

INLAND VALLEY DEVELOPMENT AGENCY

REGULAR MEETING AGENDA

WEDNESDAY, OCTOBER 14, 2026

5:00 PM

MAIN AUDITORIUM – Norton Regional Event Center, 1601 East Third Street, San Bernardino, CA



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

Phillip Dupper, Chairperson

Councilmember, City of Loma Linda

Frank J. Navarro, Vice-Chairperson

Mayor, City of Colton

Joe Baca, Jr., Secretary

Supervisor, County of San Bernardino

BOARD MEMBERS:

Jesse Armendarez

Supervisor, County of San Bernardino

David Toro

Mayor Pro Tem, City of Colton

Rhodes Rigsby

Councilmember, City of Loma Linda

Juan Figueroa

Councilmember, City of San Bernardino

Fred Shorett

Councilmember, City of San Bernardino

Sandra Ibarra

Councilmember, City of San Bernardino

ALTERNATE BOARD MEMBERS:

Dawn Rowe

Supervisor, County of San Bernardino

Mario Flores

Councilmember, City of San Bernardino

Amy Jones

Mayor, City of Loma Linda

Vacant

City of Colton

- Full agenda packets are available at the IVDA office, 1601 East Third Street, San Bernardino, California, and will be provided at the meeting, and are posted in the Agenda section of our website at www.ivdajpa.org. Office hours are 8:00 a.m. to 5:00 p.m., Monday through Friday.
- Recordings of the IVDA Board meetings are available in the Agenda section of our website at www.ivdajpa.org.
- In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the IVDA office at (909) 382-4100. Notification 48 hours prior to the meeting will enable IVDA staff to make reasonable arrangements to ensure accessibility to this meeting.
- Anyone who wishes to speak during public comment or on a particular item will be requested to fill out a speaker slip. Speaker slips should be turned in to the Clerk of the Board prior to the start of Public Comment.
- Public comments for both agenda and non-agenda items will be limited to three minutes.
- The three-minute limitation shall apply to each member of the public and cannot be shared. An additional three minutes will be allotted to those who require translation services.
- Live Spanish interpretation is available on a by-request basis. If you require Spanish interpretation, please submit a request to the Clerk of the Board's Office by 12:00 p.m. on the Friday before the meeting to allow IVDA staff to coordinate and arrange for certified interpreters to attend the meeting.

ORDER OF BUSINESS - CLOSED SESSION

This meeting of the governing Board of the Inland Valley Development Agency will begin with Closed Session Public Comment and Closed Session, immediately followed by the Open Session portion of the meeting.

A. CALL TO ORDER / ROLL CALL

B. CLOSED SESSION PUBLIC COMMENT

Anyone who wishes to speak during Closed Session Public Comment is requested to fill out a speaker slip and submit it to the Clerk of the Board prior to the start of Closed Session Public Comment. Public comments are limited to three minutes per speaker and must be limited strictly to matters appearing on the Closed Session portion of the agenda. The three-minute limitation shall apply to each member of the public and cannot be shared with other members of the public. An additional three minutes will be allotted to those who require translation services.

C. CLOSED SESSION

An announcement is typically made prior to closed session discussions as to the potential for reportable action at the conclusion of closed session.

- a. Conference with Real Property Negotiator Pursuant to Government Code Section 54956.8
Property: 194 N. Leland Norton Way, San Bernardino, CA 92408
Negotiating Parties: Michael Burrows, IVDA Chief Executive Officer and Virginia Martinez, President, Technical Employment Training
Under Negotiations: Instructions will be given to the IVDA negotiator concerning availability of property, terms and price
- b. Conference with Real Property Negotiator Pursuant to Government Code Section 54956.8
Properties: APNs 0279-053-20-0000, 0279-063-01-0000, 0279-063-23-0000, 0279-063-24-0000, 0279-122-09-0000, 0279-122-11-0000, 0279-122-10-0000, and 0279-122-25-0000
Negotiating Parties: Michael Burrows, IVDA Chief Executive Officer and Terry Thompson, Director Real Estate Services Department, County of San Bernardino
Under Negotiations: Instructions will be given to the IVDA negotiator concerning availability of property, terms and price
- c. Conference with Legal Counsel pursuant to Gov. Code 54956.9(d) – significant exposure to litigation: one case

D. REPORT ON CLOSED SESSION

Public announcement(s) will be made following closed session if there are any reportable actions taken during closed session.

ORDER OF BUSINESS – OPEN SESSION

- **CALL TO ORDER OPEN SESSION**
- **PLEDGE OF ALLEGIANCE**

E. ITEMS TO BE ADDED OR DELETED

Pursuant to Government Code Section 54954.2, items may be added on which there is a need to take immediate action, and the need for action came to the attention of the Inland Valley Development Agency subsequent to the posting of the agenda.

F. CONFLICT OF INTEREST DISCLOSURE

1. POSSIBLE CONFLICT OF INTEREST ISSUES FOR THE INLAND VALLEY DEVELOPMENT AGENCY (IVDA) BOARD MEETING OF OCTOBER 14, 2026
[PRESENTER: Jillian Ubaldo, Clerk of the Board **PAGE#: 005**]

G. INFORMATIONAL ITEMS

The following subject matters and their attachments are submitted to the Board Members for informational purposes only. No formal action or motion is required. Board Members may inquire of staff as to any questions or seek clarifications, but no discussion may ensue other than to place an item on a subsequent agenda for further consideration.

2. Informational Items

- a. CHIEF EXECUTIVE OFFICER REPORT
[PRESENTER: Michael Burrows, Chief Executive Officer **PAGE#: 012**]
- b. REPORT ON NOVEMBER REGULAR MEETING DATE
[PRESENTER: Jillian Ubaldo, Clerk of the Board **PAGE#: 013**]
- c. REPORT ON SAN BERNARDINO COUNTY TRANSPORTATION AUTHORITY (SBCTA) COOPERATIVE AGREEMENT
[PRESENTER: Michael Burrows, Chief Executive Officer **PAGE#: 015**]
- d. REPORT ON CRUISING AT ALTITUDE 2026
[PRESENTER: Michael Burrows, Chief Executive Officer **PAGE#: 016**]

H. OPEN SESSION PUBLIC COMMENT

Anyone who wishes to speak during Open Session Public Comment is requested to fill out a speaker slip and submit it to the Clerk of the Board prior to the start of Public Comment. Public comments are limited to three minutes per speaker for both agenda and non-agenda items. The three-minute limitation shall apply to each member of the public and cannot be shared with other members of the public. An additional three minutes will be allotted to those who require translation services. Pursuant to the Brown Act, the Commission may not discuss or take action on non-agenda items raised during public comment but may briefly respond to statements or direct items to staff for future consideration.

October 14, 2026

I. BOARD CONSENT ITEMS

The following consent items are expected to be routine and non-controversial and will be acted upon by the Board at one time unless the Board directs that an item be held for further discussion.

3. RECEIVE REGISTER OF DEMANDS – OCTOBER 14, 2026
[PRESENTER: Mark Cousineau, Director of Finance **PAGE#: 017**]
4. RECEIVE AND FILE CASH REPORT FOR AUGUST 31, 2026 FOR THE INLAND VALLEY DEVELOPMENT AGENCY (IVDA)
[PRESENTER: Mark Cousineau, Director of Finance **PAGE#: 023**]
5. APPROVE MEETING MINUTES: SEPTEMBER 9, 2026
[PRESENTER: Jillian Ubaldo, Clerk of the Board **PAGE#: 026**]

J. BOARD ACTION ITEMS

6. CONSIDER AND DISCUSS A REPORT ON THE INLAND EMPIRE REAL ESTATE MARKET OUTLOOK
[PRESENTER: Michael Burrows, Chief Executive Officer **PAGE#: 032**]
7. CONSIDER AND DISCUSS A REPORT ON ECONOMIC DEVELOPMENT INITIATIVES
[PRESENTER: Myriam Beltran, Planning and Programs Manager **PAGE#: 034**]
8. CONSIDER AND DISCUSS A REPORT ON THE FEASIBILITY OF THE CREATION OF A COMMUNITY REVITALIZATION AND INVESTMENT AUTHORITY (CRIA)
[PRESENTER: Michael Burrows, Chief Executive Officer **PAGE#: 049**]
9. REVIEW STATUS OF THE ACTION PLAN FOR THE INLAND VALLEY DEVELOPMENT AGENCY (IVDA) THROUGH DECEMBER 31, 2026
[PRESENTER: Michael Burrows, Chief Executive Officer **PAGE#: 102**]

K. ADDED AND DEFERRED ITEMS

Deferred Items and Items which have been added pursuant to Government Code Section 54954.2 as noted above in Section E.

L. BOARD MEMBER COMMENT

Board members may make announcements or give brief reports on activities or matters not appearing on the agenda, as well as provide direction to staff relating to matters which may be addressed at this time.

M. ADJOURNMENT

Unless otherwise noted, this meeting will be adjourned to the next regularly scheduled meeting of the Inland Valley Development Agency Board, Wednesday, November 11, 2026.

	TO: Inland Valley Development Agency Board DATE: October 14, 2026 ITEM NO: 1 PRESENTER: Jillian Ubaldo, Clerk of the Board
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SUBJECT: POSSIBLE CONFLICT OF INTEREST ISSUES FOR THE INLAND VALLEY DEVELOPMENT AGENCY (IVDA) BOARD MEETING OF OCTOBER 14, 2026

SUMMARY

This agenda contains recommendations for action relative to certain contractors/principals and their respective subcontractors. Care should be taken by each Board member to review and consider the information provided herein to ensure they are in compliance with applicable conflict of interest laws.

RECOMMENDED ACTION(S)

Receive for information and consideration in accordance with applicable conflict of interest laws.

FISCAL IMPACT

None.

PREPARED BY:	Yajaira Maldonado
CERTIFIED AS TO AVAILABILITY OF FUNDS:	N/A
APPROVED AS TO FORM AND LEGAL CONTENT:	Michael Lewin
APPROVED BY:	Michael Burrows

BACKGROUND INFORMATION

The potential conflicts information provided in this report is intended to be used as a means for each voting member to verify campaign contributions from their individual campaign records. The following information is considered to be complete only to the best knowledge that has been disclosed to staff by the following listed contractors and in many instances may not be complete as of the date of publication of the agenda. Staff will endeavor to provide updates and supplements to the disclosure information to the extent additional contractor disclosure information becomes known to staff at or prior to each particular meeting time.

In addition to other provisions of law which prohibit Inland Valley Development Agency (IVDA) Board members from having financial interests in the contracts of public agencies, the provisions of California Government Code Section 84308 prohibit individual IVDA Board members from participating in any Board proceeding involving a license, permit, or other entitlement for use pending before the Board, if the individual member has received a contribution of more than two hundred fifty dollars (\$250.00) within the preceding twelve (12) months or for three (3) months following any such Board proceeding, from any person, company or entity who is the subject of the proceeding, including parent-subsidary and certain otherwise related business entities as defined in the California Code of Regulations, Title 2, Division 6, Section 18438.5, or from any person who actively supports or opposes a particular decision in the proceeding and who has a financial interest in such decision, as defined in California Government Code Section 87103.

The restrictions of Government Code Section 84308 do not apply if the individual member returns the contribution within thirty (30) days from the time he or she knows, or should have known, about the contribution and the proceeding. influential drones

This agenda contains recommendations for action relative to the following contractors/principals and their respective subcontractors (as informed to IVDA staff by the Principals):

<u>Agenda Item No.</u>	<u>Contractors/Tenants</u>	<u>Subcontractors/Subtenants</u>
C.a.	<u>Technical Employment Training</u> Virginia Martinez, President	None.
C.b.	<u>County of San Bernardino Real Estate Services</u> <u>Department</u> Terry Thompson, Director Real Estate Services Department	None.

Attachments:

1. California Government Code §§ 84308 and 87103
2. California Code of Regulations, Title 2, Division 6, §18438.5

CALIFORNIA CODES
GOVERNMENT CODE
SECTION 84308

84308. (a) The definitions set forth in this subdivision shall govern the interpretation of this section.

(1) "Party" means any person who files an application for, or is the subject of, a proceeding involving a license, permit, or other entitlement for use.

(2) "Participant" means any person who is not a party but who actively supports or opposes a particular decision in a proceeding involving a license, permit, or other entitlement for use and who has a financial interest in the decision, as described in Article 1 (commencing with Section 87100) of Chapter 7. A person actively supports or opposes a particular decision in a proceeding if he or she lobbies in person the officers or employees of the agency, testifies in person before the agency, or otherwise acts to influence officers of the agency.

(3) "Agency" means an agency as defined in Section 82003 except that it does not include the courts or any agency in the judicial branch of **government**, local governmental agencies whose members are directly elected by the voters, the Legislature, the Board of Equalization, or constitutional officers. However, this section applies to any person who is a member of an exempted agency but is acting as a voting member of another agency.

(4) "Officer" means any elected or appointed officer of an agency, any alternate to an elected or appointed officer of an agency, and any candidate for elective office in an agency.

(5) "License, permit, or other entitlement for use" means all business, professional, trade and land use licenses and permits and all other entitlements for use, including all entitlements for land use, all contracts (other than competitively bid, labor, or personal employment contracts), and all franchises.

(6) "Contribution" includes contributions to candidates and committees in federal, state, or local elections.

(b) No officer of an agency shall accept, solicit, or direct a contribution of more than two hundred fifty dollars (\$250) from any party, or his or her agent, or from any participant, or his or her agent, while a proceeding involving a license, permit, or other entitlement for use is pending before the agency and for three months following the date a final decision is rendered in the proceeding if the officer knows or has reason to know that the participant has a financial interest, as that term is used in Article 1 (commencing with Section 87100) of Chapter 7. This prohibition shall apply regardless of whether the officer accepts, solicits, or directs the contribution for himself or herself, or on behalf of any other officer, or on behalf of any candidate for office or on behalf of any committee.

(c) Prior to rendering any decision in a proceeding involving a license, permit or other entitlement for use pending before an agency, each officer of the agency who received a contribution within the preceding 12 months in an amount of more than two hundred fifty dollars (\$250) from a party or from any participant shall disclose that fact on the record of the proceeding. No officer of an agency shall make, participate in making, or in any way attempt to use his

or her official position to influence the decision in a proceeding involving a license, permit, or other entitlement for use pending before the agency if the officer has willfully or knowingly received a contribution in an amount of more than two hundred fifty dollars (\$250) within the preceding 12 months from a party or his or her agent, or from any participant, or his or her agent if the officer knows or has reason to know that the participant has a financial interest in the decision, as that term is described with respect to public officials in Article 1 (commencing with Section 87100) of Chapter 7.

If an officer receives a contribution which would otherwise require disqualification under this section, returns the contribution within 30 days from the time he or she knows, or should have known, about the contribution and the proceeding involving a license, permit, or other entitlement for use, he or she shall be permitted to participate in the proceeding.

(d) A party to a proceeding before an agency involving a license, permit, or other entitlement for use shall disclose on the record of the proceeding any contribution in an amount of more than two hundred fifty dollars (\$250) made within the preceding 12 months by the party, or his or her agent, to any officer of the agency. No party, or his or her agent, to a proceeding involving a license, permit, or other entitlement for use pending before any agency and no participant, or his or her agent, in the proceeding shall make a contribution of more than two hundred fifty dollars (\$250) to any officer of that agency during the proceeding and for three months following the date a final decision is rendered by the agency in the proceeding. When a closed corporation is a party to, or a participant in, a proceeding involving a license, permit, or other entitlement for use pending before an agency, the majority shareholder is subject to the disclosure and prohibition requirements specified in subdivisions (b), (c), and this subdivision.

(e) Nothing in this section shall be construed to imply that any contribution subject to being reported under this title shall not be so reported.

CALIFORNIA CODES
GOVERNMENT CODE
SECTION 87103

87103. A public official has a financial interest in a decision within the meaning of Section 87100 if it is reasonably foreseeable that the decision will have a material financial effect, distinguishable from its effect on the public generally, on the official, a member of his or her immediate family, or on any of the following:

(a) Any business entity in which the public official has a direct or indirect investment worth two thousand dollars (\$2,000) or more.

(b) Any real property in which the public official has a direct or indirect interest worth two thousand dollars (\$2,000) or more.

(c) Any source of income, except gifts or loans by a commercial lending institution made in the regular course of business on terms available to the public without regard to official status, aggregating five hundred dollars (\$500) or more in value provided or promised to, received by, the public official within 12 months prior to the time when the decision is made.

(d) Any business entity in which the public official is a director, officer, partner, trustee, employee, or holds any position of management.

(e) Any donor of, or any intermediary or agent for a donor of, a gift or gifts aggregating two hundred fifty dollars (\$250) or more in value provided to, received by, or promised to the public official within 12 months prior to the time when the decision is made. The amount of the value of gifts specified by this subdivision shall be adjusted biennially by the commission to equal the same amount determined by the commission pursuant to subdivision (f) of Section 89503.

For purposes of this section, indirect investment or interest means any investment or interest owned by the spouse or dependent child of a public official, by an agent on behalf of a public official, or by a business entity or trust in which the official, the official's agents, spouse, and dependent children own directly, indirectly, or beneficially a 10-percent interest or greater.

(Regulations of the Fair Political Practices Commission, Title 2, Division 6, California Code of Regulations.)

§ 18438.5. Aggregated Contributions Under Section 84308.

For purposes of Section 84308:

(a) Notwithstanding the provisions of Regulation 18215.1, to determine whether a contribution of more than \$250 has been made by any party to a proceeding, contributions made by a party's parent, subsidiary, or otherwise related business entity, (as those relationships are defined in subdivision (b) below), shall be aggregated and treated as if received from the party for purposes of the limitations and disclosure provisions of Section 84308.

(b) Parent, Subsidiary, Otherwise Related Business entity, defined.

(1) Parent-subsidiary. A parent-subsidiary relationship exists when one corporation has more than 50 percent of the voting power of another corporation.

(2) Otherwise related business entity. Business entities, including corporations, partnerships, joint ventures and any other organizations and enterprises operated for profit, which do not have a parent-subsidiary relationship are otherwise related if any one of the following three tests is met:

(A) One business entity has a controlling ownership interest in the other business entity.

(B) There is shared management and control between the entities. In determining whether there is shared management and control, consideration should be given to the following factors:

(i) The same person or substantially the same person owns and manages the two entities;

(ii) There are common or commingled funds or assets;

(iii) The business entities share the use of the same offices or employees, or otherwise share activities, resources or personnel on a regular basis;

1 (iv) There is otherwise a regular and close working relationship between the entities; or

2 (C) A controlling owner (50% or greater interest as a shareholder or as a general partner)

3 in one entity also is a controlling owner in the other entity.

4 Note: Authority cited: Section 83112, Government Code. Reference: Section 84308,

5 Government Code.

6 HISTORY

7 1. New section filed 5-26-2006; operative 6-25-2006. Submitted to OAL for filing pursuant to

8 *Fair Political Practices Commission v. Office of Administrative Law*, 3 Civil C010924,

9 California Court of Appeal, Third Appellate District, nonpublished decision, April 27, 1992

10 (FPPC regulations only subject to 1974 Administrative Procedure Act rulemaking requirements

11 and not subject to procedural or substantive review by OAL) (Register 2006, No. 21). For prior

12 history of section 18438.5, see Register 85, No. 8.

13 2. Amendment filed 8-12-2014; operative 9-11-2014 pursuant to title 2, section 18312(e)(1) of

14 the California Code of Regulations. Submitted to OAL for filing and printing pursuant to *Fair*

15 *Political Practices Commission v. Office of Administrative Law*, 3 Civil C010924, California

16 Court of Appeal, Third Appellate District, nonpublished decision, April 27, 1992 (FPPC

17 regulations only subject to 1974 Administrative Procedure Act rulemaking requirements and not

18 subject to procedural or substantive review by OAL) (Register 2014, No. 33).



TO: Inland Valley Development Agency Board

DATE: October 14, 2026

ITEM NO: 2a

PRESENTER: Michael Burrows, Chief Executive Officer

SUBJECT: INFORMATIONAL ITEMS – CHIEF EXECUTIVE OFFICER REPORT

SUMMARY

An oral report will be provided at the time of the meeting.

PREPARED BY:	Michelle Casey
CERTIFIED AS TO AVAILABILITY OF FUNDS:	N/A
APPROVED AS TO FORM AND LEGAL CONTENT:	N/A
FINAL APPROVAL:	Michael Burrows

BACKGROUND INFORMATION

None.

Attachments:

1. None

	TO: Inland Valley Development Agency Board DATE: October 14, 2026 ITEM NO: 2b PRESENTER: Jillian Ubaldo, Clerk of the Board
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SUBJECT: INFORMATIONAL ITEMS – REPORT ON NOVEMBER REGULAR MEETING DATE

SUMMARY

An oral report will be provided at the time of the meeting.

PREPARED BY:	Jillian Ubaldo
CERTIFIED AS TO AVAILABILITY OF FUNDS:	N/A
APPROVED AS TO FORM AND LEGAL CONTENT:	N/A
FINAL APPROVAL:	Michael Burrows

BACKGROUND INFORMATION

The Inland Valley Development Agency (IVDA) Board meeting is currently set for November 11, 2026, which coincides with Veterans Day. It is recommended that the Board consider selecting an alternate date. If directed by the Commission, staff will contact Commission members regarding their availability to determine availability and establish a rescheduled meeting date.

Attachments:

1. 2026 IVDA Meeting Schedule



2026 SCHEDULED REGULAR MEETINGS

Unless otherwise noticed, meetings shall be held at:
Norton Regional Event Center | 1601 East Third Street | San Bernardino, CA 92408

INLAND VALLEY DEVELOPMENT AGENCY (IVDA)

REGULAR COMMISSION MEETINGS:

***Date:** Second (2nd) Wednesday of each month*

Time: 5:00 p.m.

January 14, 2026
February 11, 2026
March 11, 2026
April 8, 2026
May 13, 2026
June 10, 2026
July 8, 2026
August 12, 2026
September 9, 2026
October 14, 2026
November 11, 2026
December 9, 2026

IVDA STANDING COMMITTEES:

IVDA Finance & Budget Committee:

Date: Second (2nd) Wednesday of the months of January, April, August, October

Time: 4:00 p.m.

January 14, 2026
April 8, 2026
August 12, 2026
October 14, 2026

*These schedules represent the 2026 regular meetings for the IVDA Board and IVDA Finance and Budget Committee.
All meetings are subject to change—including cancellations, special meetings, or adjustments to time and location—and updated notices will be posted in advance in accordance with the Brown Act.*



TO: Inland Valley Development Agency Board

DATE: October 14, 2026

ITEM NO: 2c

PRESENTER: Michael Burrows, Chief Executive Officer

SUBJECT: INFORMATIONAL ITEMS – REPORT ON SAN BERNARDINO COUNTY TRANSPORTATION AUTHORITY (SBCTA) COOPERATIVE AGREEMENT

SUMMARY

An oral report will be provided at the time of the meeting.

PREPARED BY:	Michelle Casey
CERTIFIED AS TO AVAILABILITY OF FUNDS:	N/A
APPROVED AS TO FORM AND LEGAL CONTENT:	N/A
FINAL APPROVAL:	Michael Burrows

BACKGROUND INFORMATION

None.

Attachments:

1. None

	TO: Inland Valley Development Agency Board DATE: October 14, 2026 ITEM NO: 2d PRESENTER: Michael Burrows, Chief Executive Officer
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SUBJECT: INFORMATIONAL ITEMS – REPORT ON CRUISING AT ALTITUDE 2026

SUMMARY

An oral report will be provided at the time of the meeting.

PREPARED BY:	Michelle Casey
CERTIFIED AS TO AVAILABILITY OF FUNDS:	N/A
APPROVED AS TO FORM AND LEGAL CONTENT:	N/A
FINAL APPROVAL:	Michael Burrows

BACKGROUND INFORMATION

None.

Attachments:

1. None



TO: Inland Valley Development Agency Board

DATE: October 14, 2026

ITEM NO: 3

PRESENTER: Mark Cousineau, Director of Finance

SUBJECT: RECEIVE REGISTER OF DEMANDS - OCTOBER 14, 2026

SUMMARY

Inland Valley Development Agency's (IVDA) Register of Demands.

RECOMMENDED ACTION(S)

Receive for information.

FISCAL IMPACT

Disbursements for amounts due in September 2026.

PREPARED BY:	Mark Cousineau
CERTIFIED AS TO AVAILABILITY OF FUNDS:	N/A
APPROVED AS TO FORM AND LEGAL CONTENT:	N/A
FINAL APPROVAL:	Michael Burrows

BACKGROUND INFORMATION

Total disbursement activities for September 2026 amount to \$ 457,277.12 that include the following.

- **Professional Services:** Alvarez Holdings, LLC; Boston Fox Tigue International LLC; California Strategies & Advocacy LLC; Coffman Associates Inc.; Cole Huber LLP; D&A Consulting; Desmond & Louis Inc.; Imagine Systems Inc.; Influential Drones; Innovative Federal Strategies LLC; Mirau Edwards Cannon Lewin & Tooke LLP; Product Research Gear LLC; Terry Parish; The Natelson Dale Group Inc.; Tom Dodson & Associates, and Zenaida Global were paid \$ 166,022.26.
- **Capital Projects Cost:** Dustin Smith Equipment, Inc. was paid \$ 132,525.00.
- **Utilities:** Burrtec Waste Industries Inc., City of San Bernardino Water Department, Southern California Edison, The Gas Company, Utility Telecom Group LLC, and Verizon Wireless were paid \$ 108,950.20.
- **Employee Benefits:** No cash disbursements were made to employee benefits in September.

Attachments:

1. September 2026 Register of Demands for the October 14, 2026 Board Meeting
2. Visa Breakdown - August 2026

**Inland Valley Development Agency
Register of Demands for September 2026
October 14, 2026 Board Meeting**

Line	Vendor name	Description	Payment amount
1	All Pro Broadcasting Inc.	Radio advertisement	\$ 3,800.00
2	Alvarez Holdings, LLC	International trade consulting services	41,350.00
3	Amazon Capital Services Inc.	Office supplies and equipment	846.56
4	Am-Tec Total Security Inc.	Monthly fire and burglar alarm monitoring and inspection	416.45
5	Amtech Elevator Services	Elevator and escalator maintenance services	410.00
6	Belico Details LLC	Vehicle washes	720.00
7	Boston Fox Tigie International LLC	Marketing services	3,408.75
8	Burrtec Waste Industries Inc.	Refuse	1,097.79
9	C & A Janitorial Services	Janitorial services	17,066.04
10	California Strategies & Advocacy LLC	Professional lobbying and related consulting services	10,000.00
11	Cintas Corporation	Uniform and mat rentals	743.56
12	City of San Bernardino Water Department	Water and sewer services	46,445.36
13	Coffman Associates Inc.	Professional environmental services for SBIAA capital projects	500.00
14	Cole Huber LLP	Professional legal services	6,705.00
15	D&A Consulting	Professional services - UAS Center drone standards development	1,925.00
16	Desmond & Louis Inc.	Event marketing and media professional services	4,000.00
17	Dustin Smith Equipment, Inc.	UAS Test Site backfill and land improvements	132,525.00
18	Eagle Graphics LLC	Employee credit incentive for SBD online apparel store	129.65
19	ESRI	ArcGIS annual subscription & maintenance	3,675.00
20	FedEx	Courier fees	612.53
21	Imagine Systems Inc.	IT consulting services and desktop maintenance	2,624.88
22	Influential Drones	Professional services agreement for business development, planning, and execution of the UAD/ACUASI program at SBD	42,770.59
23	Innovative Federal Strategies LLC	Federal legislative advocacy services	5,416.66
24	Mariachi Reyes de Jalisco	Sponsorship to support music entertainment for the Consulate of Mexico in San Bernardino's El Grito celebration on Sept. 17	550.00
25	Michael VanGorder	Employee reimbursement	141.32
26	Mirau Edwards Cannon Lewin & Tooke LLP	Professional services - legal	8,347.50
27	Mobile Modular Management Corp (McGrath Rentcorp)	Mobile office trailer rental at UAS Center	5,827.22

**Inland Valley Development Agency
Register of Demands for September 2026
October 14, 2026 Board Meeting**

28	Petty Cash - Alka Chudasama	Petty cash disbursement	984.50
29	ProDIGIQ Inc.	Maintenance and service for Asset and Lease Management System	4,250.00
30	Product Research Gear LLC	Professional services to provide consulting for UAS Center on drone emergency response	6,000.00
31	Redlands Lock & Key	Key duplication services	31.00
32	South Coast Air Quality Mgmt District	Assessed fees for air pollution regulation and air quality standards and fiscal year emissions	760.14
33	Southern California Edison	Electricity	58,351.48
34	Terry Parish	Professional services to provide consulting to UAS Center on drone policy creation for public and private entities	3,705.51
35	The Gas Company	Gas	605.31
36	The Natelson Dale Group Inc.	Annual Performance Report for Comprehensive Economic Development Strategy	5,480.00
37	Tom Dodson & Associates	Professional services for environmental services	8,500.00
38	Toshiba Business Solutions	Maintenance and supplies for office equipment	822.96
39	Utility Telecom Group LLC	Ethernet and phone services for Building 48	1,599.03
40	Verizon Wireless	Wireless monthly service and equipment purchases	851.23
41	Visa	Refer back to Visa Breakdown	7,711.34
42	Western Exterminator Company	Pest control	281.39
43	Zenaida Global	Professional consulting services - UAS Center at SBD	15,288.37
	Total		\$ 457,277.12

Inland Valley Development Agency
Visa Breakdown
August 2026

Line	Description	Payee	Department	Amount
1	Building 48 general conference call line	Free Conference Call	Administration	\$ 10.00
2	Event registration fee	PayPal SBVC	Administration	20.00
3	Building 48 water dispenser	Quench	Administration	275.19
4	HR secure fax line	Interfax	Administration	9.50
5	Uber ONE subscription	Uber *ONE	Administration	9.99
6	Ergonomic keyboard	Office Depot	Administration	24.99
7	AI subscription for writing assistance	Open AI Chat GPT	Administration	50.00
8	Hospitality with federal lobbyist	Corkys	Administration	88.98
9	Ergonomic keyboard trays	Office Depot	Administration	719.98
10	Hospitality	Farmer Boys	Administration	104.21
11	Recruitment	LinkedIn	Administration	52.49
12	Employee training	California Municipal Clerks Association	Clerk of the Board	500.00
13	Toner	HP	Clerk of the Board	693.88
14	Monthly membership for news articles for The Sun	San Bernardino Sun	Clerk of the Board	19.96
15	Board meeting hospitality	Stater Bros	Clerk of the Board	141.96
16	Hospitality	Islands Restaurant	Executive Office	35.49
17	Rekey DFAS	Redlands Lock & Key	Facilities	91.35
18	Contact for exterior lighting	EDC Electrical Distribution & Controls	Facilities	50.29
19	Supplies for gate installation	Franks Fence & Supply	Grounds	483.94
20	Conference registration for IE SHRM October 15, 2026	IE SHRM	Human Resources	175.00
21	365 Monthly subscription	Microsoft	Information Technology	814.06
22	IVDA branded pins	SP LapelPins.com	Marketing	395.85
23	Travel: Lodging	Residence Inn	Clerk of the Board	610.92
24	Travel: Lodging	Marriott	Executive Office	25.00
25	Travel: Lodging	Hilton	Executive Office	842.36

**Inland Valley Development Agency
Visa Breakdown
August 2026**

Line	Description	Payee	Department	Amount
26	Travel: Rental car	Hertz	Executive Office	338.84
27	Travel: Parking fee for Port of Long Beach meetings	Civic Center	Executive Office	10.00
28	Travel: Lodging	Marriott	Executive Office	397.82
29	Travel: Airfare	United Airlines	Executive Office	869.88
30	Travel: Airfare	United Airlines	Executive Office	-186.89
31	Personal meal ordered in error (reimbursed)	DoorDash	Human Resources	36.30
Total				7,711.34
Visa Statement Balance:				<u>\$ 7,711.34</u>
Date Prepared:				10/5/2026



TO: Inland Valley Development Agency Board

DATE: October 14, 2026

ITEM NO: 4

PRESENTER: Mark Cousineau, Director of Finance

SUBJECT: RECEIVE AND FILE CASH REPORT FOR AUGUST 31, 2026 FOR THE INLAND VALLEY DEVELOPMENT AGENCY (IVDA)

SUMMARY

Submitted for your consideration is the IVDA's monthly cash reconciliation report.

RECOMMENDED ACTION(S)

Receive and file Cash Report for August 31, 2026 for the Inland Valley Development Agency (IVDA).

FISCAL IMPACT

None.

PREPARED BY:	Mark Cousineau
CERTIFIED AS TO AVAILABILITY OF FUNDS:	N/A
APPROVED AS TO FORM AND LEGAL CONTENT:	N/A
FINAL APPROVAL:	Michael Burrows

BACKGROUND INFORMATION

Attached is the Cash Report for August 31, 2026, for the Inland Valley Development Agency. The total book value of Cash, Investments, and Investments Held with Fiscal Agent accounts is \$28,537,566.05 on August 31, 2026. Banks' statements reflect \$28,895,201.50. The difference in totals is due to deposits in transit and outstanding checks on August 31, 2026.

If you have any questions about this report, please contact me at (909) 382-4100 extension 141.

Attachments:

1. Cash Report for August 31, 2026

Inland Valley Development Agency
Cash Report
August 31, 2026

IVDA JPA CASH

<u>Cash</u>	Balance 07/31/26	Activities	Balance 08/31/26
<i>MMKT/ Savings Account - CHASE Bank</i>	1,129,407.59	(1,110,766.08)	18,641.51
<i>Checking Account - CHASE Bank</i>	119,752.13	326,234.62	445,986.75
Deposits In Transit:			
Beginning	4,320.96	(4,320.96)	-
Ending	-	15,429.22	15,429.22
Outstanding Checks:			
Beginning	(24,278.36)	24,278.36	-
Ending		(373,064.67)	(373,064.67)
<i>Payroll Account - CHASE Bank</i>	22.38	(0.18)	22.20
<i>Benefits Account - CHASE Bank</i>	46,608.81	17,996.79	64,605.60
<i>BRORF Account - CHASE Bank</i>	2,982,326.93	49.92	2,982,376.85
<i>Cash with Fiscal Agent- MECLT Trust</i>	95,327.66	(74,231.10)	21,096.56
Subtotal	4,353,488.10	(1,178,394.08)	3,175,094.02
<u>Investments</u>			
<i>Local Agency Investment Funds - Regular Account</i>	87,290.76	-	87,290.76
<i>Local Agency Investment Funds - Bond Account</i>	139,855.98	-	139,855.98
Total	227,146.74	-	227,146.74
Subtotal JPA Cash & Investments	4,580,634.84	(1,178,394.08)	3,402,240.76

IVDA SUCCESSOR AGENCY CASH

<i>RORF Account -CHASE Bank</i>	8,254,575.77	(8,095,143.87)	159,431.90
<u>Investments Held With Fiscal Agent</u>			
Special Fund - US Bank - 2014 series	19.38	8,324,861.87	8,324,881.25
Interest Account - US Bank - 2014 series	-	-	-
<i>Reserve Account- US Bank - 2014 series</i>	16,650,866.74	70.72	16,650,937.46
<i>Principal Account - US Bank- 2014 series</i>	-	-	-
<i>2011 Project Fund - US Bank - 2014 series</i>	74.68	-	74.68
Subtotal SA Cash & Investments	24,905,536.57	229,788.72	25,135,325.29
Total Cash and Investments	\$ 29,486,171.41	(948,605.36)	\$ 28,537,566.05

I certify that this report accurately reflects all cash and investments for the above period and all the investment is in compliance with Inland Valley Development Agency's Investment policy. IVDA shall be able to meet it's expenditure requirement for next six month.


Mark Cousineau, Director of Finance



TO: Inland Valley Development Agency Board

DATE: October 14, 2026

ITEM NO: 5

PRESENTER: Jillian Ubaldo, Clerk of the Board

SUBJECT: APPROVE MEETING MINUTES: SEPTEMBER 9, 2026

SUMMARY

Submitted for consideration and approval by the IVDA Board: Meeting minutes of the regular meeting held Wednesday, September 9, 2026.

RECOMMENDED ACTION(S)

Approve meeting minutes of the regular meeting held September 9, 2026.

FISCAL IMPACT

None.

PREPARED BY:	Yajaira Maldonado
CERTIFIED AS TO AVAILABILITY OF FUNDS:	N/A
APPROVED AS TO FORM AND LEGAL CONTENT:	N/A
FINAL APPROVAL:	Michael Burrows

BACKGROUND INFORMATION

None.

Attachments:

1. September 9, 2026 meeting minutes

INLAND VALLEY DEVELOPMENT AGENCY

REGULAR MEETING BOARD ACTIONS

MONDAY, SEPTEMBER 9, 2026

5:00 P.M.

MAIN AUDITORIUM - Norton Regional Event Center - 1601 East Third Street, San Bernardino, CA



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

Board Members

City of Colton

Mayor Frank J. Navarro, Vice-Chairperson	Present
Mayor Pro Tem David Toro	Present
VACANT	

City of Loma Linda

Mayor Phillip Dupper, Chairperson	Present
Councilmember Rhodes Rigsby	Absent
Mayor Amy Jones (alt)	Present

County of San Bernardino

Supervisor Joe Baca, Jr., Secretary	Present
Supervisor Jesse Armendarez	Absent
Supervisor Dawn Rowe (alt)	Absent

City of San Bernardino

Councilmember Fred Shorett	Present (Arrived at 5:15 PM)
Mayor Pro Tem Juan Figueroa	Absent
Councilmember Sandra Ibarra	Present
Councilmember Mario Flores	Present

Staff Members and Others Present

Michael Burrows, Chief Executive Officer	Jillian Ubaldo, Clerk of the Board
Catherine Pritchett, Director of Administration	Michael Lewin, Legal Counsel, Mirau, Edwards, Cannon, Lewin, & Tooke, LLP

The Regular Meeting of the Inland Valley Development Agency Board was called to order by Chairperson Phillip Dupper at approximately 5:00 P.M. on Wednesday, September 9, 2026, in the Main Auditorium of the Norton Regional Event Center, 1601 East Third Street, San Bernardino, California.

A. CALL TO ORDER / ROLL CALL

Roll call was duly noted and recorded.

Members of the Board and the public joined Mayor Frank J. Navarro in the Pledge of Allegiance.

B. CLOSED SESSION PUBLIC COMMENT

There were no closed session public comments.

C. CLOSED SESSION

Chairperson Phillip Dupper recessed to closed session at 5:01 P.M. Mr. Michael Lewin, Mirau, Edwards, Cannon, Lewin & Tooke, LLP, read the closed session items as posted on the Agenda.

- a. Conference with Real Property Negotiator Pursuant to Government Code Section 54956.8 Property: 1601 East Third Street, San Bernardino CA 92408
Negotiating Parties: Michael Burrows, IVDA Chief Executive Officer and Leslie Barrett, Vanir Executive Director and Vice President
Under Negotiations: Instructions will be given to the IVDA negotiator concerning availability of property, terms and price
- b. Conference with Real Property Negotiator Pursuant to Government Code Section 54956.8 Properties: APNs 0279-053-20-0000, 0279-063-01-0000, 0279-063-23-0000, 0279-063-24-0000, 0279-122-09-0000, 0279-122-11-0000, 0279-122-10-0000, and 0279-122-25-0000
Negotiating Parties: Michael Burrows, IVDA Chief Executive Officer and Terry Thompson, Director Real Estate Services Department, County of San Bernardino
Under Negotiations: Instructions will be given to the IVDA negotiator concerning availability of property, terms and price
- c. Conference with Legal Counsel pursuant to Gov. Code 54956.9(d) – significant exposure to litigation: one case

D. REPORT ON CLOSED SESSION

Chairperson Phillip Dupper reconvened the meeting at 5:29 p.m. He asked Mr. Michael Lewin, Legal Counsel, Mirau, Edwards, Cannon, Lewin & Tooke, LLP, whether there were any reportable actions. Mr. Lewin reported that the Board approved a settlement regarding Agenda Item C(a).

E. **ITEMS TO BE ADDED OR DELETED**

There were no items to be added or deleted.

F. **CONFLICT OF INTEREST DISCLOSURE**

1. Chairperson Phillip Dupper stated Board Members should note the item(s) listed which might require member abstentions.

There were no conflicts noted.

G. **INFORMATIONAL ITEMS**

Mr. Michael Burrows, Chief Executive Officer, presented the following informational items.

2. Informational Items
 - a. Chief Executive Officer Report
 - b. Report On Foreign Trade Zone (FTZ)
- 2b. Mr. Michael Burrows, Chief Executive Officer, stated that staffing levels had not been reduced and that staff were taking time off as needed.
- 2c. Mr. Michael Burrows, Chief Executive Officer, reported that the agency was in the process of obtaining Port of Long Beach Board approval to reorganize its 175-acre designation. He noted that the agency had established strong relationships with partners that would utilize the new Foreign Trade Zone (FTZ). Mr. Burrows further reported that he had spoken with the newly appointed Secretary of the FTZ Board and that the application process was moving forward nicely.

H. **BOARD CONSENT ITEMS**

3. Receive Register of Demands – September 9, 2026
4. Receive and file Cash Report for July 31, 2026, for the Inland Valley Development Agency (IVDA)
5. Authorize Staff to pursue a Cooperative Agreement with the San Bernardino County Transportation Authority (SBCTA)
6. Approve the filing of a Notice of Completion with Dustin Smith Equipment, Inc. for the UAS Test Site: Backfill & Site Work Project and authorize the release of retained funds
7. Authorize staff to advertise a Request for Proposals (RFP) for the provision of janitorial services for three (3) Inland Valley Development Agency (IVDA) owned facilities
8. Approve Meeting Minutes: August 12, 2026

ACTION: Approve Agenda Item Nos. 3-8 of the Consent Calendar.

September 9, 2026

RESULT: **ADOPTED [UNANIMOUSLY]**
 MOTION/SECOND: Navarro / Baca
 AYES: Dupper, Navarro, Baca, Toro, Jones, Ibarra, Flores, and Shorett
 NAYS: None
 ABSTENTIONS: None
 ABSENT: None

I. <u>BOARD ACTION ITEMS</u>

9. Approve a license agreement for access to property located within the City of San Bernardino for the construction, operation and maintenance of an Airport Gateway Monument And Landscape Improvements

Mrs. Catherine Pritchett, Director of Administration and Government Affairs, provided a brief report on Agenda Item No. 9.

ACTION: Approve the form of a license agreement with the City of San Bernardino for access to property for the construction, operation and maintenance of identified street medians; and authorize the Chief Executive Officer to execute all related documents.

RESULT: **ADOPTED [UNANIMOUSLY]**
 MOTION/SECOND: Baca / Navarro
 AYES: Dupper, Navarro, Baca, Toro, Jones, Ibarra, Flores, and Shorett
 NAYS: None
 ABSTENTIONS: None
 ABSENT: None

10. Consider and discuss a report on the UAS Center at SBD

Mr. Michael Burrows, Chief Executive Officer, provided a brief report on Agenda Item No. 10.

This item was for discussion purposes only; no formal action was taken.

11. Receive and file summary report on Feasibility on the Creation of a Community Revitalization and Investment Authority (CRIA)

Mr. Michael Burrows, Chief Executive Officer, provided a brief report on Agenda Item No. 11.

This item was for discussion purposes only; no formal action was taken.

12. Review Status of the Action Plan for the Inland Valley Development Agency (IVDA) through December 31, 2026

Mr. Michael Burrows, Chief Executive Officer, referenced a PowerPoint presentation entitled "September 2026 – IVDA Focal Areas" (as contained on page 075-077 in the Agenda Packet). Mr. Burrows reported that a Comprehensive Economic Strategy was underway for all brick-and-mortar locations. He noted strong participation from partner agencies in pursuing grant funding.

This item was for discussion purposes only; no formal action was taken.

J. **ADDED AND DEFERRED ITEMS**

There were no items to be added or deferred.

K. **OPEN SESSION PUBLIC COMMENT**

There were no open session public comments.

L. **BOARD MEMBER COMMENT**

Supervisor Joe Baca Jr. noted that economic development associated with the base closure was one of the agency's objectives. He commented on the positive industrial activity in the market and emphasized the importance of coordination between the Board and Commission to enhance economic development in the region. Supervisor Baca suggested conducting a feasibility study and engaging with developers to identify potential opportunities for growth.

Michael Burrows, Chief Executive Officer, expressed his willingness to do so.

Councilmember Sandra Ibarra inquired whether the City of Highland had approached agency staff regarding joining the Inland Valley Development Board.

Mr. Burrows noted that the City of Highland had not historically been a member of the Board but that he would reach out to determine whether there was interest in joining.

M. **ADJOURNMENT**

There being no further business before the Board at this session, Chairperson Phillip Dupper declared the meeting adjourned at 5:43 P.M.

Approved at a Regular Meeting of the Inland Valley Development Agency Board on October 14, 2026.

Jillian Ubaldo
Clerk of the Board



TO: Inland Valley Development Agency Board

DATE: October 14, 2026

ITEM NO: 6

PRESENTER: Michael Burrows, Chief Executive Officer

SUBJECT: CONSIDER AND DISCUSS A REPORT ON THE INLAND EMPIRE REAL ESTATE MARKET OUTLOOK

SUMMARY

On May 13, 2026, the IVDA Board adopted an updated Business Plan (2026-2031). A key component of the new plan is diversifying IVDA's revenue streams including leased assets and developable parcels of land. The firm of Cushman and Wakefield is currently the listing broker for the Norton Test Range and other facilities and has prepared a market overview for consideration and discussion.

RECOMMENDED ACTION(S)

Consider and discuss and a report on the Inland Empire Real Estate Market Outlook.

FISCAL IMPACT

None.

PREPARED BY:	Michael Burrows
CERTIFIED AS TO AVAILABILITY OF FUNDS:	N/A
APPROVED AS TO FORM AND LEGAL CONTENT:	Michael Lewin
FINAL APPROVAL:	IVDA Board

BACKGROUND INFORMATION

On May 13, 2026, the IVDA Board adopted an updated Business Plan (2026-2031). A key component of the new plan is diversifying IVDA's revenue streams including leased assets and developable parcels of land. The firm of Cushman and Wakefield is currently the listing broker for the Norton Test Range and other facilities and has prepared a market overview for consideration and discussion.

For consideration and discussion. An oral report and presentation will be provided at the time of the meeting.

Attachments:

1. None.



TO: Inland Valley Development Agency Board

DATE: October 14, 2026

ITEM NO: 7

PRESENTER: Myriam Beltran, Planning and Programs Manager

SUBJECT: CONSIDER AND DISCUSS A REPORT ON ECONOMIC DEVELOPMENT INITIATIVES

SUMMARY

An oral report will be provided at the time of the meeting.

RECOMMENDED ACTION(S)

Consider and discuss a report on Economic Development Initiatives.

FISCAL IMPACT

None. For consideration and discussion.

PREPARED BY:	Michael Burrows
CERTIFIED AS TO AVAILABILITY OF FUNDS:	N/A
APPROVED AS TO FORM AND LEGAL CONTENT:	Michael Lewin
FINAL APPROVAL:	Michael Burrows

BACKGROUND INFORMATION

An oral report and presentation will be provided at the time of the meeting.

Attachments:

1. PowerPoint Presentation



Inland Valley Development Agency **ECONOMIC DEVELOPMENT INITIATIVES UPDATE**

October 14, 2026



ECONOMIC IMPACT

Table 1 - 2025-26 Assessed Valuation and Estimated Property Tax Increment

Base Reuse Project Area

- Total Assessed Value increased 1.57%
- \$12.87 Billion in FY 25/26

	City of San Bernardino	City of San Bernardino Annex	City of Colton	City of Loma Linda	County of San Bernardino Area	City of Redlands Annex Area	Total IVDA Area
Secured Assessed Value	7,200,288,019	660,745,790	254,379,864	343,941,514	2,699,440,275	60,358	11,158,855,820
Secured Utility Value	371,860	-	3,345,997	-	-	588,892,235	592,610,092
Unsecured Assessed Value	788,436,590	102,924,741	51,782	23,089,377	210,412,623	-	1,124,915,113
Total Assessed Value	7,989,096,469	763,670,531	257,777,643	367,030,891	2,909,852,898	588,952,593	12,876,381,025
Less Base Year Assessed Value	(1,273,718,881)	(54,843,400)	(41,898,233)	(64,543,035)	(125,748,716)	(32,183)	(1,560,784,448)
Incremental Assessed Value	6,715,377,588	708,827,131	215,879,410	302,487,856	2,784,104,182	588,920,410	11,315,596,577
	x 1%	x 1%	x 1%	x 1%	x 1%	x 1%	x 1%
Gross Tax Levy (GTL) from Assessed Value	67,153,776	7,088,271	2,158,794	3,024,879	27,841,042	5,889,204	113,155,966
SB Valley Muni Water District (SBVMWD) Override @ 0.11%	7,386,915	779,710	237,467	332,737	3,062,515	647,812	12,447,156
Gross Property Taxes Available (Override + GTL)	74,540,691	7,867,981	2,396,261	3,357,615	30,903,556	6,537,017	125,603,122
Less County ATC Pass-thrus to Taxing Entities and JPA Member Contributions/before School Payments	(22,316,341)	(2,346,356)	(744,965)	(1,039,092)	(9,685,978)	(2,103,026)	(38,235,759)
Net Property Tax Revenue Available	52,224,350	5,521,625	1,651,296	2,318,523	21,217,579	4,433,990	87,367,363
Percent of Total Revenue	60%	6%	2%	3%	24%	5%	
Estimated Administrative Fees to County Auditor-Controller (From ROPS 25-26A and 25-26B)							(441,927)
Estimated SB2557 Administration Fees (From ROPS 24-25A and 24-25B)							(575,078)
NET PROPERTY TAX AVAILABLE AFTER ADMIN							86,350,359

INFRASTRUCTURE

Sterling Avenue Improvements (U.S. EDA)

- Between 3rd and 5th Streets



INFRASTRUCTURE

3rd Street Corridor Project (U.S. DOT)

- Between Victoria Ave and Sterling Ave



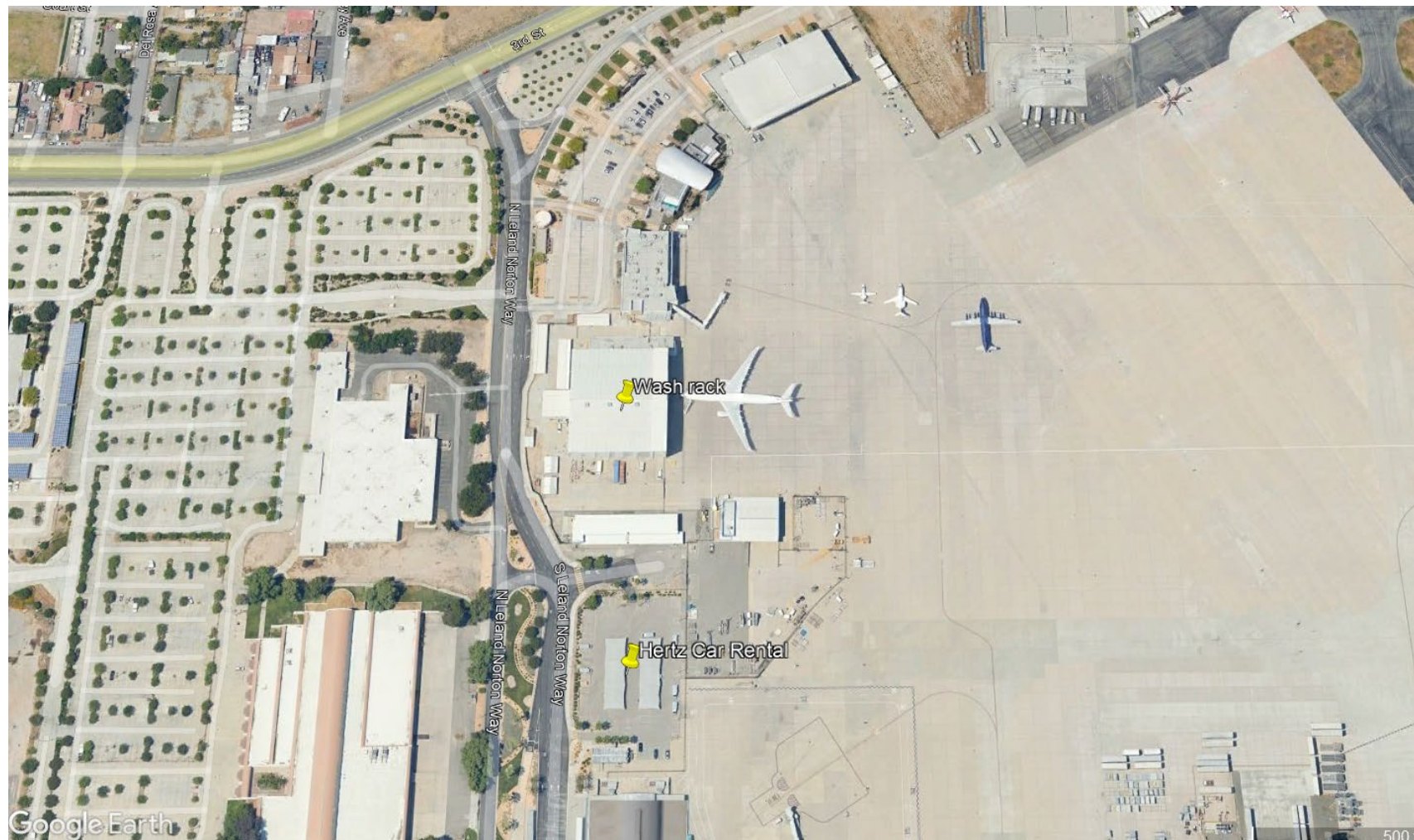
South Coast AQMD

INVEST CLEAN PROGRAM

Charging Infrastructure Incentive for Class 4–8 Vehicles at two locations:

Hertz Car Rental and Wash rack sites

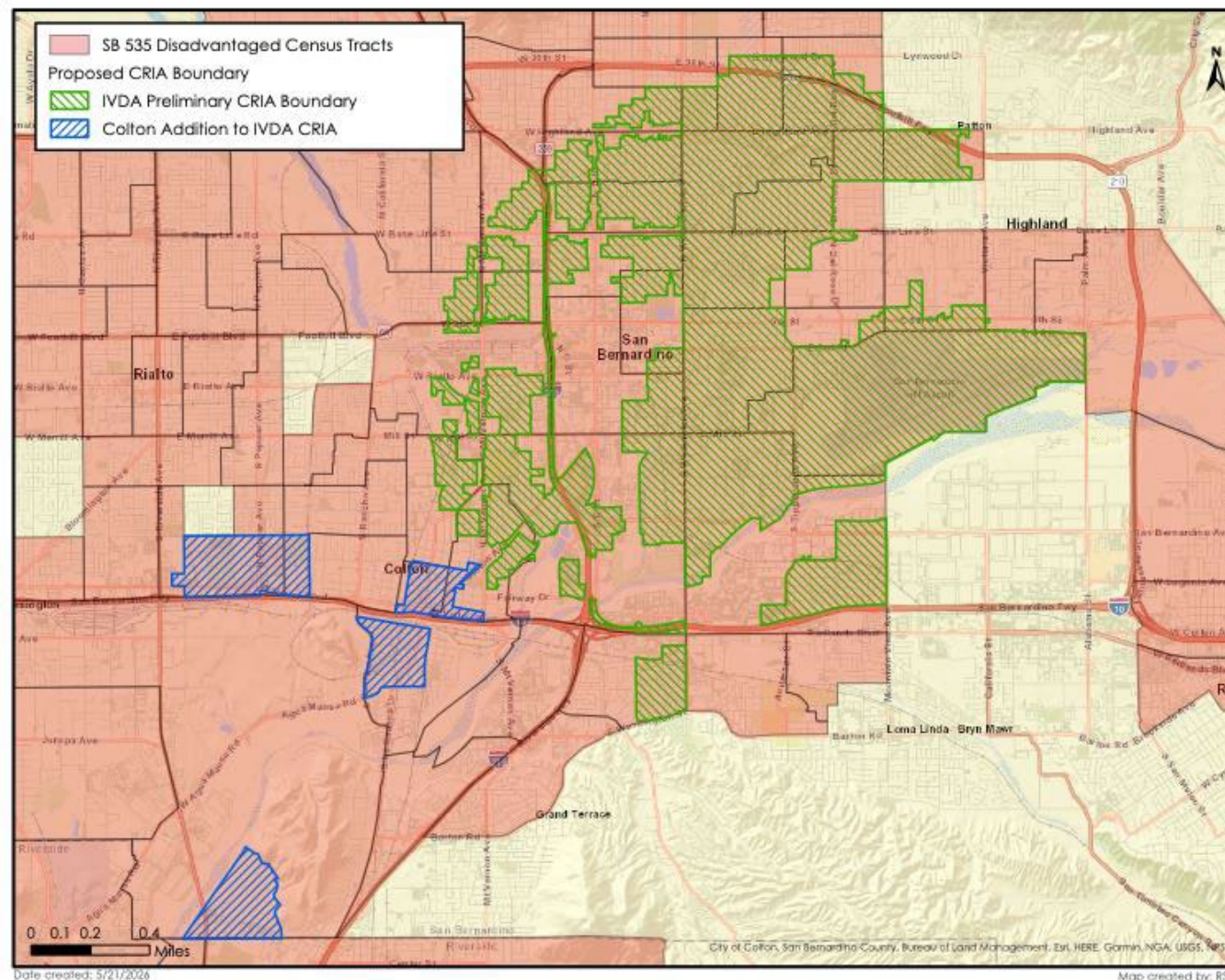
- Reduces charging infrastructure costs
- Supports future electric Class 4-8 vehicles
- Helps reduce air pollution and emissions
- Prepares our facilities for future fleet electrification
- Uses grant funding to support our infrastructure needs



Community Revitalization & Investment Authority (CRIA)

Updated Feasibility Study in 2026

- Post redevelopment program highlighting former military base reuse communities
- More detailed overview & presentation to follow



Foreign Trade Zone (FTZ 50-4)

Post-Approval Boundary



 Post-Approval FTZ Areas

Norton AFB – AllianceCalifornia 2026



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 OEM company signs lease agreement at SBD.
- Nationwide impact – planning grant with the Commonwealth Center for Advanced Logistics Systems in Virginia entering Phase II
 - Under consideration: development of a similar UAS Center at SBD but focused on the energy sector in challenged areas of their state.



Creating Safer Communities

- Developing written drone policy for Sheriff's Dept & Search and Rescue for largest county in Washington State, and others
- 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 early '27.
- Research Associate Program again in two leading universities (Embry-Riddle, Cal Poly).
- 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.





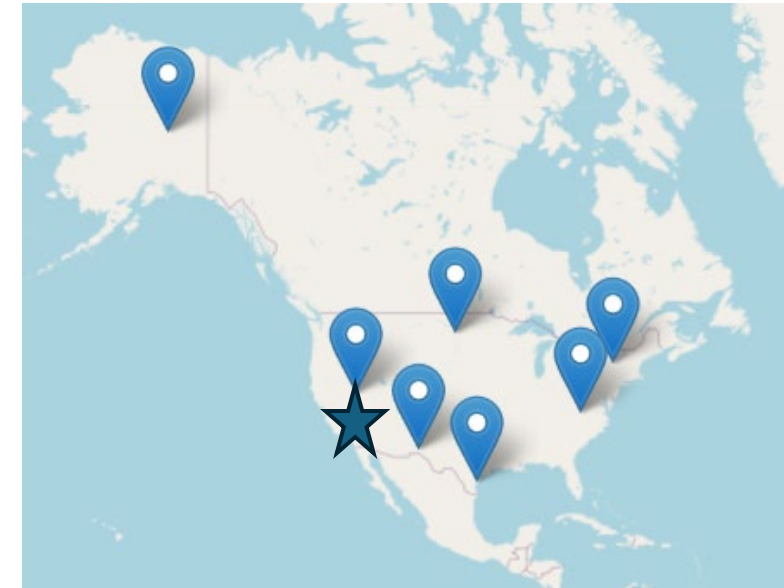
Norton Test Range

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.



Corridor update underway with UAF and partners for 27/28.

UAS Center at SBD – International Reach





TO: Inland Valley Development Agency Board

DATE: October 14, 2026

ITEM NO: 8

PRESENTER: Michael Burrows, Chief Executive Officer

SUBJECT: CONSIDER AND DISCUSS A REPORT ON THE FEASIBILITY OF THE CREATION OF A COMMUNITY REVITALIZATION AND INVESTMENT AUTHORITY (CRIA)

SUMMARY

On May 13, 2026, the IVDA Board adopted an updated Business Plan (2026-2031). A key focal area of the new plan is assessing the feasibility of forming a CRIA to increase sustainable self-funding for the Inland Valley Development Agency (IVDA) to leverage Federal and State funding opportunities to improve infrastructure and facilities. RSG previously prepared an initial CRIA feasibility study, as well as this updated feasibility study. Thereafter, the Executive Summary was presented at the September 9, 2026, meeting. Further analysis has continued to include RSG as well as Dr. Prag at Claremont Graduate University.

RECOMMENDED ACTION(S)

Consider and Discuss a report on the Feasibility Study of the Creation of a Community Revitalization and Investment Authority.

FISCAL IMPACT

None.

PREPARED BY:	Michael Burrows
CERTIFIED AS TO AVAILABILITY OF FUNDS:	N/A
APPROVED AS TO FORM AND LEGAL CONTENT:	Michael Lewin
FINAL APPROVAL:	IVDA Board

BACKGROUND INFORMATION

On May 13, 2026, the IVDA Board adopted an updated Business Plan (2026-2031). A key focal area of the new plan is assessing the feasibility of forming a CRIA to establish more sustainable self-funding for the Inland Valley Development Agency (IVDA), so Federal and State funding opportunities can be leveraged to improve infrastructure and facilities. RSG previously prepared an initial CRIA feasibility study; however, further analysis should continue to include RSG.

This report is a key milestone in meeting The IVDA's adopted 2026-2031 Business Plan's Economic Development Planning and Development projects.

Planning Projects:

No. 4: CRIA Feasibility Update, estimate completion 2026/28

Development Projects:

No. 2: Ensure Financial Viability of IVDA, estimated completion annual

No. 5: Identify and Secure New Capital Funding Sources, estimated completion Annual

No. 6: Pursue successful reuse of former Norton AFB (CRIA), estimated completion 2026/31

The Executive Summary was presented at the September 9, 2026, meeting. Further analysis has continued to include RSG as well as Dr. Prag at Claremont Graduate University. A copy of the draft feasibility study is attached for reference.

An oral report and presentation will be provided at the time of the meeting.

Attachments:

1. Draft Feasibility Study

Feasibility Study on the Creation of a Community Revitalization & Investment Authority

Inland Valley Development Agency
Administrative Draft - August 3, 2026



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ACRONYMS USED IN THIS STUDY

This study uses several common acronyms familiar to readers who have knowledge of local government. These acronyms used in this document include the following:

AB	Assembly Bill
ACS	American Community Survey
AMI	Area Median Income
BRAC	Defense Base Closure and Realignment Act of 1990 (Public Law 100-526)
CalEPA	California Environmental Protection Agency
CALED	California Association for Local Economic Development
CEQA	California Environmental Quality Act
CFD	Community Facilities District
CRD	Climate Resilience District
CRIA	Community Revitalization and Investment Authority
DOF	California Department of Finance
EIFD	Enhanced Infrastructure Financing District
HCD	California Department of Housing and Community Development
IVDA	Inland Valley Development Agency
JPA	Joint Powers Authority
MOU	Memorandum of Understanding
NAFB	Norton Air Force Base
NIFTI	Neighborhood Infill Finance and Transit Improvement Act
RHNA	Regional Housing Needs Allocation
RPTTF	Redevelopment Property Tax Trust Fund
SB	Senate Bill
TIF	Tax Increment Financing
TRA	Tax Rate Area

EXECUTIVE SUMMARY

This Community Revitalization and Investment Authority ("CRIA") Feasibility Study for the Inland Valley Development Agency ("IVDA") was prepared by RSG, Inc. ("RSG") in 2026. IVDA is a Joint Powers Authority ("JPA") that was formed in the aftermath of the closure of the Norton Air Force Base ("Base") to assist in the economic advancement of the greater community. This led to IVDA forming a 14,246-acre¹ Inland Valley Redevelopment Project Area ("Redevelopment Project Area") and the corresponding Redevelopment Plan on July 18, 1990. The Redevelopment Project Area includes the former Base and surrounding properties in unincorporated portions of the County of San Bernardino, as well as the Cities of Colton, Loma Linda, and San Bernardino.

The Redevelopment Plan was intended to be effective until at least July 2030, and permit IVDA to collect tax increment revenue to repay debts thereafter. However, the State of California opted to eliminate redevelopment statewide to address a State budget crisis, resulting in the termination of redevelopment agencies throughout California effective February 2012. The intent was to redirect former tax increment for redevelopment projects to funding shortfalls in the public school system.

Since that time, the State created several new vehicles for tax increment financing that exclude school property taxes; among these are CRIAs as well as others such as Enhanced Infrastructure Financing Districts ("EIFD"). CRIAs are a type of JPA that not only collect tax increment revenue but also undertake affordable housing, infrastructure, and economic revitalization projects in former bases, disadvantaged communities, and blighted areas. CRIAs do this by forming a CRIA Plan and Plan Area within which these activities may occur. Tax increment revenue is generated by dedicating future property taxes from consenting taxing agencies, excluding school districts. In short, CRIAs give communities a second chance at redevelopment and revitalization in areas where redevelopment was incomplete in 2012.

When redevelopment dissolution began in 2012, IVDA's ability to advance the economic revitalization of the San Bernardino region was significantly hampered. While the IVDA has successfully collaborated with dozens of governments, non-profit, and private sector partners, more work remains to be done. The IVDA has been exploring means to further catalyze reinvestment, blight remediation, job creation, and production of affordable housing the region needs.

IVDA is focused on supporting the revitalization of the former Base area by facilitating sustainable development, implementing infrastructure improvements, and enhancing regional competitiveness. As of Fiscal Year ("FY") 2024-25 the Agency had a \$150 million budget and an active project portfolio valued at an estimated \$23.5 million. To date, IVDA's activities have supported 30,000 jobs and \$1.5 billion in economic impact.

¹ Source: Legal description of the Inland Valley Redevelopment Project Area contained in the Redevelopment Plan.

PURPOSE OF THIS FEASIBILITY STUDY

This Feasibility Study evaluates the eligibility, qualifications, and potential of a CRIA in and around the vicinity of the former Redevelopment Project Area. A new tax increment district is not necessarily limited to the former Redevelopment Project Area boundaries. Specifically, this Feasibility Study presents:

- Background information on IVDA as well as CRIAs in general,
- The proposed boundaries for a +/- 11,814-acre CRIA Plan Area,
- Financial feasibility and tax increment projections for proposed CRIA, and
- Process and schedule for formation of a CRIA

This Feasibility Study is intended to augment discussions with jurisdictions interested in partnering with IVDA on the CRIA Plan formation. It will serve as a foundation for the official actions needed to consent to contributing future tax increment revenue to the CRIA, as well as formulating specific project and program objectives for the CRIA Plan.

FINDINGS

Based on the analysis contained in this Feasibility Study, RSG has made the following conclusions:

- IVDA (on behalf of its Participating Jurisdictions) and the City of Colton (for additional property outside the Inland Valley Redevelopment Project Area current boundaries, are eligible to pursue a CRIA within their jurisdictions,
- Significant portions of both the Inland Valley Redevelopment Project Area and other properties in the City of Colton qualify for inclusion in a CRIA Plan Area as disadvantaged communities,
- The Study Area is therefore qualified as a CRIA Plan Area and IVDA's Participating Jurisdictions, as well as the San Bernardino County Fire Protection District and City of Colton, should next consider the findings of this Feasibility Study and adoption of consenting actions to participate in the tax increment financing for the CRIA,
- Based on preliminary assumptions wherein each jurisdiction contributes 25 percent of their future tax increment to the CRIA, the IVDA CRIA would generate approximately \$184 million in future tax increment revenue over 45 years, of which 25 percent (approximately \$46 million) would be statutorily dedicated to affordable housing projects. Participation from other special districts in the area could generate up to an additional \$63 million in tax-increment revenues, of which approximately \$16 million would be set aside for affordable housing.
- Formation of the CRIA would entail establishing a new joint powers agreement or, if legally permissible, amending IVDA's current joint powers agreement, to serve as the authority for

governance of the CRIA. If any new taxing entities participate in the CRIA that are not currently part of IVDA, such as special districts, they would need to be added as parties to the joint powers agreement. RSG recommends consulting with legal counsel to advise on the structure of the joint powers agreement and the CRIA governing board based on Government Code provisions related to CRIA and joint powers authorities. It is possible the CRIA could have the same membership as the existing IVDA board, with the addition of at least two public members and representatives of new participating taxing agencies, if any.

- After establishing the joint powers agreement to create the CRIA and its governing board, the CRIA would need to negotiate and adopt consenting resolutions and memorandums of understanding between the CRIA and its participating jurisdictions for the use of tax increment funds, prepare a CRIA Plan, and conduct three noticed public hearings. The CRIA adoption process typically takes one to two years; it will likely be a longer process for IVDA given the need to negotiate a joint powers agreement and consult with multiple jurisdictions. Negotiating memorandums of understanding between each participating jurisdiction will likely require the most time and planning.

BACKGROUND

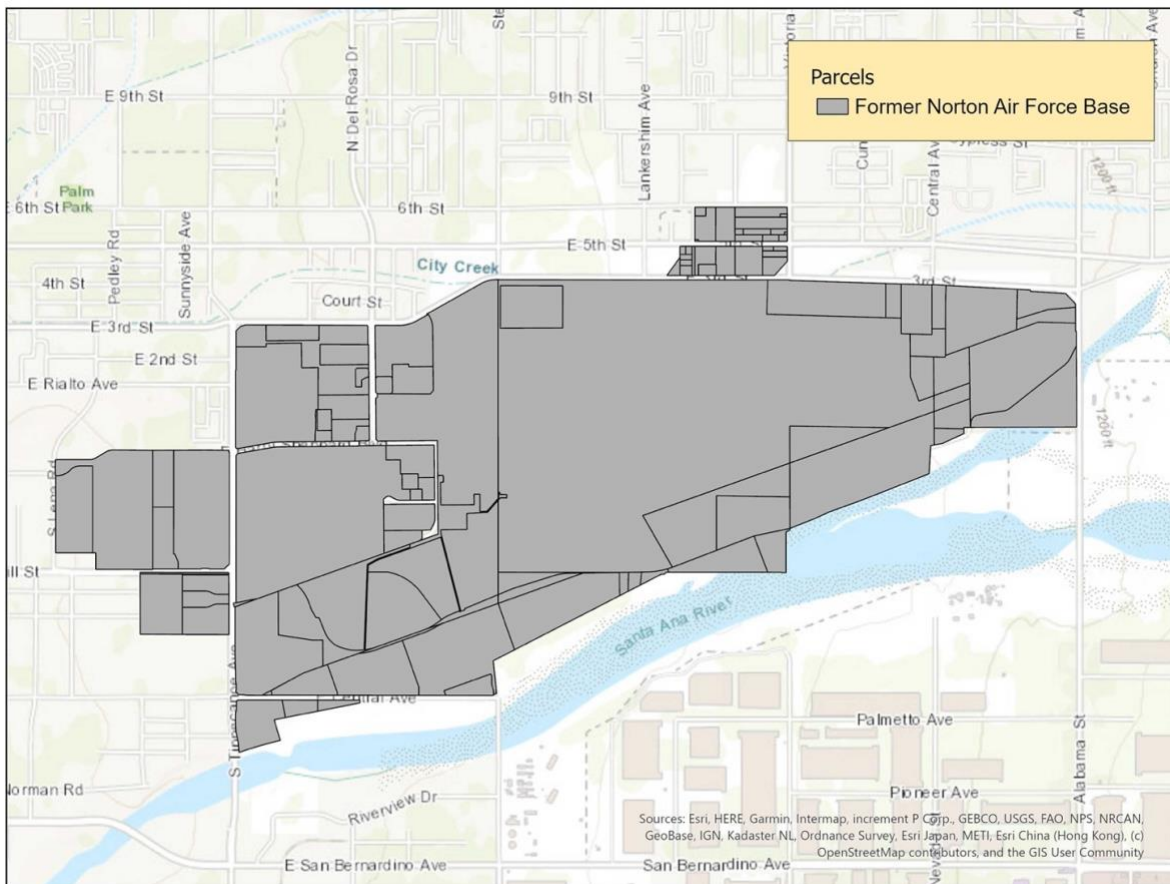
This section of the Feasibility Study provides information regarding the former Base closure which led to the creation of IVDA and the Redevelopment Plan, the effects of dissolution, and how a CRIA may be formed to address the lingering economic and revitalization needs of the region.

NORTON AIR FORCE BASE

Established by the Federal government in 1942, the Base served as the core for logistics, maintenance, and aerospace supporting various military programs throughout its operational lifetime. In 1988, the Base was selected for closure by the federal Base Realignment and Closure Commission, also referred to as “BRAC”. The Base officially closed in 1994.

Figure 1 presents the boundaries of the former Base.

Figure 1: Boundaries of Former Norton Air Force Base



RSG Inc, Inland Valley Development Agency

ECONOMIC IMPACT OF BASE CLOSURE

The closure of the Base had a significant impact on the San Bernardino local economy. According to a 2009 study by Cal State University, San Bernardino, the area's economic losses were substantial:

- 15,458 direct, indirect, and induced jobs
- \$1.86 billion in annual payroll (2021 dollars)
- \$2.36 billion in annual economic activity (2021 dollars)

REDEVELOPMENT

IVDA was formed in 1990 to offset the economic devastation of the area that resulted from the Base closure. This led to the preparation of the Redevelopment Plan and formation of the Redevelopment Project Area within three miles of the former Base.

IVDA

The IVDA is a JPA formed pursuant to Government Code Section 6500 *et seq.* and is comprised of the Cities of Colton, Loma Linda and San Bernardino, and the County of San Bernardino, collectively referred to as "Participating Jurisdictions." Under California Health and Safety Code Section 33000, *et. seq.* (the "California Community Redevelopment Law"), the State legislature granted specific authority to these jurisdictions to form a joint exercise of powers agency with redevelopment powers. The IVDA also served as the federal base reuse authority pursuant to the requirements of the Department of Defense in the Base Realignment and Closure Act for the conversion of the former Air Force Base into civilian reuse.

REDEVELOPMENT PLAN AND REDEVELOPMENT PROJECT AREA

On July 18, 1990, the IVDA adopted the Redevelopment Plan for the Inland Valley Redevelopment Project Area ("Redevelopment Project Area"). At the time of adoption, the Redevelopment Project Area, as shown in Figure 2, consisted of 14,246 acres of property among the Participating Jurisdictions, or 22,476 parcels. The IVDA's prime purpose and function as a JPA is to provide the mechanism and funding to²:

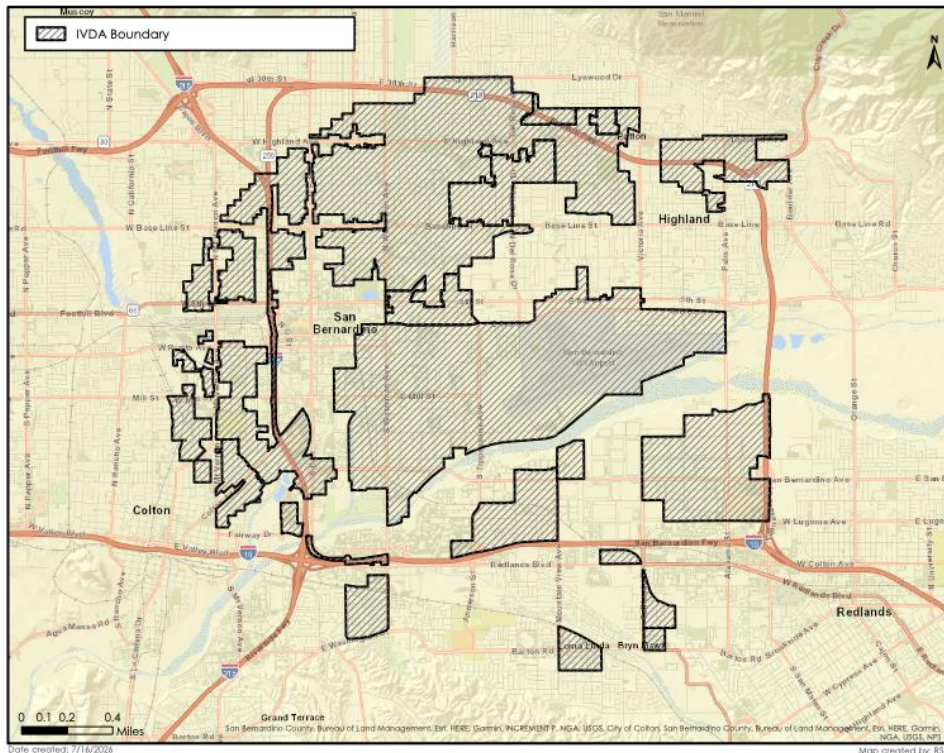
- Acquire the Base and facilitate the successful reuse of the property,
- Ensure that adequate access exists to and from the major transportation systems and the Base,
- Create a safe and sustainable public airport, and

² As originally provided by Health and Safety Code Section 33320.5 (which was later codified in Sections 33492.40, 33492.41 and 33492.42 of the California Community Redevelopment Law)

- Promote economic development within the area surrounding the Base.

Figure 2 presents the boundaries of the current Redevelopment Project Area.

Figure 2: Boundaries of the Current IVDA Redevelopment Project Area



The Participating Jurisdictions entered into a Joint Powers Agreement that specifies that each city would contribute to the Redevelopment Project Area and the IVDA one-half (½) of the tax increment generated by such city's share of the 1% general tax levy ("1% levy"). The County also agreed to contribute (for those areas falling within the unincorporated territories) one-half (½) of the tax increment generated by the County's General Fund share of the 1% levy. In all other areas, the County would retain its General Fund share of tax increment revenues generated by the Redevelopment Project Area.

These contributions provided the necessary tax increment revenue to fund significant projects, many of which were financed with bond debt subsequently issued by IVDA.

IVDA ACCOMPLISHMENTS

Since 1990, the IVDA and its partners have focused on business attraction and retention programs in the many sectors including logistics, transportation, government, construction, manufacturing, distribution, aerospace, research and development, professional services, education, and health care.

The IVDA has developed and implemented economic development programs and initiatives that have supported a multitude of partners including:

- IVDA Participating Jurisdictions,
- Federal government partners such as the Department of Defense, Department of Transportation, United States Forest Service, and Department of Commerce,
- San Bernardino International Airport Authority,
- Regional Inter-Governmental Partners,
- San Manuel Band of Serrano Mission Indians,
- Fortune 100 and 500 Alliance-California businesses,
- Educational and Community Organizations,
- Workforce Development Organizations, and
- Public Utilities

As of December 2018, over 14 million square feet of new facilities had been developed on or near the former Base.

DISSOLUTION

In January 2011, then Governor Brown proposed the dramatic step of eliminating redevelopment across California as part of his plan to balance the State Budget and fund public education. In general, the State backfills public school district budgets to the extent that local property taxes do not meet required costs. Beginning in the 1990's, the State budget began to feel the strain of property taxes diverted to local redevelopment agencies and began to periodically claw back some tax increment revenues into a what was known as the Educational Revenue Augmentation Fund.

Over time, these property tax shifts became more frequent and detrimental to revitalization projects, which only slowed the growth of local economies and the property taxes for all agencies including school districts. In response to the State's raids into redevelopment and other local budgets, a coalition of city, redevelopment, and other local agencies sponsored Proposition 22 to prevent the State from future sweeps. Proposition 22 was approved overwhelming by the voters in California in November 2010.

Less than two months later, Governor Brown proposed eliminating redevelopment agencies unless they committed to ongoing support back to the State for local school finance. This proposal led to the creation of two Assembly Bills that were adopted by the Legislature and signed by the Governor in June 2011. Litigation on this action was filed almost immediately. In December 2011, the California Supreme Court ruled in favor of the State, and set in motion

a process to commence the dissolution of all 400 redevelopment agencies in California in February 2012, including IVDA's role as a redevelopment agency.

The "Dissolution Act," contained in Health and Safety Code Sections 34170-34191.6, immediately suspended work on any redevelopment projects among all redevelopment agencies. Redevelopment successor agencies were charged with the responsibility to "wind-down" the fiscal affairs of the former redevelopment agencies. In general, commitments made to bondholders and other debtors (or "enforceable obligations") were permitted to be paid through a highly regulated process involving local, County, and state oversight. Remaining funds after these obligations are fulfilled are paid to existing taxing agencies, including schools and other local agencies, for their general purpose. For the most part, new projects or programs were terminated or eliminated. Notably, the dissolution of redevelopment eliminated the affordable housing set aside funds of local redevelopment agencies, which was the largest source of financing for affordable housing projects in California at the time.

IVDA is a Joint Powers Authority that continues to operate as a separate legal entity outside of the redevelopment dissolution process. The California Department of Finance has a settlement agreement with IVDA acknowledging this.

SIGNIFICANT REVITALIZATION AND ECONOMIC CHALLENGES REMAIN

Like many redevelopment agencies, IVDA's ability to effectuate revitalization took a massive hit in 2012. Despite its successes, the region still faces a multitude of issues that have prevented the full recovery of the area. The dissolution of redevelopment agencies in 2012 eliminated a primary source of revenue - tax increment financing - for the IVDA and its member jurisdictions. This limited the IVDA's ability to advance the economic revitalization of the eastern region of the San Bernardino Valley. Compared to state averages, IVDA member jurisdictions experience:

- Higher unemployment rates
- Higher crime rates
- Aging infrastructure and obsolete facilities
- Environmental issues

In October 2020, IVDA reached a settlement with the State, which opened up the potential of forming a Community Revitalization and Investment Authority within the legal framework of the IVDA JPA.

CRIA BASICS

Since the dissolution of redevelopment, the State Legislature approved new options for tax increment financing to give local jurisdictions options to finance infrastructure and economic

development projects. Two of these tools, Enhanced Infrastructure Financing Districts ("EIFD") and Community Revitalization and Investment Authorities ("CRIA"), authorize the use of tax increment financing, however in more limited capacities than their redevelopment agency predecessors.

CRIAs are an economic development tool created in 2015 that allow California cities, counties, and special districts to finance specified types of projects with tax increment contributed by eligible consenting tax entities. School districts may not participate. Government Code Sections 62000 - 62208 establishes CRIA requirements. Appendix B summarizes legislation that amended laws relevant to CRIA since 2015.

A CRIA can be a catalyst for growth to improve the quality of life for the region and carry out the mission of the IVDA and the Norton Air Force Base Reuse Plan. Adoption of a CRIA and a Revitalization Plan may provide the IVDA an opportunity to improve the quality of life and economic growth in the region.

ELIGIBILITY REQUIREMENTS FOR FORMING A CRIA

There are several criteria that need to be met to form a CRIA. A community or agency that previously sponsored a redevelopment agency cannot create a CRIA unless the successor agency to the former redevelopment agency makes the following findings:

- It has received a finding of completion from the Department of Finance.
- No former redevelopment agency assets that are subject to litigation with the state can be used to benefit the CRIA unless permitted by the final judgement of a court.
- It has complied with all orders of the State Controller, relating to the return of former redevelopment agency assets that had been transferred to other public agencies after January 1, 2011.

The IVDA and its member jurisdictions satisfy these requirements.

STATUTORY QUALIFICATIONS

As outlined in Section 62001 of the Government Code, a CRIA Plan Area must meet one of five statutory requirements. These requirements are described below:

- **Former Military Bases:** According to Section 62001 of the Government Code, a former military base with largely deteriorated or inadequate infrastructure and structures may establish a CRIA.

- **Disadvantaged Communities:** A CRIA may also be established in a Disadvantaged Community, as defined by the California Environmental Protection Agency (CalEPA).³ CalEPA identifies these communities based on geographic, socioeconomic, public health, and environmental hazard criteria, and may include, but are not limited to, either of the following:
 - Areas disproportionately affected by environmental pollution that can lead to negative public health effects, exposure, or environmental degradation.
 - Areas with concentrations of people that are of low income, high unemployment, low levels of homeownership, high rent burden, sensitive populations, or low levels of educational attainment.
- **Housing Element Sites:** Land identified in a jurisdiction's Housing Element sites inventory deemed suitable for residential development.
- **Lower-Income:** At least 60% of the land located within the CRIA boundaries must be characterized by an annual median household income (AMI) that is less than 80% of the statewide, countywide, or citywide annual median income.
- **Blighted Areas:** At least 60% of the land located within the CRIA boundaries must meet three of the following four conditions:
 - An unemployment rate that is at least 3 percentage points higher than the statewide average annual unemployment rate, as defined by the Employment Development Department,
 - Crime rates that are at least 5 percent higher than the statewide average crime rate for violent or property crime offenses, as defined the Criminal Justice Statistics Center within the Department of Justice,
 - Deteriorated or inadequate infrastructure, including streets, sidewalks, water supply, sewer treatment or processing, and parks, or
 - Deteriorated commercial or residential structures.

³ In January 2017, the Office of Environmental Health Hazard Assessment (OEHHA), on behalf of the California Environmental Protection Agency (CalEPA), updated the California Communities Environmental Health Screening Tool (CalEnviroScreen). CalEnviroScreen identifies California communities that are disproportionately burdened by, and vulnerable to, multiple sources of pollution. SB 535 uses the CalEPA definition of disadvantaged communities, which are defined as the top 25% scoring areas from the CalEnviroScreen along with other areas with high amounts of pollution and low populations.

POWERS OF A CRIA

CRIAs are authorized to use tax increment revenue to improve infrastructure, assist businesses, and support affordable housing. According to Sections 62000 through 62002 of the Government Code, CRIAs generally have the following powers to:

- Adopt a Revitalization Plan
- Receive tax increment
- Receive funds transferred to it pursuant to a resolution adopted by a city, county, or special district
- Provide for low- and moderate-income housing
- Provide funding to rehabilitate, repair, construct, or upgrade infrastructure
- Undertake brownfield remediation and cleanup
- Provide for seismic retrofits of existing buildings
- Acquire and sell property
- Issue bonds
- Borrow and accept funds or assistance from private entities
- Qualify for funding as a disadvantaged community
- Enter into an agreement to coordinate investments derived from New Market Tax Credits
- Fund tenant or owner improvement loans and grants
- Fund the construction of foundations for the provision of air right sites for use as residential, commercial, industrial, or other uses included in the Revitalization Plan
- Provide direct assistance to businesses for a) industrial and manufacturing uses, or b) redeveloping or converting underutilized office or retail structures into housing
- Acquire real property by eminent domain, provided that authority is exercised within twelve years from the adoption of the Revitalization Plan

TYPES OF ELIGIBLE PROJECTS

According to Government Code Section 62002, CRIAs may finance the construction, rehabilitation, repair, and upgrade of public capital facilities, affordable housing, and other infrastructure. There is a wide range of projects that are eligible for CRIA funding including, but not limited to:

- Underground utilities and communication systems

- Sidewalks and roads
- Stormwater collection and sewer systems
- Affordable housing
- Brownfield remediation
- Seismic retrofits
- Transit priority projects

Government Code Section 62202 defines exceptions that restrict CRIAs from funding the development of certain types of business, including car dealerships on undeveloped land, gambling establishments, and development on five or more acres of land, other than office, hotel, manufacturing, or industrial.

A CRIA may not finance a project outside of the Revitalization Area.

AFFORDABLE HOUSING

Similar to Redevelopment Law, at least 25% of tax increment collected by a CRIA must be deposited into a Low- and Moderate-Income Housing Fund ("Housing Fund") for the purposes of increasing, improving, and preserving the supply of low- and moderate-income housing.

A CRIA Authority must create a five-year housing program plan that includes:

- Amount of funding available in the Housing Fund and the estimated revenues
- Estimates of the number of new, rehabilitated, or price restricted residential units to be assisted or developed during the period
- Estimates of the expenditures
- A description of how the program will implement the requirements for expenditures of funds
- A relocation plan for the potential displacement of low- and moderate-income families.

Rental units receiving assistance from the Housing Fund are required to be maintained as affordable for 55 years; assisted owner-occupied units must remain affordable for 45 years.

Expenditures of the Housing Fund over each ten-year period must be targeted to low and very low-income categories in the same proportion as the total number of housing units needed for low and very low-income households to the total number of units needed for moderate,

low and very low-income households within the community, as determined by the Regional Housing Needs Allocation (RHNA)⁴.

A CRIA can use the 25% housing set aside funds within the CRIA area for the following:

- Acquire property or building sites.
- Improve property or building sites with onsite or offsite improvements, if the improvements are a part of new construction or rehabilitation of affordable housing.
- Rehabilitate buildings or structures.
- Provide affordable housing subsidies.
- Maintain the community's supply of mobile homes.
- Develop plans, pay principal and interest on bonds, loans, advances, or other indebtedness.
- Preserve affordable housing at risk of conversion to market rate housing.

A CRIA may use a portion of the Housing Fund to cover costs related to planning and general administrative costs that are directly related to the programs and activities.

If a CRIA makes findings that a transfer of the housing funds will reduce administrative costs or expedite the construction of affordable housing, it can transfer these funds to the housing authority within the CRIA's sponsoring community, the housing successor to a former redevelopment agency or a nonprofit housing developer.

Prior to expiration of the Revitalization Plan, 30% of the housing units constructed or substantially rehabilitated by the CRIA must be made available to low- and moderate-income households, with 50% of those units available to very low-income households. In addition, 15% of the housing units constructed or substantially rehabilitated by any entity other than the CRIA within the Revitalization Area must be made available to low- and moderate-income households, with 40% of those units available to very low-income households.

A CRIA is subject to replacement housing obligations when low- and moderate-income units are destroyed or removed as part a project that is assisted by the CRIA on a one for one replacement obligation within the Revitalization Area.

⁴ The law does not stipulate proportional allocations of affordable housing in the case of a CRIA that contains multiple jurisdictions, such as the IVDA member jurisdictions. RSG has made the assumption that affordable housing requirements for the member jurisdictions of the CRIA will be proportional to the amount of tax increment generated in that jurisdiction.

ONGOING ACCOUNTABILITY

Specific steps have been taken to increase the level of accountability and transparency of CRIA Authorities compared to former redevelopment agencies. A CRIA Authority is responsible for the adoption of an annual report that describes the following for the fiscal year:

- Projects undertaken and their progress
- Comparison of actual revenues and expenses to budgeted revenues and expenses
- Amount of tax increment revenue received
- Amount of revenue expended for affordable housing
- Amount of revenue used to assist private business
- Assessment of the status of completion of the CRIA's projects
- Annual independent financial audit

Every ten years, a CRIA is required to hold a protest proceeding to determine if the Revitalization Area should continue.

ENHANCED INFRASTRUCTURE FINANCING DISTRICT (EIFD)

Over the past several years, EIFDs have been the most widely deployed instrument for tax-increment financing in California. Like a CRIA, and EIFD can use tax-increment revenue to finance eligible activities—including affordable housing and public infrastructure—through bond issuance or on a pay-as-you-go basis. Approximately 33 EIFDs have been formed since 2016, with an average size of 5,300 acres.

Though fundamentally similar, EIFDs and CRIAs differ in certain respects. These include the following:

- **Geographic Eligibility:** Unlike CRIAs, EIFDs are not required to meet specific geographic criteria. This means that a public entity can establish an EIFD anywhere so long as it obtains the approval of participating agencies. It also means that an EIFD could theoretically generate meaningful tax-increment revenue faster than a CRIA, since the latter is generally restricted to economically challenged areas with a lower property tax base.
- **Funding Activities:** CRIAs are authorized to finance a wider range of activities compared to EIFDs. Whereas CRIAs are authorized to provide business loans and grants for certain purposes, EIFDs are restricted to financing capital projects. However, EIFDs are not statutorily required to allocate revenue for affordable housing, which contrasts with the 25 percent set-aside requirement for CRIAs.
- **Funding Sources:** EIFDs have greater flexibility to draw on multiple revenue streams to fund its activities. Property tax increment represents is the primary funding source for both EIFDs and CRIAs. However, in accordance with AB 1568 ("NIFTI 1") and SB 961 ("NIFTI 2"),

EIFDs are also authorized to collect sales tax revenues if they agree to construct affordable and comply with other requirements.

- **Other Authorities:** CRIAs have slightly broader powers to advance redevelopment compared to EIFDs. In addition to funding business assistance, CRIAs are also authorized to exercise eminent domain for up to 12 years following their adoption.

In this case, the superior tool to select depends on IVDA's vision and policy objectives for the Study Area. For example, should IVDA desire more funding for infrastructure than what a CRIA can generate, an EIFD may be preferable since it does not require any minimum set-aside for affordable housing. By contrast, should IVDA wish to provide direct business assistance for purposes of facilitating office-to-residential conversion, a CRIA may be preferable since it is statutorily authorized to fund such activities. Further discussion with IVDA and its jurisdictional partners may be needed to clarify shared public policy objectives, which will consequently help determine which tool is most useful.

GUIDELINES FOR COUNTY PARTICIPATION

In June 2024, the County of San Bernardino published guidelines governing its participation in tax-increment financing schemes, including EIFDs, CRIAs, and Climate Resilience Districts (CRD). The guidelines state that County shall only participate under the following circumstances:

- The proposing entity's contribution percentage of property tax increment shall be at least equal to the County's contribution percentage.
- The County shall contribute no more than 50% of its annual property tax increment except under certain circumstances.
- All CRIA proposal shall meet the required conditions under Government Code section 62001(d) or (e).
- The County's contribution of annual property tax increment shall not exceed 45 years after bond issuance is approved.
- The proposer's feasibility analysis must demonstrate that the County's participation is a necessary precondition for the implementation of planned infrastructure or development projects (i.e., "but-for" analysis).
- A financial impact analysis must demonstrate that the district would generate a positive net impact to the County's General Fund.
- The proposed district must align with at least one of the following economic development strategies:
 - Low-Cost Affordable Housing Units
 - Homeless Prevention

- Diversify the Economy and Increase High Quality Employment
- Spur the Creation and Scaling of New Business
- Bolster Quality of Life
- The proposed district must be consistent with applicable law, including:
 - Chapter 2.2.99 of Part 1 of Division 4 of Title 6 of California Government Code sections 62000 et seq. (for EIFDs)
 - Part 1 of Division 4 of Title 6 of California Government Code sections 62000 et seq. (for CRIsAs)
 - Division 6 of Title 6 of California Government Code sections 62300 et seq. (for CFDs)

A copy of the County participation guidelines can be found in an *Appendix C*.

FEASIBILITY ANALYSIS

This section describes the approach and methodology for evaluating the Study Area's eligibility as a CRIA Plan Area and projected tax increment revenues.

METHODOLOGY

RSG coordinated with IVDA staff throughout the duration of this Feasibility Study to fully understand key factors and current issues involving the member jurisdictions of the IVDA. Key tasks and activities include data collection, interviews with key staff members from multiple jurisdictions, and meetings with IVDA staff.

DATA COLLECTION

RSG conducted an initial working session with IVDA staff to determine the project scope and process and formalize overall Feasibility Study objectives, schedules, policy and fiscal criteria. The Feasibility Study began with a complete and thorough review of available data and documents. RSG reviewed adopted budgets, capital improvement plans, and strategic plans to develop a comprehensive assessment of the feasibility of the formation of a CRIA. In addition, RSG utilized various reports and documents from the California Department of Finance, California State Controller, California Employment Department, Census Bureau, Costar (a commercial real estate database) and ESRI Business Analyst.

INTERVIEWS

When the feasibility study was originally prepared in 2020, RSG met with the executive leadership of the IVDA, as well as staff from the jurisdictional members of the IVDA, during the months of November and December 2020. These interviews allowed RSG to gain insight on the current opportunities and needs, as well any unique challenges of each participating member of the IVDA.

RSG conducted interviews with the following jurisdictions:

- IVDA Staff
- City of Colton
- City of Loma Linda
- City of San Bernardino
- City of Highland

The content of these interviews included financing constraints and opportunities; infrastructure needs; future development within the potential CRIA area; and affordable housing needs. Because several years have elapsed since these preliminary interviews, it is

important that IVDA reengage participating agencies to confirm interest and determine what share of tax increment each agency is willing to contribute to the CRIA.

STUDY AREA

IVDA staff directed RSG to evaluate the potential CRIA boundaries within the existing Inland Valley Redevelopment Project Area as well as other territory nearby territory within the jurisdiction of its member agencies (cities of Colton, Highland, Loma Linda, Redlands, and San Bernardino, and unincorporated County areas).⁵ RSG conducted interviews with management from each of these agencies during a 2021 feasibility study to assess general interest in CRIA tools as well as specific locations (inside and outside IVDA) for exploring interest. The San Bernardino County Fire Protection District, a dependent-special district of the County, may also be interested in participating in the CRIA. IVDA will need to meet with each agency to confirm interest and negotiate tax increment contributions.

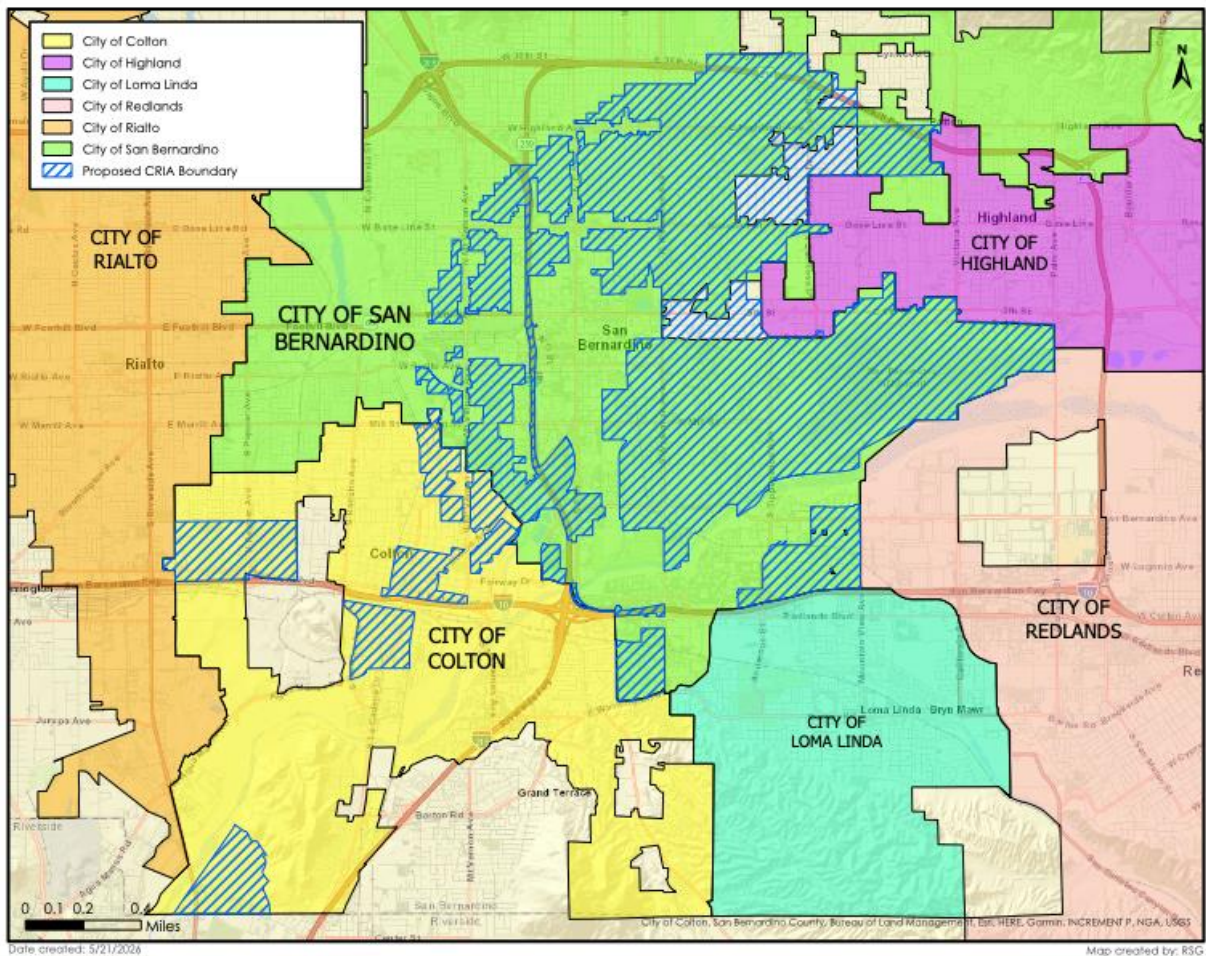
With the exception of Highland and Redlands, most member agencies interviewed in 2021 generally supported a CRIA to extend the original intention for revitalization of the former Base and surrounding area. Colton officials also expressed a desire to add several areas of their city (much of which was within an existing redevelopment project area of the former Colton Redevelopment Agency) for exploration for a CRIA as well.

As further detailed in subsequent pages, most areas considered by participating agencies for inclusion are eligible for a CRIA as a Disadvantaged Community or former military base.

Figure 3 presents the boundaries of the Study Area, which encompass portions of the City of Bernardino and the City of Colton.

⁵ Additional interviews with other agencies are still pending at this time.

Figure 3: Study Area Boundaries



Detailed Study Area maps are presented in Appendix A.

LAND USE

Figure 4 presents the itemization of land use within the CRIA Study Area, which consists of over 20,000 parcels and a total secured and unsecured assessed value of nearly \$9.77 billion according to the 2025-26 County Assessment Roll. The most prominent land uses by parcel count within the project area are residential (single family and multifamily). The Multiple Zonings land use (an area with a primary zoning district and one or more overlay districts), followed closely by industrial and residential land uses, contributes the largest portion of assessed value within the project area. This breakdown generally corresponds to the same type of land uses within the former IVDA redevelopment project area.

Figure 4: Study Area Land Use Breakdown by Parcels and 2025-26 Assessed Value

Inland Valley Development Agency CRIA Secured + Unsecured Land Use and Assessed Values			
Land Use	Parcels	Assessed Value	
Single Family Residential	9,213	\$	1,932,940,584
Multiple Family Residential	6,197		1,744,382,247
Industrial	1,295		2,068,232,469
Commercial	1,406		1,034,901,259
Multiple Zonings	1,959		2,452,881,763
Vacant	70		151,225,208
Public Facilities	609		380,495,262
Agricultural	54		140,345
Grand Total	20,803	\$	9,765,199,137

Source: San Bernardino County Assessment Roll, 25-26

CRIA ELIGIBILITY

Both IVDA and Colton are eligible for a CRIA as described in the following sections.

FINDING OF COMPLETION

CRIA law requires that any successor agency property included in a CRIA may only be done so provided that the corresponding successor agency has received a finding of completion pursuant to Section 62001 (b)(2)(A) of the Government Code. Both the Colton Successor Agency and IVDA received their findings of completion on May 16, 2013 and May 7, 2013 respectively.

Both successor agencies generate more RPTTF than their annual enforceable obligations according to redevelopment property tax trust fund ("RPTTF") apportionment reports from the County Auditor-Controller/Treasurer/Tax Collector ("Auditor-Controller") for the past three years. This means that they are likely able to have sufficient future tax increment cash flows in the future. Therefore, properties in these former redevelopment areas are eligible for the proposed CRIA. The Financial Impacts section presents tax increment projections in detail.

DISADVANTAGED COMMUNITY AND FORMER MILITARY BASE ELIGIBILITY

As described more fully on page 9, a CRIA Revitalization Plan Area may contain lands that meet one of three criteria:

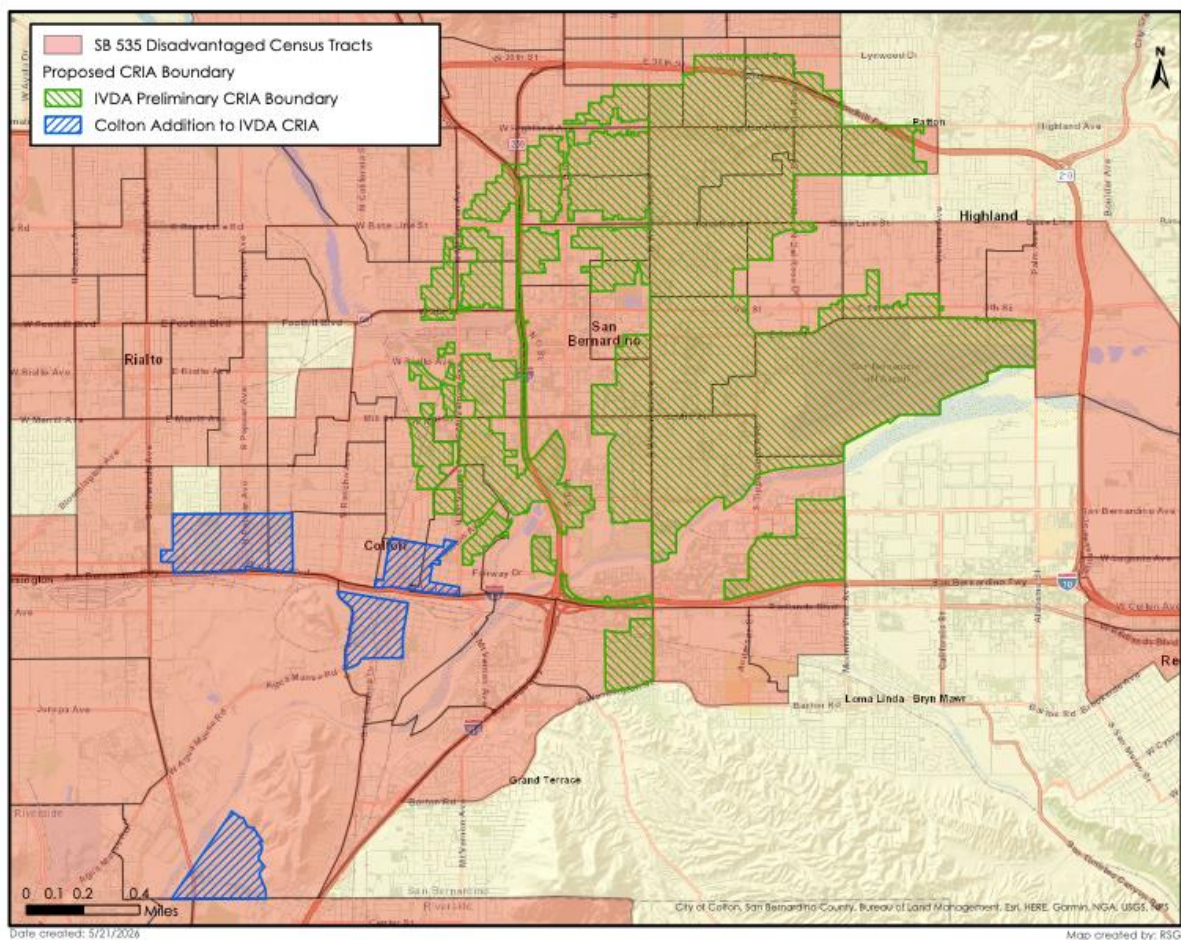
- Located within a disadvantaged community pursuant to Section 62001(e)(2) ("Disadvantaged Community"),
- Located within a former military base pursuant to Section 62001(e)(1), or
- A blighted area, as defined by Section 62001(d).

IVDA and Colton staff identified areas of interest for a CRIA. RSG reviewed each area and confirmed most of the territory is eligible for CRIA as a Disadvantaged Community or former military base. The eligible areas constitute the Study Area.

While some blighted property may exist in portions of the IVDA or Colton areas of interest, these areas were deemed too small and not sufficiently beneficial to warrant further study for inclusion in the CRIA boundaries. Blighted areas that are not eligible as a Disadvantaged Community or former military base were therefore excluded from the Study Area.

Figure 5 is a map of the Study Area indicating the location of the two component areas (Colton or IVDA) overlapping with the disadvantaged community within these areas.

Figure 5: Study Area and Disadvantaged Community Areas



FINANCIAL IMPACTS

A CRIA incites development by investing in infrastructure and other projects. This leads to growth in property tax revenues. Taxing entities participate in a CRIA if they see it as a viable

investment. Unlike redevelopment, which typically allocated most or all property tax increment to the redevelopment agency, under a CRIA, taxing entities choose how much tax increment they contribute. This flexibility may entice additional taxing entities and partners to participate in the CRIA.

TAX INCREMENT

Tax increment is property tax revenue generated above an established “base year” value. Assessed values must increase over the base year value to generate tax increment. CRIAs are funded with tax increment generated from the increase in property taxes that occurs after adoption of the CRIA.

A participating taxing entity must adopt a resolution directing the county auditor-controller to allocate some or all its share of the tax increment funds from properties located within a CRIA to enable the receipt of tax increment revenues by a CRIA. Other taxing entities may also choose to participate in the CRIA by dedicating a percentage of their tax increment funds to the CRIA. Participation can vary by jurisdiction and taxing entities may set a time limit to their pledge of their shares of tax increment and they may also restrict the use of funds to specific purposes or programs in the agreement.

A city, county or special district may also adopt a resolution transferring funds to a CRIA from the following other sources:

- Property taxes from dissolved redevelopment agencies
- Property taxes in lieu of former vehicle license fee funds
- Funds derived from various assessments imposed by a special district

Unlike Redevelopment Agencies, CRIAs may not collect tax increment from school districts.

ASSUMPTIONS

RSG developed a conservative 45-year forecast of tax increment revenue for the CRIA within the Study Area using the total 2025-26 secured and unsecured assessed value of approximately \$9.77 billion as the foundation for the forecast. Our assumptions for future growth consist of the following:

- Assumed formation of the CRIA in fall of 2027, assuming any protest by CRIA property owners and residents is less than 25 percent of the total.
- Filing a statement of boundary change with the State Board of Equalization before December 1, 2027.
- A 2026-27 secured and unsecured base year assessed value of \$10.0 billion, which assumes a 3.0 percent growth in secured assessed value and no growth in unsecured assessed value over the current 2025-26 assessment roll.

- Conservatively, future secured assessed values projected to grow at a rate of 3.0 percent annually with no growth in unsecured assessed values.
- Based on the forgoing assumptions, collection of tax increment revenue beginning in tax year 2027-28.
- For purposes of this Feasibility Study, RSG presumes that each of the following agencies approves a consenting resolution and memorandum of understanding with IVDA to contribute 25 percent of their future share of tax increment revenue from the CRIA for purposes of project implementation, including both affordable housing and general revitalization projects:
 - San Bernardino County Fire Protection District (including property in the City of San Bernardino and within other eligible unincorporated areas of IVDA)
 - Note the City of San Bernardino will be one of the participating entities, however their property tax revenues are pledged to the San Bernardino County Fire Protection District following the approval of the In Lieu Vehicle License Fee Revenue Sharing Agreement No. 16-93 on March 15, 2016.
 - City of Colton (inside and outside the current IVDA boundaries)
 - City of Loma Linda
 - County of San Bernardino (with respect to unincorporated areas only)

Figure 6 shows each participating agency's contribution to tax-increment revenues in the Study Area. RSG calculated these figures by calculating each jurisdiction's weighted share of the 1 percent general levy by its weighted share of the Study Area's total assessed value.

Figure 6: Summary of Tax Increment Projections by Agency

Taxing Agency	Weighted Share of 1% Allocation Share	Percent of All CRIA Eligible AV	Percent of Tax Increment from CRIA - Based on Sum Product
IVDA - San Bernardino	0.1697140	76.896%	0.13051
IVDA - San Bernardino Annex	0.1693441	7.704%	0.01305
IVDA - Colton	0.1679664	2.605%	0.00438
No RDA - Colton	0.1679192	3.577%	0.00601
RDA - Colton	0.1624275	3.492%	0.00567
IVDA - Loma Linda	0.0000000	0.413%	0.00049
Redlands:	0.0000000	0.000%	0.00000
City Subtotal:	0.8373712	0.9468705	0.1600961
IVDA - Unincorporated	0.1440974	5.313%	0.00766

PROJECTIONS

Based on these assumptions, Figure 7 presents a summary of RSG's 45-year forecast of revenues to the CRIA. A more detailed forecast is presented in Figure 8.

RSG anticipates that the CRIA Study Area could generate approximately \$184 million in tax increment revenues over 45 years (cumulatively). Of this amount, 25 percent, or approximately \$46 million, would be set aside for affordable housing purpose and the balance would be available for other revitalization projects. In present value, assuming a 4 percent discount rate, this is equivalent to \$58.3 million in total tax increment revenue including \$14.6 million for affordable housing purposes.

Figure 7: Summary of Tax Increment Projections by Agency

Jurisdiction	Tax Share within CRIA	Parcels	CRIA Eligible AV	Cumulative TIF (@ 25% to	Present Value TIF (@ 25% to CRIA)	Total IVDA AV	% in CRIA	Total Est TIF from IVDA (NPV, 45 Years)	Base Year	CAGR over
IVDA Project Area										
From SBCFPD	0.1305093	15,083	\$ 7,509,014,137	77%	\$ 140,438,367	\$ 44,501,392	76%	\$ 192,712,337	78%	\$ 1,308,643,277
San Bernardino	0.0130464	773	752,317,804	8%	14,038,949	4,448,590	8%	\$ 19,264,526	8%	\$ 98,848,567
San Bernardino Annex	0.0075973	incl. below	incl. below		8,175,305	2,590,549	4%	incl. below		incl. below
Unincorporated										
From Cities										
Loma Linda	0.0004854	12	40,295,143	0%	522,288	165,500	0%	\$ 716,695	0%	\$ 36,240,432
Colton	0.0043764	1,284	254,431,646	3%	-	-	0%	\$ 6,462,201	3%	\$ 122,940,581
Redlands	-	-	-	0%	-	-	0%	-	0%	\$ 108,365,108
From County										
Unincorporated	0.0076558	2,062	518,820,368	5%	8,238,275	2,610,502	4%	\$ 11,304,725	5%	\$ 133,862,238
IVDA Subtotal	0.1636705	19,214	9,074,879,098	93%	171,413,184	54,316,533	93%	230,460,483		1,808,900,203
Outside IVDA Project Area										
Colton - City RDAs	0.0056723	497	\$ 341,021,248	3%	\$ 6,103,854	\$ 1,934,158	3%	\$ 8,375,831	3%	\$ 228,163,483
Colton - No RDA	0.0060064	1,092	349,298,791	4%	6,463,396	2,048,088	4%	\$ 8,869,202	4%	\$ -
Colton Subtotal	0.0116787	1,589	690,320,039	7%	12,567,251	3,982,246	7%	17,245,033		
Total	0.2018235	20,803	\$ 9,765,199,137	100%				\$ 247,705,516	100%	\$ 1,808,900,203
Total Projected CRIA TIF (45 Years) \$ 183,980,435 \$ 58,298,779 100% Housing Set Aside (25% of Total CRIA TIF) \$ 45,995,109 \$ 14,574,695 25%										

Figure 8: Detailed Tax Increment Projections by Year

PRELIMINARY TAX INCREMENT PROJECTIONS PROPOSED IVDA CRIA (INCLUDING IVDA AND NON-IVDA AREA)											
Year Ending		Assessed Value Forecast				Gross Tax		Projected CRIA TIF			
						Increment					
		Secured	Unsecured	Total	Incremental			Total 25%	Housing Only (25% of Total TIF)		
CY	2026	\$	8,757,253,999	\$	1,007,945,138	\$	9,765,199,137				
BY	2027	3.0%	9,019,971,619	1,007,945,138	10,027,916,757						
2	2028	3.0%	9,290,570,768	1,007,945,138	10,298,515,906	\$	270,599,149	\$	115,663	\$	28,916
3	2029	3.0%	9,569,287,891	1,007,945,138	10,577,233,029		549,316,272		549,316		58,699
4	2030	3.0%	9,856,366,527	1,007,945,138	10,864,311,665		836,394,908		836,394		89,376
5	2031	3.0%	10,152,057,523	1,007,945,138	11,160,002,661		1,132,085,904		1,132,085		120,973
6	2032	3.0%	10,456,619,249	1,007,945,138	11,464,564,387		1,436,647,630		1,436,647		153,517
7	2033	3.0%	10,770,317,826	1,007,945,138	11,778,262,964		1,750,346,207		1,750,346		187,039
8	2034	3.0%	11,093,427,361	1,007,945,138	12,101,372,499		2,073,455,742		2,073,455		221,565
9	2035	3.0%	11,426,230,182	1,007,945,138	12,434,175,320		2,406,258,563		2,406,258		257,128
10	2036	3.0%	11,769,017,087	1,007,945,138	12,776,962,225		2,749,045,468		2,749,045		293,758
11	2037	3.0%	12,122,087,600	1,007,945,138	13,130,032,738		3,102,115,981		3,102,115		331,486
12	2038	3.0%	12,485,750,228	1,007,945,138	13,493,695,366		3,465,778,609		3,465,778		370,346
13	2039	3.0%	12,860,322,735	1,007,945,138	13,868,267,873		3,840,351,116		3,840,351		410,372
14	2040	3.0%	13,246,132,417	1,007,945,138	14,254,077,555		4,226,160,798		4,226,160		451,599
15	2041	3.0%	13,643,516,389	1,007,945,138	14,651,461,527		4,623,544,770		4,623,544		494,063
16	2042	3.0%	14,052,821,881	1,007,945,138	15,060,767,019		5,032,850,262		5,032,850		537,801
17	2043	3.0%	14,474,406,537	1,007,945,138	15,482,351,675		5,454,434,918		5,454,434		582,850
18	2044	3.0%	14,908,638,734	1,007,945,138	15,916,583,872		5,888,667,115		5,888,667		629,252
19	2045	3.0%	15,355,897,896	1,007,945,138	16,363,843,034		6,335,926,277		6,335,926		677,045
20	2046	3.0%	15,816,574,832	1,007,945,138	16,824,519,970		6,796,603,213		6,796,603		726,272
21	2047	3.0%	16,291,072,077	1,007,945,138	17,299,017,215		7,271,100,458		7,271,100		776,976
22	2048	3.0%	16,779,804,240	1,007,945,138	17,787,749,378		7,759,832,621		7,759,832		829,201
23	2049	3.0%	17,283,198,367	1,007,945,138	18,291,143,505		8,263,226,748		8,263,226		882,992
24	2050	3.0%	17,801,694,318	1,007,945,138	18,809,639,456		8,781,722,699		8,781,722		938,398
25	2051	3.0%	18,335,745,147	1,007,945,138	19,343,690,285		9,315,773,529		9,315,773		995,466
26	2052	3.0%	18,885,817,502	1,007,945,138	19,893,762,640		9,865,845,883		9,865,845		1,054,245
27	2053	3.0%	19,452,392,027	1,007,945,138	20,460,337,165		10,432,420,408		10,432,420		1,114,788
28	2054	3.0%	20,035,963,788	1,007,945,138	21,043,908,926		11,015,992,169		11,015,992		1,177,148
29	2055	3.0%	20,637,042,701	1,007,945,138	21,644,987,839		11,617,071,082		11,617,071		1,241,378
30	2056	3.0%	21,256,153,982	1,007,945,138	22,264,099,120		12,236,182,363		12,236,182		1,307,535
31	2057	3.0%	21,893,838,602	1,007,945,138	22,901,783,740		12,873,866,983		12,873,866		1,375,677
32	2058	3.0%	22,550,653,760	1,007,945,138	23,558,598,898		13,530,682,141		13,530,682		1,445,863
33	2059	3.0%	23,227,173,373	1,007,945,138	24,235,118,511		14,207,201,754		14,207,201		1,518,154
34	2060	3.0%	23,923,988,574	1,007,945,138	24,931,933,712		14,904,016,955		14,904,016		1,592,614
35	2061	3.0%	24,641,708,231	1,007,945,138	25,649,653,369		15,621,736,612		15,621,736		1,669,309
36	2062	3.0%	25,380,959,478	1,007,945,138	26,388,904,616		16,360,987,859		16,360,987		1,748,304
37	2063	3.0%	26,142,388,262	1,007,945,138	27,150,333,400		17,122,416,643		17,122,416		1,829,668
38	2064	3.0%	26,926,659,910	1,007,945,138	27,934,605,048		17,906,688,291		17,906,688		1,913,474
39	2065	3.0%	27,734,459,708	1,007,945,138	28,742,404,846		18,714,488,089		18,714,488		1,999,794
40	2066	3.0%	28,566,493,499	1,007,945,138	29,574,438,637		19,546,521,880		19,546,521		2,088,704
41	2067	3.0%	29,423,488,304	1,007,945,138	30,431,433,442		20,403,516,685		20,403,516		2,180,280
42	2068	3.0%	30,306,192,953	1,007,945,138	31,314,138,091		21,286,221,334		21,286,221		2,274,604
43	2069	3.0%	31,215,378,742	1,007,945,138	32,223,323,880		22,195,407,123		22,195,407		2,371,758
44	2070	3.0%	32,151,840,104	1,007,945,138	33,159,785,242		23,131,868,485		23,131,868		2,471,827
45	2071	3.0%	33,116,395,307	1,007,945,138	34,124,340,445		24,096,423,688		24,096,423		2,574,897
Cumulative						\$	4,304,317,954	\$	183,980,435	\$	45,995,109
NPV 4%							1,363,930,263		58,298,779		14,574,695

Should the amount of contributions to the CRIA differ from those presented in the assumptions, the actual amount of projected tax increment revenues may differ from those presented in this Feasibility Study. As part of the preparation of the CRIA Revitalization Plan, a

new forecast would be prepared based on the agreed-upon terms and conditions between the IVDA and each member agency consenting to participating in the CRIA.

SPECIAL DISTRICT CONSIDERATIONS

In addition to the agencies already listed, IVDA could engage other affected taxing agencies to participate in the CRIA. Together, special districts who receive tax increment from the Study Area could contribute up to \$62.6 million in cumulative revenues over 45 years, of which \$15.7 million would be set aside for affordable housing. In present value, assuming a 4 percent discount rate, this is equivalent to \$19.8 million in total revenues, of which approximately \$5.0 million would be set aside for affordable housing.

Of the eligible special districts within the CRIA Study Area, the San Bernardino Valley Municipal Water District accounts for the highest portion of potential tax increment. The San Bernardino Valley Municipal Water District receives 2.6% of the 1% general levy from every tax rate area in the CRIA Study Area. Figure 9. summarizes the weighted share of the 1% general levy for each special district.

Figure 9: Special District 1% Levy Shares

Special District Shares	Weighted Share of 1% Allocation Share
San Bernardino Valley Muni Water District	0.0264742
West Valley Water District	0.0006321
County Free Library	0.0008067
CSA SL-1 Countywide	0.0007964
Flood Control Zone 2	0.0245513
Flood Control Admin 1 & 2	0.0017262
Flood Control Zone 3	0.0014140
Flood Control Admin 3-6	0.0000488
Inland Empire Joint Resource Cons Dist (L)	0.0008456
Riverside Corona Resource Cons Dist (L)	0.0000247
San Bernardino Valley Water Cons Dist (L)	0.0008577

RSG recommends further discussion with IVDA staff to identify which special districts could be viable participants. Following discussion on the feasibility of special district participation, RSG can evaluate financial impacts of specific district participation on the projected tax increment revenues.

PROCESS FOR FORMATION

CRIA legislation provides specific processes that a CRIA Authority must follow to adopt the Revitalization Plan, including a public meeting to introduce the draft plan, two public hearings held at least 30 days apart, a protest process, and if a certain protest threshold is met, an election is required to approve the Revitalization Plan. The entire process will take approximately one year to complete.

Overall, the process to form a CRIA consists of the following steps:

- **Form CRIA Team:** Lead agency recruits legal counsel, an economic advisor, and other participating agencies as appropriate to initiate the CRIA formation process.
- **Feasibility:** In coordination with the economic advisor, the CRIA team performs a comprehensive analysis assessing the CRIA's feasibility. This multistep process involves:
 - Defining project boundaries that comply with statutory requirements for eligibility, as defined in the CRIA Eligibility subsection in this report;
 - Estimating property tax increment generated from participating taxing entities over the lifetime of the CRIA, accounting for future development activity and standard property value appreciation;
 - Evaluating the CRIA bonding capacity based on tax increment revenue projections, accounting for interest rates and additional costs of issuance, and
 - Identifying projects and programs eligible for support from the CRIA.
- **Outreach/Enroll Participation:** CRIA team engages key stakeholders to generate support for the CRIA, including elected officials, property owners and residents, and other taxing entities as needed to form a Joint Powers Authority ("JPA").

To the extent possible, the CRIA team should highlight projects that deliver shared benefits and stress that the CRIA would not produce a new tax.

- **Initiate Formation Process:** CRIA team initiates statutorily required steps to establish the CRIA. This includes:
 - Selecting Board members pursuant to Government Code Section 62001(c)(1)(2), as detailed in the following section;
 - Create the CRIA by entering into a new joint powers agreement or amending the IVDA joint powers agreement (if legally permissible based on the advice of legal counsel) pursuant to Chapter 5 of Division 7 of Title 1 of the Government Code (Section 6500 et. seq.);
 - Adopting a resolution defining the CRIA and proposed property tax contribution rates, and

- Submitting the resolution to the County Auditor-Controller.
- **Prepare Community Revitalization Plan:** Governing Board drafts a Community Revitalization Plan that identifies specific activities that the CRIA will finance. The components and time limits of the Community Revitalization Plan are defined in a following subsection.
- **Community Meeting:** CRIA Authority convenes an informational meeting for property owners and residents within the Revitalization Plan area, which must be sent via mail and posted on the Authority's website at least 10 prior to the meeting. As an alternative, the Authority may issue a comprehensive notice with more detailed information at least 40 days prior to the meeting.
- **Notices and Public & Protest Hearings:** CRIA Authority convenes up to two public hearings receive comment from property owners and residents and determine the outcome of the formation process. Details regarding the hearings are described in a following subsection.
- **Adoption:** If the CRIA passes the public hearing process, the CRIA Authority adopts the Revitalization Plan via a formal resolution and notifies State and County agencies of the CRIA's formation.

COMPOSITION OF JOINT POWERS AUTHORITY AND CRIA GOVERNING BODY

Government Code Section 62001 establishes a CRIA as a public body, corporate and politic deemed an "agency" for the purposes of receiving tax increment revenues under the California Constitution. A multi-entity CRIA may be created by entering into a joint powers agreement pursuant to Chapter 5 of Division 7 of Title 1 of the Government Code (Sections 6500 et. seq.).

IVDA is an existing joint powers authority subject to an Amended Joint Exercise of Powers Agreement dated February 12, 1990. Its member agencies include the County of San Bernardino and the Cities of Colton, Loma Linda, and San Bernardino. RSG recommends consulting with legal counsel to advise on whether the CRIA may be governed by amending the existing joint powers agreement, or if the CRIA must enter into a new joint powers agreement based on the taxing agencies who contribute a share of tax increment.

According to Government Code 62001(c), a multi-entity CRIA governing board must include:

- a majority of members who sit on the legislative bodies of the public entities (e.g. City Council or Board of Supervisors) that created the CRIA, and
- at least two members of the public who live or work within the Revitalization Area, appointed by the other Board members

If the CRIA area is established within a former military base that is principally characterized by deteriorated or inadequate infrastructure and structures, the governing board shall include a member of the military base closure commission as a public member pursuant to Government

Code 62001(e)(1). RSG recommends consulting legal counsel on whether this requirement would apply, particularly if IVDA does not have an active military base closure commission. Although IVDA would establish a CRIA area in a former military base, the entire proposed CRIA area qualifies as a disadvantaged community.

Figure 10 compares the composition of IVDA's governing body (established by Section 2.09 of its current joint powers agreement) compared to CRIA governing board requirements.

Figure 10: Governing Body Comparison

Representative	IVDA Board	CRIA Board
Members of Legislative Body of Participating Public Entities	Based on number of votes in joint powers agreement:	Must comprise majority of board
<i>County of San Bernardino</i>	<i>2 supervisors</i>	
<i>City of San Bernardino</i>	<i>3 councilmembers</i>	
<i>City of Colton</i>	<i>2 councilmembers</i>	
<i>City of Loma Linda</i>	<i>2 councilmembers</i>	
Other Taxing Agencies, if applicable	n/a	
Public Members that live or work in CRIA ¹	n/a	At least 2 members
<i>Military Base Closure Commission Member</i>	<i>n/a</i>	<i>1 member as a public member (tbd)²</i>
¹ The majority of the board shall appoint the public members to the governing body subject to Government Code Sections 54970 and 54972. ² The governing board of a CRIA area established within a former military base shall include a member of the military base closure commission as a public member. RSG recommends consulting with legal counsel on whether this applies if the CRIA area is established based on the criteria that it qualifies as a disadvantaged community, particularly if there is no active military base closure commission.		

If an authority has more than three participating affected taxing entities, the legislative bodies may agree to appoint only one member of their respective legislative bodies, and one alternate member, to the authority.

It may be possible to retain the IVDA board's current composition - which has nine members from the legislative bodies of participating agencies - and add two public members. If any taxing agencies participate in the CRIA that are not current members of IVDA, such as a special district, they will need to appoint a member of their legislative body to the board. If IVDA may modify its existing joint powers agreement to establish the CRIA, Section 2.09 would need to be amended to compose a board that complies with the Government Code.

ADOPTION OF A REVITALIZATION PLAN

After the creation of the CRIA, but prior to conducting any activities, a CRIA Authority must prepare and adopt a Revitalization Plan identifying the specific activities it will carry out and a financial plan for such activities. A Revitalization Plan must include the following components, as outlined in Section 62003 of the Government Code:

- Statement of goals and objectives of the Revitalization Plan
- Boundaries of the Revitalization Area
- Description of deteriorated or inadequate infrastructure in the Revitalization Area and a program for repair, upgrade, or construction of adequate infrastructure
- Detailed affordable housing program
- Program to remedy or remove the release of hazardous substances
- Program to provide funding for the economic revitalization of the area
- A provision for tax increment financing (if the CRIA elects to do so)
- Fiscal analysis setting forth projected revenues and expenses over five year planning period, including the potential to issue bonds
- A description of how the proposed Revitalization Area meets the requirements of the law
- A prohibition on the reduction of the total number of housing units occupied by low-income households during the life of the Plan
- A requirement to replace any low- and moderate-income housing units within two years of their destruction

TIME LIMITS

The Revitalization Plan must establish time limits that cannot exceed:

- 30 years for establishing debt;
- 45 years for plan effectiveness, repayment of debt, and receipt of tax increment; and
- 12 years for acquiring property by eminent domain.

The CRIA is prohibited from spending funds on any purposes that are not identified in the Revitalization Plan.

COMMUNITY ENGAGEMENT

According to Government Code Section 62004, the CRIA Authority shall consider adoption of the Revitalization Plan at two public hearings, at least 30 days apart.

- At the first public hearing, the CRIA Authority shall hear all comments and may take action to modify or reject the Revitalization Plan.
- If the Plan is not rejected at the first public hearing, the Authority shall conduct a second public hearing to consider whether the property owners and residents within the proposed Revitalization Area wish to protest against the adoption of the Revitalization Plan.

An election shall be called if between twenty-five and fifty percent of the property owners and residents in the area file a protest.

If a majority of the property owners and residents vote against the Plan, then the Authority shall not take any further action. The Authority shall not propose a new or revised Plan for at least one year. If less than twenty-five percent of the combined number of property owners and residents in the area who are at least eighteen years of age file a protest, the Authority may adopt the Plan at the conclusion of the second public hearing.

NEXT STEPS

As noted in this study, formation of a CRIA requires significant coordination with external entities and among participating agencies. For IVDA, next steps in the formation process must entail the following:

- Assess and confirm decision to pursue either a CRIA or EIFD.
- Engage County Housing Authority to discuss viability of transferring and administering housing funds
- Consult with taxing entities to gauge interest in participation and, if needed, discuss tax-increment contributions.
- Once a coalition of taxing entities is established, recruit legal counsel and economic advisor to initiate formal formation process.
 - **Note the San Manuel** Band of Serrano Mission Indians is not an affected taxing entity that would be part of the CRIA. However, they could be consulted about future development that could impact tax increment projections.

When deciding whether to pursue a CRIA or EIFD, prioritize IVDA's vision and policy objectives. EIFDs have less restrictions on the boundaries of the Study Area and more revenue streams available to draw from. However, CRIAs have a wider range of activities it can finance, including business loans and grants, despite allocating 25% to affordable housing. If the financial constrictions of the 25% set-aside would prevent the IVDA's infrastructure objectives, then an EIFD would allow for more funding and flexibility to complete IVDA's vision. Alternatively, if IVDA's policy objectives revolve around business assistance, a CRIA would best suit the IVDA's vision.

Forming a CRIA requires extensive interagency collaboration and mutual understanding to achieve the funding necessary to support the CRIA goals. Therefore, it is important to remember the following strategies when engaging in the next steps:

- When conducting outreach, it is important to explore projects that specifically benefit the targeted taxing agency.
- Because formation requires two public hearings, it can be helpful to identify property owners who will advocate for formation. Ensure that all stakeholders are well educated on CRIAs and their impact.
- When preparing the Plan, provide a comprehensive list of projects and programs, considering Housing Elements and General Plan projects.
- The tax increment limits in the Plan should allow for optimistic outcomes to minimize amendments in the future.

- Lastly, diligently notify the public for the public hearings. Newspaper notice should be published once a week for four weeks preceding the 1st public hearing, and 10 days in advance of the 2nd public hearing. Notice should be mailed to affected property owners and residents prior to all hearings and posted on the Housing Authority website 10 days in advance all hearings.

APPENDIX A – DETAILED STUDY AREA MAPS

Figure 11: Proposed CRIA Western Segment

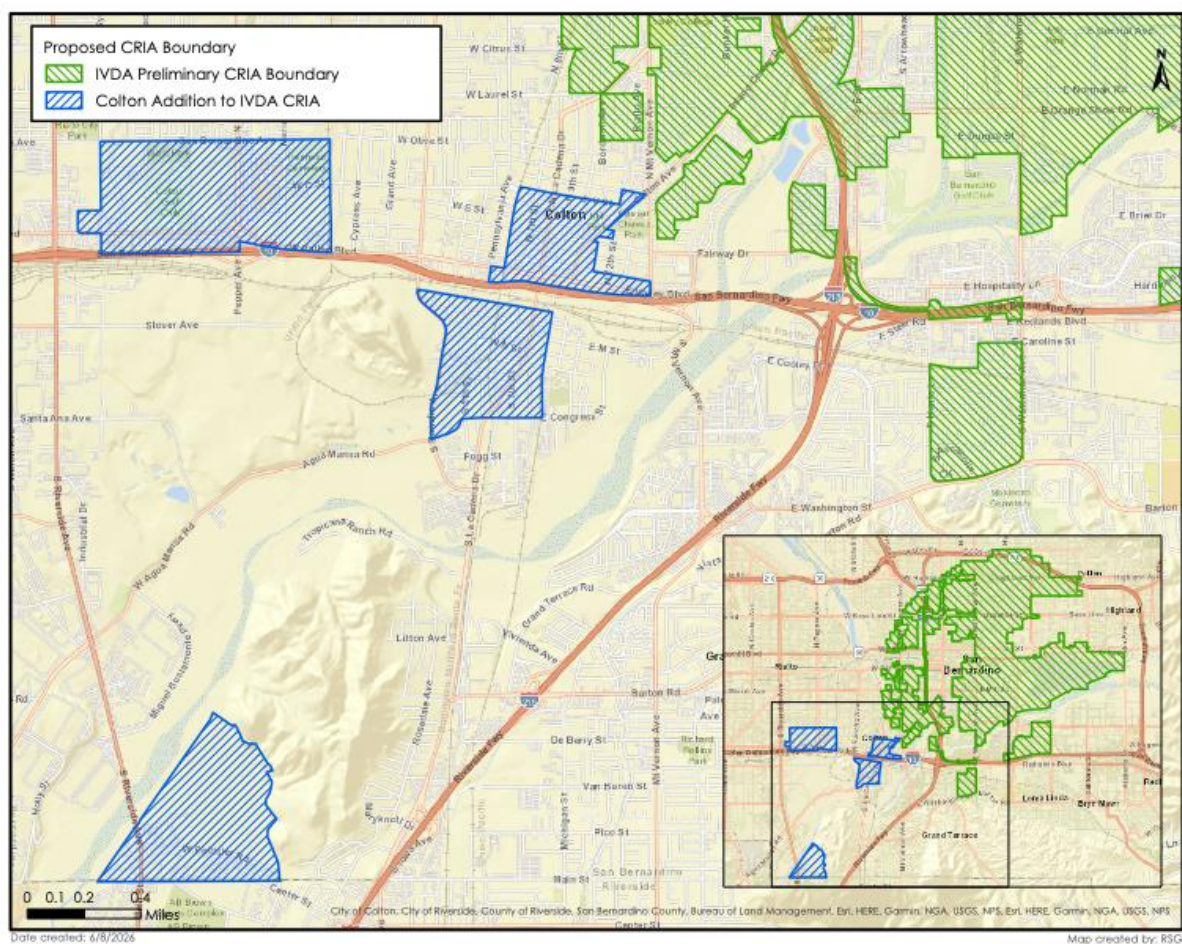


Figure 12: Proposed CRIA Central Segment

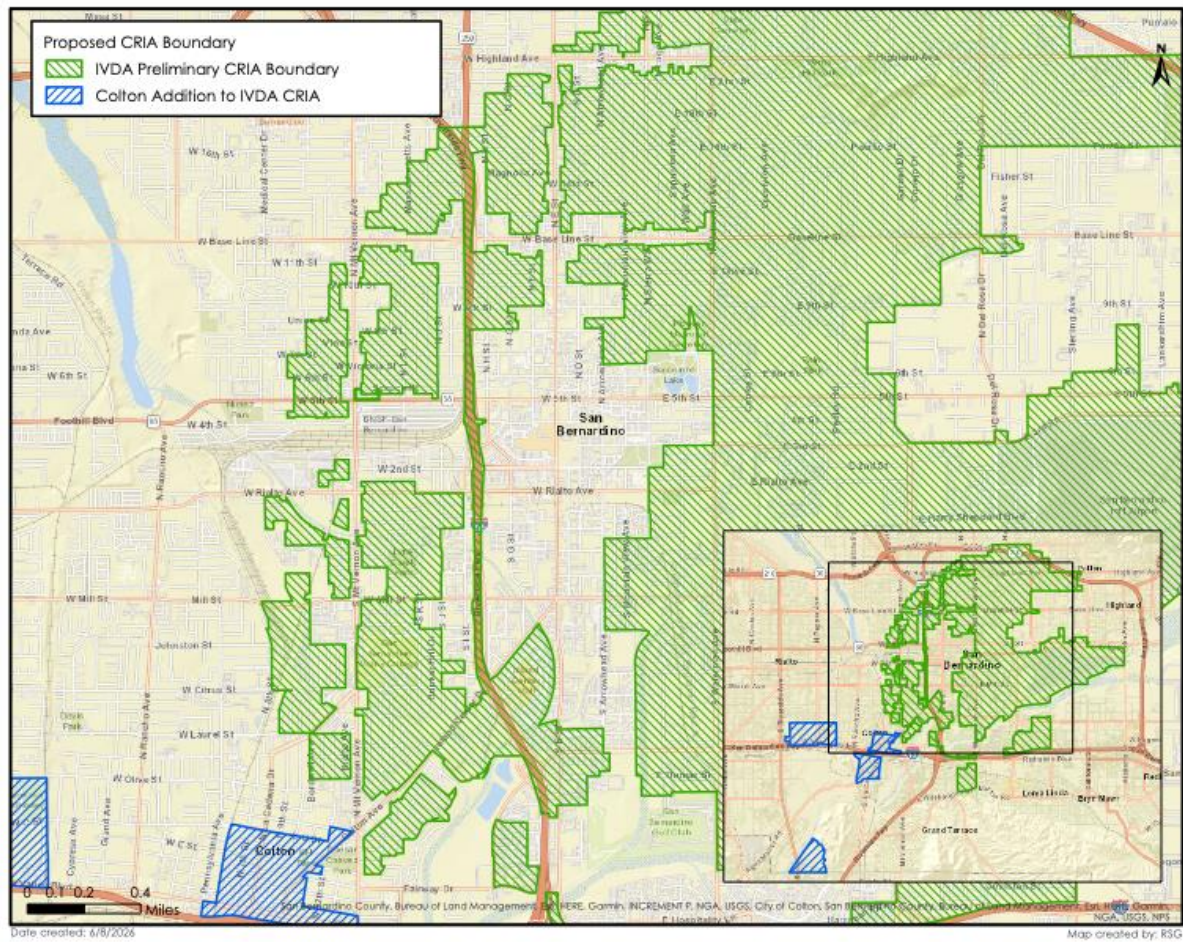
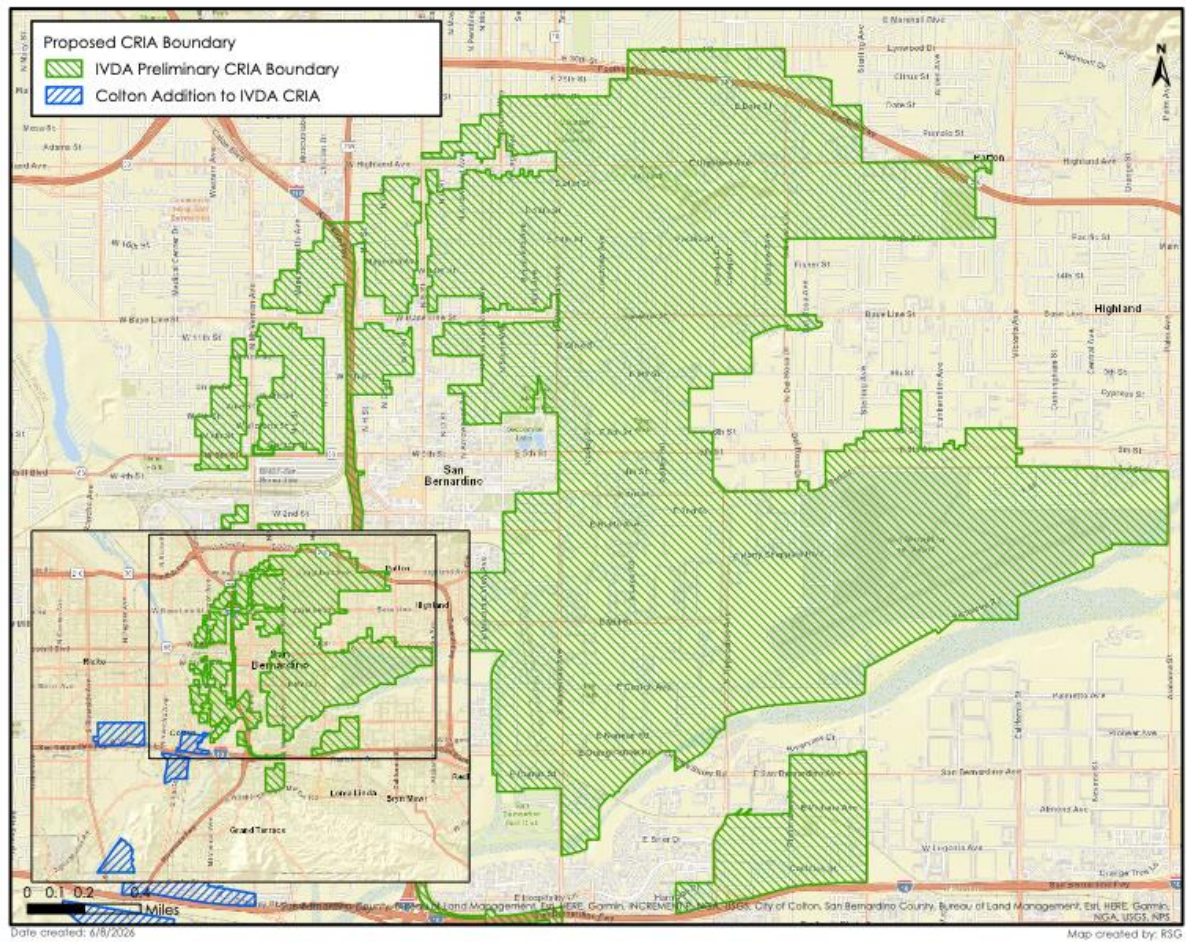


Figure 13: Proposed CRIA Eastern Segment



APPENDIX B: APPLICABLE CRIA LEGISLATION

CRIA law was created in 2015 and amended once since in 2016. A new bill has been introduced by Senator Cortese in February 2021 sponsored by CALED would further amend CRIA law. Details of this legislative history including the proposed amendments are described below.

AB 2, ALEJO (2015)

In 2015, the State of California adopted legislation authorizing the establishment of CRIAs. CRIAs were enacted into law by Assembly Bill (“AB”) 2 (Alejo and E. Garcia), authorizing the revitalization of disadvantaged communities through planning and financing infrastructure improvements and upgrades; economic development activities; and affordable housing via tax increment financing based, in part, on the former community redevelopment law. One of the special characteristics of a CRIA is that former military bases qualify for inclusion in the program, subject to preparation of a Revitalization Plan and participation from participating taxing entities.

Government Code Section 62001(a) explains that a CRIA is a separate political body, and it is an “agency” as defined in Article XVI, section 16 of the California Constitution for the purposes of receiving tax revenue. To use this new authority, a separate public body (the CRIA) is formed, and then the CRIA’s governing board adopts a Revitalization Plan for a designated community revitalization and investment area.

Government Code 62201 (e) further explains that a CRIA may acquire real property by eminent domain, provided that authority is exercised within 12 years from the adoption of the plan.

AB 2492, ALEJO (2016)

The bill revised the conditions required to form a CRIA to include, among other things, an annual median household income that is less than 80% of the statewide, countywide, or citywide annual median household income. The bill authorized an authority to carry out a Revitalization Plan if the census tract or census block groups within the Revitalization Area are within a disadvantaged community, as defined above.

AB 2492 clarified the methodology for crime rate and unemployment data and allowed disadvantaged communities to more easily utilize CRIA as an economic development tool.

SB 780, CORTESE (2021)

In February 2021, Senator Cortese authored Senate Bill (“SB”) 780, which if approved, would provide clarifications to improve EIFDs and CRIAs. The proposed amendments to CRIA law would allow the legislative bodies to appoint designees to the governing body of the CRIA. If the authority has more than three participating affected taxing entities, the bill amendment

would allow entities to only appoint one member from each legislative body, or their designee, including the two public members.

In order to form a CRIA, the existing law requires that census tracts or blocks in the proposed CRIA must be a disadvantaged community. If that requirement is not met, at least 80 percent of the land calculated by census tracts, census block groups, or a combination of both that meet requirements regarding income, unemployment, crime rates, deteriorated infrastructure, residential structures, or commercial structures. SB 780 would decrease the percentage to 70 percent, and also allow areas that are a federal Qualified Opportunity Zone, vacant or underutilized residential or commercial parcels that are defined in the proposed entity's housing element, to be used as a measure to qualify an area for inclusion in a CRIA.

CRIA law currently states that within 45 years after a CRIA's adoption date, the CRIA Authority's debts and obligations, fulfillment housing obligations, and dissolution will occur. After 45 years, no further taxes shall be allocated to the Authority. SB 780 would revise the law to allow the inclusion of project areas. Amendments to the law include allowing the Authority to provide a date on which the Plan will cease to be in effect and all tax allocations to the district will end and a date on which the district's authority to repay indebtedness with incremental tax revenues will end. SB 780 would also authorize separate and unique time limits to each project area, in addition to specifying vote thresholds, noticing, and public hearing requirements for an amendment of the Revitalization Plan.

Finally, current law states that the CRIA must hold a protest every ten years to allow property owners and residents to protest against the CRIA. In its current form, SB 780 proposes to remove that requirement.

AB 417, CARRILLO (2025)

This bill enacted various changes to simplify the formation and operation of CRIAs. Prior to the bill's passage, CRIAs could only be established in (or on) disadvantaged communities, deteriorated former military bases, Housing Element sites, and blighted areas. To be considered blighted, at least 70% of an area would have to meet a specified income requirement and meet at least three of the following four conditions:

- An unemployment rate that is at least 3 percentage points higher than the statewide average annual unemployment rate, as defined by the Employment Development Department,
- Crime rates that are at least 5 percent higher than the statewide average crime rate for violent or property crime offenses, as defined the Criminal Justice Statistics Center within the Department of Justice,
- Deteriorated or inadequate infrastructure, including streets, sidewalks, water supply, sewer treatment or processing, and parks, or
- Deteriorated commercial or residential structures.

With the passage of AB 417, areas can now qualify as “blighted” if they meet the specified income requirement or three of the four conditions. Moreover, the threshold for these conditions has been reduced from 70% of land area to 60%.

AB 417 also enacted certain procedural changes affecting CRIA formation, reducing the number of required public hearings required for formation from three to two.

APPENDIX C: SAN BERNARDINO COUNTY EVALUATION GUIDELINES FOR TIF DISTRICTS

Attached as a separate document



**EVALUATION GUIDELINES FOR ENHANCED INFRASTRUCTURE FINANCING
DISTRICTS, COMMUNITY REVITALIZATION AND INVESTMENT AUTHORITIES AND
CLIMATE RESILIENCE DISTRICT PROJECTS**

A. Purpose:

Enhanced Infrastructure Financing Districts (EIFDs), Community Revitalization and Investment Authorities (CRIAs) and Climate Resilience Districts (CRDs) are certain types of tax increment financing districts. The County's participation in any such district is voluntary and would require Board of Supervisor's approval.

This document establishes guidelines on the role of the County Administrative Office, in consultation with the Auditor-Controller/Treasurer/Tax Collector and County Counsel, in evaluating EIFD, CRIA, and CRD proposals made to the County. The proposals must be consistent with one of more of the following economic development strategies:

1. Low-Cost Affordable Housing Units
2. Homeless Prevention
3. Diversify the Economy and Increase High Quality Employment
4. Spur the Creation and Scaling of New Business
5. Bolster Quality of Life

CRD proposals must align with eligible projects outlined in the California Government Code section 62302(b), specifically designed and implemented to address climate change through mitigation, adaptation, or resilience efforts.

All correspondence with cities and other stakeholders within the County must be consistent with the following guidelines, financial impact analysis, and proposal requirements.

B. Guidelines for County Participation

1. The proposing entity's contribution percentage of property tax increment must at least equal that contributed by the County Discretionary General Fund and its special districts. Examples of County special districts include the San Bernardino County Fire Protection District, Flood Control District, Library, and County Services Areas.
2. The County will target contributing no more than 50% of its annual property tax increment receipt, though exceptions may exist where a greater percentage is considered.

3. All CRIA proposals shall meet the required conditions in Government Code section 62001(d) or (e), or any combination of both within the CRIA Plan Area, provided that a minimum of 15% of the land within the CRIA Plan Area meets the requirements of Government Code section 62001(d).
4. The County will consider participation in EIFD/CRIA/CRD proposals where the County's annual required contribution of property tax increment does not exceed 45 years after the bond issuance is approved for EIFD and 45 years after formation for CRIA, in line with the SB 628 (2013-14 Reg. Sess.) maximum bond period.
5. The County will give preference to the following proposals:
 - a. Proposals that use EIFD/CRIA/CRD financing to promote investment in existing County-owned assets (e.g. land, buildings), or in disadvantaged communities within the County, resulting in direct or indirect financial gain for the County. For example, a proposed EIFD may provide improvements to infrastructure (such as roads, sewer lines, etc.) that increase the development value of County-owned land or revitalization of a distressed area that will increase the assessed value for property tax beyond the term of the EIFD/CRIA/CRD project life.
 - b. If allowed by applicable law, the County receives a number of seats among those reserved for members of legislative bodies in the governing board that is at minimum proportional to their share of contributed funding.
6. The proposers project feasibility analysis must be reviewed by the County Administrative Office and must include a "But for..." review that evaluates whether the contribution of County property tax increment is a necessary pre-condition for the infrastructure and development projects being considered to occur or to occur within an accelerated timeframe.

The review shall confirm that the County property tax increment is a necessary pre-condition for the infrastructure and development projects and/or revitalization being considered to occur or to occur within an accelerated timeframe.
7. A financial impact analysis (see below for further details) conducted through or concurred with by the County Administrative Office must demonstrate a positive net impact to the County General Fund as a result of the tax revenue generated from the district.
8. The proposed EIFD/CRIA project must reasonably align with one or more of the following Economic Development areas, including one or more designated sub-areas:
 - a. Low-Cost Affordable Housing Units
 - i. Increase the supply of housing to reduce homelessness and risk of homelessness in our community.
 - ii. Develop diverse types of housing at lower costs to meet the socio-economic needs of County residents.
 - b. Homeless Prevention
 - i. Explore innovative housing solutions through leveraging private and public partnerships.

- ii. Increase the number of year-round temporary housing beds and offer a variety of temporary housing options throughout the County.
 - iii. Increase capacity and access to primary care (including dental and optometry care), mental health and substance use services.
 - iv. Work to create a welcoming environment and increase safety for housed and unhoused residents in community spaces.
 - c. Diversify the Economy and Increase High Quality Employment and/or Create Urban Renewal by:
 - i. Developing manufacturing locations throughout the County, preferably with easy rail access. Although not required, the following types of manufacturing facilities are recommended:
 - 1. Research and Development in Biotechnology.
 - 2. Research and Development in Physical, Engineering, and Life Sciences.
 - 3. A business engaged in the manufacturing of fuels, electric parts, or components used in the field of clean transportation or the production of alternative fuel vehicles or electric vehicles.
 - ii. Promoting opportunities for foreign direct investment and foreign trade.
 - iii. Revitalizing urbanized centers through modernizing and improving distressed areas.
 - d. Spur the Creation and Scaling of New Businesses
 - i. Support the development of:
 - 1. Business Incubator Spaces
 - 2. Business Accelerator Spaces
 - 3. Entrepreneurial Assistance Spaces
 - e. Bolster Quality of Life
 - i. Promote and invest in opportunities for, access to, and entrepreneurship related to urban outdoor recreation, such as bike shops, community parks, and programs for school age children.
 - ii. Support development of employment center districts, including cultural arts and retail districts, to spur tourism, placemaking, and entrepreneurship.
 - iii. Encourage mixed-use infill development while protecting and enhancing existing community assets.
 - iv. Encourage compact and sustainable development, such as transit-oriented development, that helps reduce emissions and encourage walking and cycling.
9. The proposals must be consistent with the applicable law as follows:
- a. EIFD proposals must be consistent with Chapter 2.2.99 of Part 1 of Division 2 of Title 5 of the California Government Code sections 53398.50 et seq., which authorizes the formation of EIFDs.
 - b. CRIA proposals must be consistent with Part 1 of Division 4 of Title 6 of the California Government Code sections 62000 et seq., which authorizes the formation of CRIAs.
 - c. CRD proposals must be consistent with Division 6 of Title 6 of the California Government Code sections 62300 et seq., which authorizes the formation of CRDs.

C. Financial Impact Analysis

1. All EIFD/CRIA/CRD proposals will be subject to a fiscal analysis that will determine the expected financial impact to the County General Fund and any special districts that may contribute a portion of their tax increment share.
 - a) The County may require reimbursement from the proposing entity for the cost of conducting the financial analysis.
2. The financial analysis will review the following:
 - a) Anticipated growth in assessed valuation absent any new development;
 - b) Expected new development in terms of retail square footage, business park square footage, office space, apartment units, condominium units, housing units, hotel units, and parking spaces;
 - c) Tax increment generated as a result of each new development opportunity associated with the EIFD/CRIA/CRD;
 - d) Tax increment contributions from each participating agency;
 - e) Scenario analysis based on differing contributions from each County taxing entity;
 - f) Property tax revenue resulting to each taxing entity based on new development and growth in assessed value;
 - g) Sales and transient occupancy tax revenues resulting to the City and County; and
 - h) Any new governmental (Police, Fire, etc.) and infrastructure costs to the area shall be considered as a potential offset to new revenues.
3. The resulting financial analysis must demonstrate a positive net impact to the County General Fund based on the anticipated tax revenue. This analysis shall include a comparison of the increased amount of property and sales taxes to the County generated by the project with the amount of property taxes contributed to the EIFD/CRIA/CRD.
4. A sensitivity analysis must be conducted to evaluate the risk associated with tax forecasts based on various economic scenarios that might impact the amount of actual development realized in the EIFD/CRIA/CRD.

D. Proposal Requirements

1. Any EIFD/CRIA/CRD proposals submitted to the County for consideration must include all of the following elements or they will not be considered:
 - a) A project feasibility analysis must be prepared and include a “But for...” review that evaluates whether the contribution of County property tax increment is a necessary pre-condition for the infrastructure and development projects being considered to occur or to occur within an accelerated timeframe.
 - b) Cost estimates for all infrastructure to be funded by the EIFD/CRIA/CRD must be provided. Additionally, a plan for funding the anticipated operations and maintenance costs for the proposed infrastructure must be given.
 - c) A plan to fund any administrative costs of the EIFD/CRIA/CRD in the start-up years of the project should be presented.

- d) A proposed schedule of any bond issuance, and an estimated amount of bond proceeds, must be provided in relation to any debt projected to be secured by EIFD/CRIA/CRD tax increment.
- e) If the proposed EIFD/CRIA/CRD is within a former redevelopment project area, the amount of residual revenue from the redevelopment successor agency must be evaluated in relation to the projected amount of tax increment.
- f) Job creation must be projected, including specific industries being targeted and average income levels for targeted industries.
- g) Details of alignment with specific Economic Development area(s) and sub-area(s).
- h) Any potential impact to adjacent unincorporated areas must be identified and evaluated.
- i) If applicable, proposal must demonstrate how the project is located, scaled, and designed for compatibility with the surrounding natural environment and biodiversity.
- j) Describe how infrastructure or facilities being funded can enable or catalyze future development, even if not part of the same development.
- k) Proposals can be submitted to the County Administrative Office – Finance and Administration 385 N. Arrowhead Ave, 4th Floor San Bernardino, CA 92415 or emailed to the County's Chief Financial Officer.



TO: Inland Valley Development Agency Board

DATE: October 14, 2026

ITEM NO: 9

PRESENTER: Michael Burrows, Chief Executive Officer

SUBJECT: REVIEW STATUS OF THE ACTION PLAN FOR THE INLAND VALLEY DEVELOPMENT AGENCY (IVDA) THROUGH DECEMBER 31, 2026

SUMMARY

On December 9, 2015, the IVDA Board adopted a Strategic Plan. In 2020, the IVDA updated its Business plan, which identify key dates and deliverables in an effort to focus Inland Valley Development Agency (IVDA) Staff and resources to increase organizational and operational efficiencies and results.

RECOMMENDED ACTION(S)

Review the Action Plan for the Inland Valley Development Agency through December 31, 2026.

FISCAL IMPACT

None. The proposed plan identifies staff resources for which funding is included in the General Fund of the adopted Inland Valley Development Agency (IVDA) Budget for Fiscal Year 2026/27.

PREPARED BY:	Michael Burrows
CERTIFIED AS TO AVAILABILITY OF FUNDS:	Mark Cousineau
APPROVED AS TO FORM AND LEGAL CONTENT:	Michael Lewin
FINAL APPROVAL:	IVDA Board

BACKGROUND INFORMATION

The Action Plan identifies key dates and deliverables in an effort to focus Inland Valley Development Agency Staff and Resources to increase organizational and operational efficiencies.

This status is offered for consideration and review. Updates and adjustments should be made, as appropriate, at each monthly interval.

For review and discussion.

Attachments:

1. IVDA Action Plan

October, 2026 – IVDA Focal Areas



JPA Obligations

UAS Center at SBD

Amended ROPS

Alliance-California Obligations

Northgate Development

Gateway South Development

Economic Development Programs

FTZ & CRIA

3rd Street Corridor

Sterling Avenue

Grant Programs & Initiatives



Inland Valley Development Agency

Action Plan for IVDA (10/31/26)

Month	Key Initiative	Key Resources	Completion Date
July, 2026	Updated Action Plan; UAS Center (VA)	IVDA Board & Committee, CEO, General Counsel, Director of Finance, Staff	July 31, 2026
August, 2026	Sterling Avenue; On-Base Roadways	IVDA Board & Committee, CEO, Director of Finance, Staff	August 31, 2026
September, 2026	Prepare Amended ROPS; EDA CEDS Update; FTZ; Business Plan Priorities	IVDA Board & Committee, CEO, Director of Finance, Staff	September 30, 2026
October, 2026	Quarterly Financials; Economic Development Initiatives	IVDA Board & Committee, Oversight Board, Director of Finance, Clerk of Board, Staff	October 31, 2026
November, 2026	Report on Grant Programs & Legislative Initiatives	IVDA Board & Committee, CEO, Director of Finance, Staff	November 30, 2026
December, 2026	Complete Annual Audit; Business Plan Review	IVDA Board & Committee, CEO, Director of Finance, Staff	December 31, 2026

IVDA Action Plan – Implementation



October, 2026

Sub-Initiative Status:



Incomplete

In Process

Completed

Amended ROPS
(IVDA Oversight Board)

Grant Program Report &
Initiatives

JPA and Interagency Revenues
and Resources

Alliance-California Obligations

Northgate Development
Gateway South Development

Economic & Community
Development Initiatives

3rd Street Corridor
Sterling Avenue

Business Plan
Progress Report

