



# TRANSFORM FRESNO

## TRANSFORM FRESNO QUARTERLY MEETING AGENDA

Wednesday, June 12, 2019

Westside Church of God

1424 W. California Ave., Fresno, CA 93706

- 5:30pm **Doors Open/Registration**
  
- 6:00pm **Welcome and Introduction**
  
- 6:10pm **Update on the Displacement Avoidance Plan development**
  
- 6:30pm **Update on the Community Engagement Plan development**
  
- 7:10pm **Update on the Clean Shared Mobility Project**
  
- 7:20pm **Questions and Answers**
  
- 7:30pm **Adjourn**



**DISPLACEMENT AVOIDANCE PLAN**  
Policies to Avoid the Displacement of Very Low & Low-Income Households

Major Tasks	Deliverables/Milestones	Responsible Parties [ex: Lead Applicant, Co-Applicant, Subcontractor, etc.]	Timeline [Start and End Date]
<b>Policy: Density Bonus Ordinance</b>			
<p><b>Task 1:</b> Apply density bonus ordinance to general residential project of five or more units</p> <p><b>Task 2:</b> Apply density bonus ordinance to senior housing projects of more than 35 units.</p>	<p><b>Deliverable:</b> Report and track applications of the density bonus ordinance within the Transform Fresno Project area throughout the 5 year grant performance period.</p>	<p><b>Lead Applicant:</b> City of Fresno and Partner</p>	<p><b>Start Date:</b> Execution of Grant Agreement</p> <p><b>End Date:</b> Close-Out of Grant Agreement</p>
<b>Policy: Demonstration of application to local, state, and federal programs to fund affordable housing production.</b>			
<p><b>Task 1:</b> Apply for local, state, and federal programs to fund affordable housing.</p>	<p><b>Deliverable:</b> Submit a copy of all applications to the Strategic Growth Council with follow-up information on if grants were received or not.</p>	<p><b>Lead Applicant:</b> City of Fresno</p>	<p><b>Start Date:</b> Execution of Grant Agreement</p> <p><b>End Date:</b> Close-Out of Grant Agreement</p>
<b>Policy: Development of new accessory dwelling units</b>			
<p><b>Task 1:</b> Maintain the character of single-family neighborhoods</p> <p><b>Task 2:</b> Ensure that new units are in harmony with developed neighborhoods</p> <p><b>Task 3:</b> Allow second dwelling units as an accessory use to single-unit dwellings consistent with the Government Code.</p>	<p><b>Deliverable:</b> Report and track the development of new accessory dwelling units according to the Fresno Municipal Code within the Transform Fresno Project area throughout the 5 year grant performance period.</p>	<p><b>Lead Applicant:</b> City of Fresno</p>	<p><b>Start Date:</b> Execution of Grant Agreement</p> <p><b>End Date:</b> Close-Out of Grant Agreement</p>
<b>Policy: Rent Control, Stabilization, Ordinances, and Rent Review Boards</b>			
<p><b>Task 1:</b> Maintain the City of Fresno Mobilehome Park Rent Review and Stabilization Commission to review and approve or disapprove rent increases within Mobilehome Parks.</p>	<p><b>Deliverable:</b> Provide agendas and meeting minutes from Commission meetings throughout the 5 year grant performance period.</p>	<p><b>Lead Applicant:</b> City of Fresno</p>	<p><b>Start Date:</b> Execution of Grant Agreement</p> <p><b>End Date:</b> Close-Out of Grant Agreement</p>

<b>Policy: No-Net loss of affordable housing units</b>			
<p><b>Task 1:</b> Provide ongoing preservation, technical assistance and education to affected tenants and the community at-large on the need to preserve the existing affordable housing stock.</p> <p><b>Task 2:</b> Monitor owners of at-risk projects on an ongoing basis annually.</p> <p><b>Task 3:</b> Monitor at-risk projects through the use of existing databases.</p> <p><b>Task 4:</b> Respond to any Federal and/or State notices related to affordable housing preservation.</p> <p><b>Task 5:</b> Work with Fresno Housing Authority to determine the availability of tenant-based vouchers for tenants.</p> <p><b>Task 6:</b> Establish contact with public and non-profit agencies interested in purchasing and/or managing units at-risk to inform them of the status of such projects.</p>	<p><b>Deliverable:</b> Monitor and report any potential net loss of affordable housing units through the City's Housing Element.</p>	<p><b>Lead Applicant:</b> City of Fresno and Partner</p>	<p><b>Start Date:</b> Execution of Grant Agreement</p> <p><b>End Date:</b> Close-Out of Grant Agreement</p>
<b>Policy: Policies to Preserve Single-Room Occupancy and/or Mobile Home Parks</b>			
<p><b>Task 1:</b> Continue to encourage the development of adequate housing to meet the needs of persons seeking single-room occupancy due to special needs (such as seniors, people with disabilities and survivors of domestic violence).</p>	<p><b>Deliverable:</b> Highlight the availability and accessibility of special needs housing through the City of Fresno's Housing Element.</p>	<p><b>Lead Applicant:</b> City of Fresno</p>	<p><b>Start Date:</b> Execution of Grant Agreement</p> <p><b>End Date:</b> Close-Out of Grant Agreement</p>
<b>Policy: Condominium Conversion Restrictions</b>			
<p><b>Task 1:</b> Provide standards for new condominiums and condominium conversions through the Fresno Municipal Code.</p>	<p><b>Deliverable:</b> Provide reports in accordance with the Fresno Municipal Code to include; Pre-application Inspector Reports, Physical Elements Reports, Project Plan, Residential Tenant Information, etc.</p>	<p><b>Lead Applicant:</b> City of Fresno</p>	<p><b>Start Date:</b> Execution of Grant Agreement</p> <p><b>End Date:</b> Close-Out of Grant Agreement</p>

<b>Policy: Tenant Anti-Harassment Policies</b>			
<p><b>Task 1:</b> Provide a coordinated and comprehensive strategy for promoting the production of safe, decent, and affordable housing.</p> <p><b>Task 2:</b> Refer inquiries and landlord/tenant complaints concerning housing discrimination to the applicable regulatory body.</p> <p><b>Task 3:</b> Disseminate fair housing information citywide by sponsoring workshops, housing fairs, and working closely with the State Department of Fair Employment and Housing.</p>	<p><b>Deliverable:</b> Contract with a fair housing service provider to support enforcement of State and Federal Fair Housing Laws.</p>	<p><b>Lead Applicant:</b> City of Fresno</p>	<p><b>Start Date:</b> Execution of Grant Agreement  <b>End Date:</b> Close-Out of Grant Agreement</p>
<b>Policy: Tenant Legal Services</b>			
<p><b>Task 1:</b> Provide funding, as available, to the Fair Housing Council of Central California to provide services to persons consistent with the 2015-2019 Consolidated Plan and Action Plans.</p>	<p><b>Deliverable:</b> Track through CDBG sources the funding and services that are provided throughout the 5 year grant performance period.</p>	<p><b>Lead Applicant:</b> City of Fresno</p>	<p><b>Start Date:</b> Execution of Grant Agreement  <b>End Date:</b> Close-Out of Grant Agreement</p>
<b>Policy: Contracting with Local/Small/Diversely-Owner Businesses</b>			
<p><b>Task 1:</b> Extend preferences to local businesses for those contracts that are bid through the City of Fresno pursuant to the applicable construction and consultant contracts for TCC funded projects.</p>	<p><b>Deliverable:</b> Provide bid documents noting the local business preference for TCC funded projects throughout the 5 year grant performance period.</p>	<p><b>Lead Applicant:</b> City of Fresno</p>	<p><b>Start Date:</b> Execution of Grant Agreement  <b>End Date:</b> Close-Out of Grant Agreement</p>

**DISPLACEMENT AVOIDANCE PLAN**  
Policies to Avoid the Displacement of Local and Small Businesses

Major Tasks	Deliverables/Milestones	Responsible Parties [ex: Lead Applicant, Co-Applicant, Subcontractor, etc.]	Timeline [Start and End Date]
<b>Policy: Creation and Maintenance of a Small Business Alliance</b>			
<b>Task 1:</b> Conduct a Feasibility Study for the creation of a Chinatown Property Based Improvement District (PBID).	<p><b>Deliverable:</b> Provide Feasibility Report for the creation of a PBID to assist the development of Chinatown.</p> <p><b>Deliverable:</b> City to convene at least 2 workshops to educate potential business owners or current business owners on small business assistance programs. Provide sign-in and agenda.</p>	<b>Lead Applicant:</b> City of Fresno	<p><b>Start Date:</b> Execution of Grant Agreement</p> <p><b>End Date:</b> Close-Out of Grant Agreement</p>
<b>Policy: Formal Programs to Ensure that Some Fraction of a Jurisdiction's Goods and Serves Come from Local Businesses</b>			
<b>Task 1:</b> Extend preferences to local businesses for those contracts that are bid through the City of Fresno pursuant to the applicable construction and consultant contracts for TCC funded projects.	<p><b>Deliverable:</b> Incorporate local preference into City Contracts requiring competitive bidding for TCC projects. City to provide RFQ documents for City led TCC projects.</p> <p><b>Deliverable:</b> Incorporate local preference into City Contracts for consultant services of TCC projects. City to provide RFQ documents for City lead TCC projects.</p>	<b>Lead Applicant:</b> City of Fresno	<p><b>Start Date:</b> Execution of Grant Agreement</p> <p><b>End Date:</b> Close-Out of Grant Agreement</p>
<b>Policy: Contracting with local/small/diversely-owned businesses</b>			
<b>Task 1:</b> Extend preferences to local businesses for those contracts that are bid through the City of Fresno pursuant to the applicable construction and consultant contracts for TCC funded projects.	<p><b>Deliverable:</b> Incorporate local preference into City Contracts requiring competitive bidding of TCC projects. City to provide RFQ documents for City lead TCC projects.</p> <p><b>Deliverable:</b> Incorporate local preference into City Contracts for consultant services of TCC projects. City to provide RFQ documents for City lead TCC projects.</p>	<b>Lead Applicant:</b> City of Fresno	<p><b>Start Date:</b> Execution of Grant Agreement</p> <p><b>End Date:</b> Close-Out of Grant Agreement</p>

TRANSFORM FRESNO  
Displacement Avoidance Plan  
Community Workshop  
May 15, 2019



Pre-Workshop Educational Session

H Spees, Community Outreach Coordinator, Mayor's Office, welcomed those present and noted the session was called to provide information in response to interest at the last meeting of the Anti-Displacement Task Force.

Question was raised as to use of eminent domain and previous commitment on the part of the City that no eminent domain would be used in the project.

Sophia Pagoulatos, representing the Planning Department, responded that two kinds of displacement are under discussion; direct is when structures are moved as a result of roadways or development; the other is indirect where development causes values and rents to increase. With regard to eminent domain, she indicated she has spoken with the City Attorney's office and neither Planning nor the Attorney is aware of that specific prohibitive policy. She stated the City does not like to use eminent domain. Referring to the Southwest Fresno Specific Plan relating to the widening of Jensen Avenue, she indicated that will happen down the line in the future, but is not contemplated in the near future. She stated that typically the process is to look for available land when land is needed.

Question was raised as to expenditure of funds beyond the areas designated in the Southwest Fresno Specific Plan, and request made for hard copy of the Southwest Fresno Specific Plan. Sophia indicated anti-displacement will apply throughout the designated areas and beyond; stated hard copies can be made available; and responded to questions referencing the glossary which was developed for this session; the starred items will require City Council approval; staff will research and provide information on how many vacant, abandoned and blighted properties are in the TCC area; and the hoped for outcome of this workshop is to have a better idea of what the community wants in terms of policy. It was noted that anti-displacement applies to both residential and commercial properties; that community input on priorities is being sought; and that an Anti-Displacement Task Force

has been formed to meet over the next five years to explore and monitor in depth and ongoing to address community concerns and prevent displacement; that based on the information generated at this workshop and from the Task Force's deliberation, an anti-displacement plan will be drafted, circulated for input, and adopted by July 1 to meet the requirements of the funder.

Request was made that materials furnished for review always have numbered pages.

Additional questions were posed and concerns expressed relative to what constitutes affordable housing rent in West Fresno, concern that maps used are correct, opportunity for current residents to get jobs, and ways to bridge the gap to educate and train residents in the area for employment. Staff responses indicated the maps included in the materials are the most current and are correct as approved by SGC, the funder; that the City has applied for Local Purchasing Policy similar to the one used for airport construction, which will be addressed in the main workshop; that the Southwest area plan does contain demographics; that there is educational data and the State Center Community College District plan to locate a campus in the area, together with two work programs, represent that the TCC is about investment in West Fresno; that the workshop scheduled following this session is about all ways to avoid displacement; and numerous references to the glossary relative to issues such as accountability for affordable housing, jobs and housing linkage; visibility for small business; and how sustainability for senior residents is achieved.

Representative of Self Help Housing outlined what Self Help does and has underway in the area, noting that affordable housing is considered to be 30% of gross income. Self Help is working with the City on a homeowner rehabilitation and repair program, as well as homeowner education and counseling services; and their relocation process.

Summarized that the expressed interests in the information session focus on protection for the elderly in the area in terms of housing and financial in the DAP area; assurance that residents get jobs; and incentives to build.

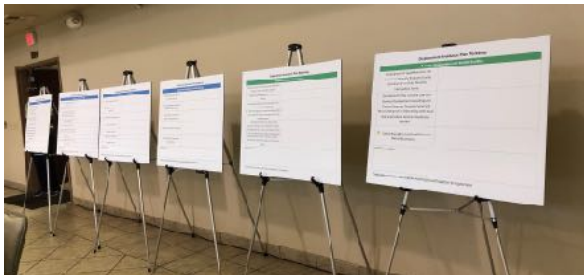
## COMMUNITY WORKSHOP

Pastor Willie Moore opened with welcome and prayer.

Courtney Espinoza, TCC Program Implementation Manager, reviewed the handouts attached to the agenda, including TCC Program Guidelines, Displacement Avoidance Plan Requirements, Displacement Avoidance Plan Glossary, Ontario Displacement Avoidance Plan model, Watts Displacement Avoidance Plan model, Fresno Displacement Avoidance Plan Timeline, and map of TCC Project Area. She showed PowerPoint, referenced boards on display where participants could reflect their priorities, and responded to questions. With regard to who benefits from sale of condos, there was discussion as to what is taking place in the downtown area and the value for restriction from conversion of units to condos. There was explanation of the City's ordinance in this respect, with reference that it may not go far enough and indication that for more specificity, it might be necessary to research the details and report back.

Courtney continued the power point overview, stating the focus for this workshop is prioritizing the policy areas posted on easels, citing the specific number needed for each category. She indicated the overall process is to use the data generated at this workshop to draft a plan, circulate that draft for review and feedback, finalize the plan, and submit by the July 1 deadline. The TCC Oversight Committee will meet on June 12, and the Anti-Displacement Committee is scheduled to meet on June 3. Final approval of the plan will be by SGC.

There was additional discussion and response to questions, with emphasis that policy selection is what best serves the designated area and is aligned with funding streams. Question was raised as to the possibility of sending electronic ballot of the lists on display and under consideration, and staff indicated that is possible and will be done. It was emphasized by staff that the overall issue of displacement should not be tied to a project, but considered overall and needs to be considered apart from the projects.



There was discussion at tables among the participants, they then were given colored dots to place by their areas of first, second and third place choices. The charts will be analyzed and together with the electronic votes, used in development of the draft plan.



Next steps:

- Electronic survey will be sent out to full list of TCC participants
- Staff will compile data from this workshop and that survey to identify expressed priorities
- Draft plan will be developed and circulated
- Feedback to that draft will be used in developing final plan
- Final plan submitted by July 1 deadline

## Displacement Avoidance Plan Glossary

Production of Affordable Housing		
Policy	Description	Current policies in place, where to find them, and examples
<b>Incentives for inclusionary zoning*</b>	<p>A type of zoning that requires developers to reserve a portion of housing units for low income or moderate income households.</p> <p><b>Zoning</b> refers to laws that dictate how property can and cannot be used in certain areas.</p>	
<b>Density bonus ordinance*</b>	<p>Allows the increase of permitted density in exchange for the development of affordable housing.</p> <p><b>Density</b> is a term which measures the number of housing units per acre.</p>	<p><a href="#">Fresno Municipal Code 15-2100 Transit Oriented Development Height and Density Bonus</a></p> <p>Example Project: 1015 E Home Ave, mixed use project with 17 housing units.</p> <p><a href="#">Fresno Municipal Code 15-2200 Affordable Housing Density Bonus</a></p> <p>Example Project: Annadale Commons 40 unit Senior Housing development located on the north side of Annadale Avenue just west of Elm Ave in Southwest Fresno.</p>
<b>Community land trusts</b>	<p>Community-based organizations which acquire land and maintain ownership permanently; this allows the organization to manage the property and offer to community members at low-to-moderate prices. Primarily used to ensure long-term housing affordability.</p>	
<b>Jobs-housing linkage fee or affordable housing linkage fee*</b>	<p>Commercial linkage fees, sometimes called jobs-housing linkage fees, are charged to developers of new office or retail properties and used to fund the development of affordable housing and typically assessed on per square foot basis.</p>	

\*Indicates policies that require municipal participation to implement

## Displacement Avoidance Plan Glossary

<p><b>Land banking programs</b></p>	<p>Land banks are public or community-owned entities created for a single purpose: to acquire, manage, maintain, and repurpose vacant, abandoned, and foreclosed properties.</p>	
<p><b>Demonstration of application to local, state, and federal programs to fund affordable housing production*</b></p>	<p>There are several grant programs that are available to fund a wide range of affordable housing related activities including building, buying and/or rehabilitating affordable housing for rent or homeownership or provide direct rental assistance to low-income households.</p>	<p><a href="#">The City's Housing Element contains an Annual Progress Report - Table D, Program 5 (page 10): Housing Funding Sources, and Table D, Program 6 (page 11): Strengthening Partnerships with Affordable Housing Developers</a></p> <p>Example Projects:</p> <ul style="list-style-type: none"> <li>• Habitat for Humanity, HOME funded project, N Barcus Avenue project, 3 affordable single family homes</li> <li>• Cesar Chavez Foundation, Cap and Trade funds, Las Palmas de Sal Gonzales Sr development, 89 units of affordable family housing and 46 units of affordable senior housing located on the south side of Kings Canyon Avenue between Willow and Peach Avenues</li> </ul>
<p><b>Development of new accessory dwelling units</b></p>	<p>An accessory dwelling unit is a smaller independent residential dwelling unit located on the same lot as a stand-alone single-family home. Accessory dwelling units all have the potential to increase housing affordability for homeowners and tenants by creating a wider range of housing options within the community.</p>	<p><a href="#">Fresno Municipal Code 15-2754 Second Dwelling Units, Backyard Cottages, and Accessory Living Quarters.</a></p>

\*Indicates policies that require municipal participation to implement

## Displacement Avoidance Plan Glossary

Preservation of Affordable Housing		
Policy	Description	Current policies in place, where to find them, and examples
<b>Rent control stabilization ordinances and rent review boards*</b>	A rent stabilization ordinance regulates rents and evictions in the city or county. A rent review board conducts hearings and mediations of tenant and landlord petitions under this ordinance.	<a href="#">Fresno Municipal Code 12-2000 Mobilehome Park Rent Review and Stabilization Ordinance.</a>  <i>This policy is applicable only to mobile homes.</i>
<b>No-net loss of affordable housing units*</b>	Strategies to mitigate potential loss of at-risk units due to conversion to market-rate units.	The Housing Element provides the City of Fresno with a coordinated and comprehensive strategy for promoting the production of safe, decent, and affordable housing for all community residents.  <a href="#">Program 24 –At Risk Housing</a> (Page 6-24)
<b>Preservation of existing affordable housing in the Project Area through the one-for-one redevelopment of distressed public housing*</b>	Policies or programs to preserve existing affordable housing through the one-for-one redevelopment of distressed public housing.	
<b>Policies to preserve single-room occupancy and/or mobile home parks*</b>	Policies that rehabilitate single room occupancy (SRO) for low-income housing or those experiencing homelessness or at-risk of being homeless; and regulate the sale and conversion of mobile home parks.	<a href="#">SRO: Housing Element 2015-2023, Program 7- Special Needs Housing (page 6-10)</a>  Example Project: Fresno Housing Authority Econo Inn conversion to 25 unit SRO planning entitlement approved 2019.  <a href="#">Fresno Municipal Code 12-2000 Mobilehome Park Rent Review and Stabilization Ordinance.</a>  <a href="#">Mobile Home Parks: See Housing Element Annual Progress Report, Table D, Program 10A, Mobile Home Parks (pg 12)</a>

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## Displacement Avoidance Plan Glossary

<p><b>Condominium conversion restrictions*</b></p>	<p>In cases where apartments or mobile homes are being converted to condominiums, these provisions require the owner/developer to extend leases and/or offer financial assistance for current tenants. It may also limit number of units that may be converted each year based on a set vacancy rate in the city.</p>	<p><a href="#">Fresno Municipal Code 15-3903-D Standards for New Condominiums and Condominium Conversions, Relocation Assistance Program</a></p>
<p><b>Demonstration of application to local, state and federal programs to fund preservation of affordable housing</b></p>	<p>There are several grant programs that are available to fund a wide range of affordable housing related activities including building, buying and/or rehabilitating affordable housing for rent or homeownership or provide direct rental assistance to low-income households.</p>	
<p><b>Preservation of affordable housing via acquisition and rehabilitation programs</b></p>	<p>Programs or policies that preserve affordable housing via acquisition and rehabilitation programs.</p>	
<p><b>Covenants to maintain affordability in perpetuity</b></p>	<p>Affordability covenants can be incorporated into affordable housing projects to limit the resale price of ownership units or tie rents to established income thresholds to maintain the affordability of the units, either for a set period of time or in perpetuity. These controls can be set up through regulatory agreements, deed or mortgage restrictions, options or other legal agreements.</p>	
<p><b>Community land trusts</b></p>	<p>Community-based organizations which acquire land and maintain ownership permanently; this allows the organization to manage the property and offer to community members at low-to-moderate prices. Primarily used to ensure long-term housing affordability.</p>	

\*Indicates policies that require municipal participation to implement

## Displacement Avoidance Plan Glossary

Tenant Protections and Support		
Policy	Description	Current policies in place, where to find them, and examples
<b>Tenant anti-harassment policies</b>	California’s Fair Employment and Housing Act prohibits those engaged in the housing business – landlords, real estate agents, home sellers, builders, mortgage lenders, among others – from discriminating against tenants or homeowners the basis of age, race, color, ancestry, national origin, religion, disability, mental or physical, sex, gender, sexual orientation, gender identity, gender expression, genetic information, marital status, familial status, source of income.	The Housing Element provides the City of Fresno with a coordinated and comprehensive strategy for promoting the production of safe, decent, and affordable housing for all community residents.  <a href="#">Program 26 –Fair Housing Services</a> (Page 6-26)
<b>Right-to-return policies for existing households</b>	Policies that set the expectation that after redevelopment, former residents who qualify for the right to return will be able to move back into the newly developed mixed-income community and receive the benefits of the community redevelopment.	
<b>Source of income non-discrimination*</b>	Instances in which renters face discrimination by landlords who are unwilling to rent to housing voucher holders.	
<b>‘Just Cause’ eviction policies*</b>	Just cause eviction policies prohibit landlords from evicting tenants without proper cause.	
<b>Tenant rights education</b>	Programs that provide tenants with educational literature and resources to prevent housing injustices.	
<b>Funding for tenant organizing</b>	Funding made available for tenants to organize and advocate.	

\*Indicates policies that require municipal participation to implement

## Displacement Avoidance Plan Glossary

<b>Tenant legal services</b>	Legal services available to tenants.	The Housing Element provides the City of Fresno with a coordinated and comprehensive strategy for promoting the production of safe, decent, and affordable housing for all community residents.  <a href="#">Program 26 –Fair Housing Services</a> (Page 6-26)
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## Displacement Avoidance Plan Glossary

Neighborhood Stabilization and Wealth Building		
Policy	Description	Current policies in place, where to find them, and examples
<b>Asset building opportunities for low-income residents</b>	Programs that assist with financial skills and behaviors (budgeting, saving, use of credit, reducing debt).	
<b>Contracting with local/small/diversely-owned businesses</b>	Policies or programs that give favor to local firms in the procurement process.	<a href="#">Fresno Municipal Code 4-108 Local Preference in Contracts Requiring Competitive Bidding</a>  <a href="#">Fresno Municipal Code 4-109 Local Preference in Contracts for Consultant Services and other Contracts</a>
<b>Development and promotion of micro-lending opportunities</b>	Micro-lending involves granting very small loans to entrepreneurs wanting to start or expand a business.	
<b>Development of worker cooperatives</b>	Worker cooperative businesses are owned and managed by their members.	
<b>Non-speculative homeownership opportunities</b>		

\*Indicates policies that require municipal participation to implement



## Displacement Avoidance Plan Glossary

Protections for Small Business		
Policy	Description	Current policies in place, where to find them, and examples
<b>Implementation of an overlay zone designed to protect and assist small businesses*</b>	An <b>overlay zone</b> is a special zoning district, placed over an existing base zone, which identifies special provisions in addition to those in the underlying base zone.	
<b>Creation and maintenance of a small business alliance</b>	An arrangement or relationship among independent businesses with corresponding goals, established for a specific purpose.	The Chinatown Foundation is studying the feasibility of a Property Based Improvement District (PBID) through leverage funding in the Transform Fresno Plan.
<b>Increased visibility of the jurisdiction's small business assistance programs</b>	Programs or policies which increase visibility of the jurisdiction's small business assistance programs.	
<b>Formal programs to ensure that some fraction of a jurisdiction's good and services come from local businesses*</b>	Programs that require the use of local businesses for goods and services.	<a href="#">Fresno Municipal Code 4-108 Local Preference in Contracts Requiring Competitive Bidding</a>  <a href="#">Fresno Municipal Code 4-109 Local Preference in Contracts for Consultant Services and other Contracts</a>
<b>Development of no-cost and low-cost business development and retention programs with established local, state and federal partners such as the California Small Business Development Center Network, Women's Business Centers, Procurement Technical Assistance Centers and others</b>	Programs or policies that provide for the development of no-cost and low-cost business development and retention programs with established local, state and federal partners such as the California Small Business Development Center Network, Women's Business Centers, Procurement Technical Assistance Centers and others	

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## Displacement Avoidance Plan Glossary

Business Stabilization and Wealth Building		
Policy	Description	Current policies in place, where to find them, and examples
<p><b>Development of layoff aversion and business continuity programs during construction or other business interruption events</b></p>	<p>Programs or polices that provide for the development of layoff aversion and business continuity programs during construction or other business interruption events</p>	
<p><b>Development of no-cost and low-cost business development consulting and training programs targeting small and micro-enterprises in partnership with local, state and federal technical assistance partners</b></p>	<p>Programs or polices that provide for the development of no-cost and low-cost business development consulting and training programs targeting small and micro-enterprises in partnership with local, state and federal technical assistance partners</p>	
<p><b>Contracting with local/small/diversely-owned businesses</b></p>		<p><a href="#">Fresno Municipal Code 4-108 Local Preference in Contracts Requiring Competitive Bidding</a></p> <p><a href="#">Fresno Municipal Code 4-109 Local Preference in Contracts for Consultant Services and other Contracts</a></p>

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**TRANSFORM FRESNO**  
**Community Engagement Plan Framework**

5/24/19

## **Background**

The City of Fresno engaged with residents, business owners, and property owners in Downtown, Chinatown, and Southwest Fresno to shape the proposal for the Transformative Climate Communities (TCC) grant from the California Strategic Growth Council (SGC). This included multiple community meetings, formation of a Community Collaborative, and ultimately development of the final proposal. After a review of the final proposal, the SGC awarded the City of Fresno \$66.5 million to implement the project. The final approved Transform Fresno project involves partner organizations that will implement a suite of projects that reduce green house gas emissions including affordable housing, energy efficiency upgrades, solar panel installation, tree planting, bike lanes and trails, urban gardening and farming, parks, and clean transportation.

To administer and guide the process, the City has created a dedicated staff position and formed the Outreach and Oversight Committee.

This Community Engagement Plan (CEP) builds on the significant citizen and community participation that occurred during the project application process and the ongoing work of City of Fresno staff the Outreach and Oversight Committee. Further, the Strategic Growth Council, as part of the Transformative Climate Communities grant, requires preparation of an engagement plan to ensure that residents, business owners, and property owners are helping to guide the future of their community. The CEP establishes a framework to maintain consistent contact with the community, provide opportunities for community members to guide project implementation (such as contributing to decisions on the design of projects), and participate in project implementation.

## **Community Engagement Plan Goal**

To enable residents, business owners, and property owners in Chinatown, Downtown, and Southwest Fresno to be knowledgeable of and actively engaged in the Transform Fresno efforts.

## **Engagement Objectives**

The primary community engagement objectives are as follows:

- Provide clear and consistent communication to residents, businesses and other stakeholders throughout the implementation of TCC project implementation.
- Enable active participation in project implementation.
- Ensure ownership over the process and its outcomes

- Develop local leadership and civic capacity
- Foster the next generation of community leaders
- Create opportunities to provide input on design and implementation decisions
- Document the implementation process
- Celebrate accomplishments

## Stakeholders

For the community engagement to be successful, it should include the full spectrum of stakeholders, so that all stakeholders feel that their issues are addressed and ideas are heard. The following are the stakeholders to include in the community engagement process.

- Residents
- Business owners
- Property owners
- Outreach and Oversight Committee
- City of Fresno Staff
- Project Partners
- Organizations focused on Chinatown, Downtown, or Southwest Fresno
- Citywide organizations (Chamber, Building Healthy Communities, Leadership Council for Justice and Accountability)

## Engagement Methods

To meet the goals of the TCC CEP, there will be a variety of engagement methods. These methods are divided into three broad categories, as described below:

1. **Information Sharing and Communication.** These are the methods to inform the community about the TCC and ways to actively participate in the process.
2. **Participation.** These methods allow residents and stakeholders to actively participate in the process and take ownership of the projects.
3. **Documentation.** This category will document the success of the TCC through a variety of methods.

### ***Information Sharing and Communication***

- *Newsletters*  
Newsletters should include a combination of overall TCC project updates, highlights of individual project activity, and profiles of people that are contributing to the TCC effort including City staff, members of the TCC partner organizations, members of other community organizations active in the area, local business owners, and participants in the various projects.

- *Website*  
The website should serve as the central location for all TCC material that is relevant to the community including the final grant agreement, any amendments, summary notes from workshops, photos from events, information on upcoming events and volunteer opportunities.
- *Text messages*  
This method can be used to provide reminders about important upcoming events such as the quarterly partner meetings with the Outreach and Oversight Committee and the Annual Transform Fresno Summit.
- *Email Communications and Database*  
The stakeholder engagement should utilize the email and cell phone database that was established during the grant application process to reach out to the community. This database should be added to on an on-going basis. Email blasts should be used for brief project updates, distribution of an electronic version of the newsletter, and to send reminders about Quarterly meetings, project groundbreaking or ribbon cuttings, the annual Summit, and project-specific outreach or recruitment opportunities.
- *Door-to-Door Canvassing*  
Given the large number of elderly residents and that not all residents have access to digital information sharing platforms, direct engagement through door-to-door outreach should be used at strategic times in the process. This including when projects are being initiated and input is being requested in design or other features, at the start or completion of projects in specific neighborhoods, prior to the Annual Summit, and when significant issues are being addressed by the Outreach and Oversight Committee.
- *Social Media*  
Social media accounts on Facebook, Twitter, and Instagram should be created to share information and updates on project implementation.
- *Flyers and Meeting Notices*  
Flyers should be mailed and posted when necessary to inform stakeholders of significant events such as the Annual Summit, key decisions being considered by the Outreach and Oversight Committee, and if TCC items are being discussed by the City Council.

### ***Participation***

- *Quarterly Outreach and Oversight Committee meetings*  
The O&O Committee meetings provide a regular opportunity to discuss community issues and identify what types engagement is needed. Additionally, project partner will be in attendance at these meetings to provide an in-person means for the community to learn about project updates and for the partners to coordinate their respective outreach and recruitment efforts.
- *Ambassador Program*

Identify community leaders to assist with communications and engagement. Could be individuals or organizations working in the community. Stipends could be given.

- *Annual Transform Fresno Summit*  
The Annual Summit is an opportunity to share and celebrate progress, include the broader Fresno Community, include City, County, and State officials that play a role in Transform Fresno implementation. It envisions as a combination of project presentations, break-out sessions on important and emerging topics, panel discussions, activities for adults and children, and recruitment for project volunteers and development of future leaders.
- *Project specific charrettes or workshops*  
The workshops or charrettes are a way for community members to contribute to the design of the new parks and street improvements. These should occur early in the design process so that the design teams are aware of unique community needs or ways for the projects to reflect community history, stories, or values.
- *Transform Fresno Leadership Development Program*  
A Transform Fresno Leadership Development Program would cultivate approximately 25 new community leaders per year to support the community engagement efforts. This group of participants will receive both education and training on community organizing, facilitation, public speaking, and local government procedures. The Leadership Fellowship participants will assist with the “high-touch” direct project information and engagement at the community level through attendance at local events, door-to-door outreach, and assistance in the Community Stories program.
- *Neighborhood Project Update Meetings*  
Meetings located within specific neighborhoods within the TCC project areas to provide updates on the various TCC projects. This would include meetings with individual community groups such as churches or schools PTAs, or other neighborhood-based organizations.
- *Preference and Opinion Surveys*  
Surveys will be conducted, both online and on paper, to identify existing and emerging needs in the community. Topics may include the level of awareness of the TCC projects, opinions on how well the TCC projects are serving the community, ideas for improvement, and options for project expansion or replication in other neighborhoods.
- *Active participation as owner, trainee, or volunteer*  
Several of the projects include direct participation in terms of sweat equity or training, others offer volunteer opportunities. These include both participation as a trainee and volunteer for Grid Alternatives, contribution of sweat equity as a future homeowner or supporting family member with Self-Help Enterprises, volunteering at the Yosemite Urban Farm, tree planting on several of the urban greening projects, etc.

## **Documentation**

- *Documentary Videos of events and project implementation (Video History)*  
The videos can be both short 30- 90-second capture of projects being implemented, interviews with participants, or summaries of community workshops or other events. A longer 5-10 minutes video should also be prepared that captures the entire 5-year Transform Fresno process.
- *Community narrative documentation*  
Story telling is a powerful way to strengthen community identity, highlight local culture, and provide a method for acknowledging and healing past trauma. A “Story Core” booth could be provided at each of the annual Summits with high quality recording equipment and experienced facilitators to assist Transform Fresno participants to share their experiences with history of the area and their visions for the future. A live Community Stories event could also be organized to allow sharing with the broader community.
- *Participation Dashboard*  
An online Community Engagement Dashboard should be created to track participation progress over the life of the TCC. Metrics to be included in the Dashboard are:
  - Number of people at each event
  - Total number of people engagement with over the life of the project
  - Geographic distribution of the participants
  - Ethnic distribution of the participants
  - Number of events or meetings that individuals participate in
- *Annual and Final Engagement Summary Report*  
An annual report should be prepared and posted on the Transform Fresno web site that provides a narrative summary of the engagement activities that took course over the year, major outcomes, and a description of the metrics included in the Participation Dashboard. A final report should be completed as part of the project close out.

## **Governance Structure and Leadership Development**

The key to maintaining consistent community engagement is the establishment and administration of forums for the community to be actively involved in decision-making and management of the Transform Fresno effort. While the City can play a significant administrative and management role, the community needs to have formal method for interacting with the City in the implementation of the grant. The approach taken for the grant development and approval, that included multiple community members and ultimately 164 participants that were eligible to vote on the final proposal, is an example of the value that come from creating formal structures to engagement and empower the community in the decision making process. As Transform Fresno progresses through the 5-year grant period, having a formal body in place will be essential. This formal body (currently the Outreach and Oversight Committee) will need to work with the City, the project partners, and the many local organizations that are active in the Transform Fresno project area.

### *City of Fresno*

The City Fresno City Manager's Office will conduct Grant management and coordination with the SGC. Project implementation will include the Development and Resource Management Department and the Public Works Department.

### *Implementation Partners*

All of the Transform Fresno project partners should coordinate efforts through targeted meetings and through the Quarterly project update meeting.

### *Outreach and Oversight Committee*

The main governance body is the O&O Committee. This committee will need to evolve over time as members cycle in and out. There is a need to evaluate the current structure, which was established during the grant agreement finalization stage, to determine how new members could join the committee while maintaining the degree of community knowledge and commitment that is required.

### *Ambassadors/Leaders*

Community ambassadors will be a direct conduit to the community and should have opportunities to present their experiences of community perceptions of the Transform Fresno project from the community perspective.

### *Participants*

There are multiple opportunities for residents to participate in the Transform Fresno project, whether directly through programs offered by Grid Alternatives or Self-Help Housing, or by volunteering for various tree planting, urban farming, solar panel installation, or other projects. The participants should be provided with opportunities to share their experiences with the project implementation partners and with the larger Transform Fresno community.

## **Measuring Effectiveness**

Establishing metrics for both outputs and outcomes is an essential part of a complete plan. The following items should be tracked on an on-going basis and reported on a semi-annual basis at a minimum:

- Number of community members participating in community events and activities (by geography, race/ethnicity/language, and number of times involved)
- Number of people engaged in online activities and social media (website, on-line surveys, Facebook, twitter, etc.)
- Number of materials distributed to stakeholders
- Number of engagement activities held
- Number of volunteers who participated in project implementation
- Number of community members in the Transform Fresno database
- Number of attendees at community events