500,000																				
18	Norton Test Range Access Road	\$ 250,000																				
19	Water Tower Improvements (Digital)	\$ 500,000																				
20	3rd and 5th Street - Phase II (Victoria to Del Rosa)	\$ 6,000,000																				
21	3rd and 5th Street - Phase III (Victoria to Del Rosa)	\$ 9,000,000																				
22	3rd and 5th Street - Phase IV (Del Rosa between 3rd & 5th)	\$ 2,500,000																				
23	Lankershim Ave. Improvements	\$ 1,100,000																				
24	Sterling Avenue - Box Culvert/Crossing Upgrade	\$ 3,000,000																				
25	City Creek By-pass Reconstruction	\$ 20,000,000																				
26	Central Avenue Corridor - Master Sewer Project	\$ 9,000,000																				
27	Building No. 48 - Tenant Improvements	\$ 150,000																				
28	Norton Test Range System Upgrade (UAS)	\$ 400,000																				
29	Building No. 58 - Façade Upgrade	\$ 500,000																				
30	Member Entity CIP Projects (Matching Funds)	\$ 2,500,000																				
31	The Landing Phase II	\$ 300,000																				
32	IVDA Off-Base Sewer System	\$ 100,000																				
33	3rd and 5th Street Project (Del Rosa to 5th)	\$ 6,000,000																				
34	Development Fee Incentive Program	\$ 2,000,000																				
Construction Projects - 5 Year Total		\$ 79,475,000																				
5 Year Planning and Construction Projects - Total		\$ 80,775,000																				
Construction Projects - 10 Year																						
36	Commuter Rail Project (Airport Access)	\$ 1,250,000																				
37	3rd and 5th Street West Improvements - Tippecanoe to Waterman	\$ 8,000,000																				
38	3rd Street Improvements - Waterman East (incl connect to 2nd Street)	\$ 3,000,000																				
39	5th Street Improvements - Waterman to I-215	\$ 8,000,000																				
40	Tippecanoe Avenue (Santa Ana River to I-10)	\$ 4,000,000																				
41	Del Rosa Ave. (3rd Street to SR-210)	\$ 20,000,000																				
42	Central Avenue (Lena Road to Waterman Ave.)	\$ 200,000																				
43	Baseline Avenue - I-210 to I-215	\$ 15,000,000																				
44	Victoria Avenue - Phase II	\$ 7,000,000																				
45	Victoria Avenue - Phase III	\$ 9,000,000																				
46	Sterling Avenue Corridor - Sewer/Storm Drain Improvements	\$ 3,000,000																				
47	Mt. View - Alabama Extension	\$ 12,000,000																				
48	SBD Corporate Center - Parking Structure	\$ 1,250,000																				
49	Central Avenue Corridor - Master Storm Drain Project (Phase II)	\$ 10,000,000																				
Construction Projects - 10 Year Total		\$ 101,700,000																				
Planning and Construction Projects - Total		\$ 182,475,000																				
Evaluation/Assessment - Plan Life																						

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