

Transform Fresno Displacement Avoidance Plan Narrative

FINAL

September 6, 2019

Displacement Avoidance Plan Summary

The Transformative Climate Communities (TCC) Program administered by the Strategic Growth Council (SGC) establishes a new framework for achieving California’s climate goals by concentrating significant resources to accelerate local greenhouse gas emission reductions and uplift the State’s most disadvantaged communities. While revitalization brings many benefits, there are reasons to be concerned about the negative effect that increased investment and development might have on vulnerable populations. As such, the TCC Program also requires policies and programs to avoid the displacement of existing residents and local businesses, to help ensure these key stakeholders benefit from the investment. As a recipient of Program funds, the City of Fresno has led the development of a Displacement Avoidance Plan (DAP) through a community process that informs the design of the plan that includes strategies to reduce economic displacement risk within the Project Area comprised of Chinatown, Downtown and Southwest Fresno.

How to Navigate this Document

This document is a narrative recounting of the policies, tasks, and recommendations set forth by Transform Fresno stakeholders. It is a supplement to the work plan and budget and responds to guidance questions from the Strategic Growth Council (SGC).

Section Title -----> Headers in Table of Contents
(SECTION SUBTITLE) -----> Alignment with SGC Questions

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Definitions

- **Anti-Displacement Task Force** – The Anti-Displacement Task Force (ADTF) was established by way of a resolution by the City of Fresno on November 9, 2018. Each of the 11 members were appointed by the Mayor and represents residential tenant organizations, commercial tenant organizations, developers and advocacy agencies
- **Chinatown Property Based Improvement District (PBID) Consultant** – The Chinatown PBID Consultant will be responsible for task 7 of the DAP work plan. This consultant will work separate from the DAP Consultant.
- **Stakeholders** – Specific to the Transform Fresno Project Area, stakeholders refers to residents and business owners located in Downtown Fresno, Chinatown and Southwest Fresno.
- **Displacement Avoidance Plan Consultant** – The DAP Consultant will be responsible for various tasks within the work plan and scope of work for the overall Displacement Avoidance Plan. The consultant will be focusing on specific policies as outlined, separate from the Chinatown Property Based Improvement District (PBID) Consultant.
- **Outreach and Oversight Committee** – The Transform Fresno Outreach and Oversight Committee is the advisory committee that shall be a resource for community collaboration and feedback, provide overall guidance on implementation and the transformative plans, and material changes to the Projects including major budget or programmatic changes.
- **Transform Fresno Project Area** – The Transform Fresno Project Area consists of the communities of Downtown Fresno, Chinatown and Southwest Fresno. This area is within the top 5% of disadvantaged communities and is categorized as low-income census tracts as identified by AB1550.

Description of Displacement Vulnerability

(SGC GUIDANCE QUESTIONS 1 & 6)

The Transform Fresno Project Area encompasses 4.9 total square miles of which 100% overlaps with CalEnviroScreen 3.0 Top 5% Disadvantaged Communities; 100% of the Top 25% Disadvantaged Communities; and 100% is categorized as low income census tracts as identified by AB1550. The implications of these rankings mean the project area faces a disproportionate share of environmental, health and economic burdens to include high pollution and asthma rates, low birth weights, increased cardiovascular disease rates, high exposure to toxins and pesticide rates. Compounding health and environmental burdens are high rates of linguistic isolation, low educational attainment and severe poverty. There are a total of 42,708 residents in the Census tracts impacted by the Project Area, though the Census tract boundaries span a greater area than the contiguous boundary identified in this proposal. Age demographics in the project area reveal that 74% of the residents are between

age eleven and sixty-four; 19% of residents are under the age of ten; and 7% of residents are over the age of sixty-five. Racial and ethnic demographics are diverse, with the following average racial and ethnic demographics provided by the 2010 Census as reported in CalEnviroScreen tool: 62.7% Hispanic, 18.7% African American, 9.8% Asian American, 6.8% White, and 1.5% other.

A recent report published by the City of Fresno Development And Resources Management Department in May 2019 analyzes displacement vulnerability of both existing residents and local businesses (See Exhibit I). It notes that displacement can occur because a neighborhood is experiencing disinvestment or reinvestment. Disinvestment-related displacement describes when the value of a property does not justify investing in its maintenance, leading to decay and abandonment. In Downtown Fresno, the largest job center in the San Joaquin Valley region with nearly 35,000 daily workers commuting into the area, all of the census tracts identified are in the top 5% of disadvantaged communities in the state. In the Urban Renewal era, some public housing was concentrated Downtown, as it continues to be a center for social services. Over time, affordable housing, especially for seniors, has been concentrated in Downtown. During the Redevelopment era, several mixed-income housing developments were built on the northern end of Downtown, for a total of roughly 1,000 new units. While this has been successful in attracting more young households Downtown, a necessary component to compete in the innovation economy, a significant portion of the housing stock remains subsidized affordable and thus extremely low-income, as building market-rate or even mixed-income housing remains infeasible without significant public subsidy. This has been a central policy issue posed for City leaders in the wake of the end of Redevelopment. Under pressure from SB 375 and anticipating significant development potential with the first High Speed Rail (HSR) station in the nation, Fresno took on significant policy changes to make it easier to build higher-density housing near transit in Downtown, creating the first by-right zoning district in the City. Despite the policy changes, it continues to be significantly difficult to build any new housing in Downtown without significant public subsidy. As recent as 2016, despite these changes and recent investments in Fresno's urban core, nearly 80% of all new housing units were still built in newer growth areas in the City of Fresno.

Historic Chinatown, located just on the west side of the Union Pacific (and future HSR) railroad tracks, has struggled for decades to attract new investment. Chinatown, which has been the historic commercial center for the West Side of Fresno and a hub for Chinese, Japanese, Basque, and in more recent decades, Mexican immigrants to Fresno, saw significant interest during the Redevelopment era by major developers, looking to take over several blocks of the area for new construction, but the plans never materialized. While the area still has several successful restaurants and commercial ties dating back to its origins, as the epicenter for high-speed rail construction, several of those businesses will be threatened to survive during the next few years of road closures and limited access. Chinatown does not have many residents – there are few housing units located above some retail shops and a permanent supportive housing complex just south of the commercial corridor – but the area

is projected to grow substantially. Southwest Fresno, also known to many locals as the West Side, is quite literally the ‘other side of the tracks’ in Fresno. Separated from the rest of the City by State Route 99 to the north east, State Route 180 to the north, and State Route 41 to the east, the West Side has long been a neighborhood welcoming new immigrants, refugees, members of the African American diaspora, and other ethnic minorities that were rejected in other parts of Fresno. Despite its geographic proximity to the region’s largest job center, and vast quantity of vacant or underutilized properties, Southwest has been consistently overlooked for new development, which has instead gone to the periphery of northwest, northeast, and east Fresno.

Reinvestment-related displacement refers to the process in which investments in a neighborhood result in increased rent to a point where it’s profitable for landowners to sell or raise the rent and tenants are forced to leave. Because many of the current residents and business owners would be susceptible to reinvestment-related displacement, this is the optimal time to explore policies and programs that could ensure that as revitalization efforts continue and small businesses are able to remain and take advantage of the benefits, if they choose.

Development of this Plan

(SGC GUIDANCE QUESTIONS 2, 3, 7 & 8)

As part of the development of the Displacement Avoidance Plan, the Strategic Growth Council (SGC) required the City of Fresno to lead the development of the Displacement Avoidance Plan (DAP) in coordination with technical assistance as provided by SGC. Plan development must include, at a minimum, a community engagement process that informs the design of the plan; a 30-45-day period for public review and written comments; and a minimum of one public workshop; thorough analysis of displacement vulnerability of both existing residents and small businesses within the TCC Project Area; revised policies and programs to address the identified vulnerability of existing residents and small businesses within the TCC Project Area; Displacement Avoidance Taskforce structure and membership; and a requirement that the Displacement Avoidance Plan must meet all TCC Program Guidelines.

The TCC Program Guidelines require the DAP include a description of the policies, plans, ordinances, or programs that are already in place to avoid displacement in the Project Area as well as identification of additional policies and programs that will be pursued to avoid displacement among existing households and businesses within the Project Area. The DAP is to include at least one (1) policy from at least three (3) of the policy categories included in Table 2 to prevent the displacement of Very Low and Low-Income Households. Applicants must also select two (2) policies from either of the two (2) policy categories in Table 3 (See EXHIBIT E2). To develop this plan, the City conducted a series of participatory planning engagement activities in May and June of 2019.

The Displacement Avoidance Plan is categorized as a transformative plan within the Transformative Climate Community grant program guidelines and is a living document that will support community input throughout the Transformative Climate Communities grant program performance period.

Participatory Engagement Activities

Public Review Period

The Draft Framework for the DAP was posted to the website (www.transformfresno.com) on Friday, May 24th, for a thirty-day comment period where any person or group could access the document for review and provide comments. The public comment period for the DAP ended on Sunday, June 23rd, 2019. During this period, two letters were received by the City of Fresno from Leadership Counsel for Justice and Accountability and the Anti-Displacement Task Force on behalf of the Chair, and one email was received from a resident, active participant in TCC and project partner. Several survey responses were also received both electronically and in hard copy form prior to the June 23rd deadline. The DAP draft was plan was revised according to this feedback and posted on the website for another two weeks per SGC Staff for final feedback. One additional comment letter was received from a representative from Leadership Counsel for Justice and Accountability.

Downtown Displacement Report

This report is the first annual report on Downtown displacement prevention. The purpose of this report is to gather data on statistics related to displacement in Downtown to inform the Anti-Displacement Task Force. Recommendations from the Anti-Displacement Task Force could be used as anti-displacement strategies for Transformative Climate Communities projects. This report uses an expansive definition of Downtown which includes the plan areas for the Downtown Neighborhood Community Plan and the Southwest Fresno Specific Plan. Information for this report was gathered from U.S. Decennial Census data, American Community Survey data, and private commercial real estate data. This plan was distributed in both English and Spanish on April 25, 2019. (See Exhibit H for full report).

Anti-Displacement Task Force Meetings

The Anti-Displacement Task Force (ADTF) was appointed by the Mayor of Fresno and a resolution was ratified by City Council on November 29, 2018. The 11 members of the ADTF, identified in Exhibit I represents residential tenant organizations, commercial tenant organizations, developers and advocacy agencies. Anti-Displacement Task Force meetings began on Monday, April 29, 2019 at the West Fresno Family Resource Center. This two-hour community meeting was the kick-off of the Anti-Displacement Task Force where each member was introduced, they were able to discuss a meeting structure and learn about the

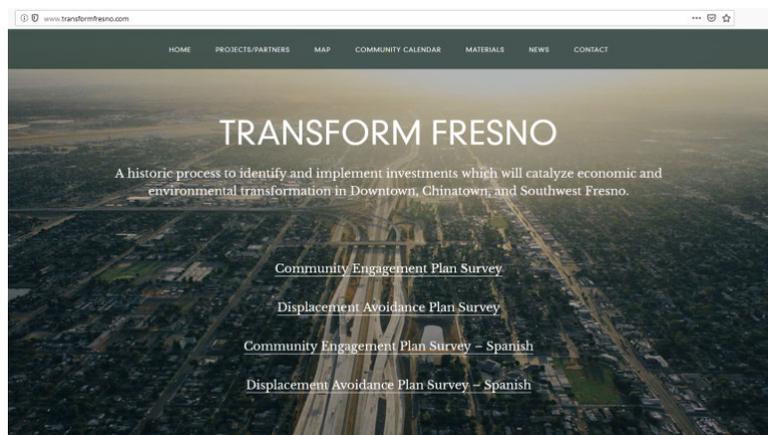
development process for the Displacement Avoidance Plan. Subsequent monthly meetings have followed and will continue throughout the four year appointment of each representative on the ADTF. Thereafter, new members will be appointed to continue the ADTF efforts.

Displacement Avoidance Plan Workshop

The Displacement Avoidance Plan Workshop was held on May 15, 2019. The workshop began with an informational session allowing for questions and answers about the example policies issued by SGC. Subject Matter Experts (SMEs) were able to develop a glossary of policies that were distributed to the public along with a list of current policies prior to the workshop. After the informational session, the workshop began and was facilitated by a local well-respected member of the community. Additional questions and answers were addressed and ultimately participants were directed to identify and prioritize the policies that they would like to see incorporated into the final DAP. It was also stressed that participants could develop additional policies that were not suggested by SGC originally for inclusion in the DAP. It was at this workshop that a participant suggested that we develop an online survey that can be completed by other community members to garner additional input. City staff developed the DAP survey based on the workshop format and suggested policies and sent it out during the 30-day public comment period.

Stakeholder Surveys

To reach segments of the community that were not engaged through the public review period, DAP workshop, or meetings of the Outreach and Oversight Committee, a stakeholder survey was developed. The form was available online, in English and Spanish, through the Transform Fresno website and hard copies were made available for stakeholders with limited access to internet at the Outreach and Oversight Community meeting on June 10, 2019 and at two local libraries within the project area.



The DAP Survey was available through the Transform Fresno Website.

At the end of the survey period, on June 23, 2019, City staff collected responses from twenty-three stakeholder surveys evaluating the Draft Framework and identifying preferences for local displacement avoidance policy inclusion. Among survey questions specific to potential policies, the survey asked respondents to prioritize which categories were most important to them. The top three categories for residential were preservation of affordable housing, tenant protections and support, and neighborhood stabilization and wealth building. Priorities for the two commercial categories were nearly equal.

Outreach & Oversight Committee

During the public comment period, an Outreach and Oversight Quarterly Community Meeting was held on June 10, 2019. At this meeting, City staff reviewed the Displacement Avoidance Plan development process to date and held a question and answer session for new attendees that were not familiar with the Displacement Avoidance Plan. The Outreach and Oversight Committee participated actively in reviewing and providing input on the plan throughout the development process.

Participatory Engagement Outcomes

From these participatory engagement activities, the CEP Development Consultant observed the following trends related to displacement:

- Specific to the project area, discussions centered around increasing rents, stagnant wages, lack of good quality jobs, retaliatory evictions, creating opportunities for homeownership, or protecting senior citizens from displacement.
- A strong desire for displacement avoidance safeguards, incentives for first time homebuyers and small/diverse businesses.
- Protections and services for tenants at risk of being displaced
- Concern for hard-to-reach populations, such as the elderly, those who are linguistically isolated, or those who may have a distrust of local government, being prioritized for and included in development strategies for targeted outreach.

Displacement Avoidance Plan

VISION FOR DISPLACEMENT AVOIDANCE

The policies outlined in the Displacement Avoidance Plan are intended to understand the impact of the TCC investments in the project area specific to avoiding displacement among existing households and business within the project area and open discussions about preventative measures and proactive solutions. The DAP starts with data and research. Currently, there is limited data that focuses on displacement within the Transform Fresno Project Area. Research and data collection both quantitative and qualitative is imperative to

understand the impacts of the funding investments on these communities. The DAP envisions working closely with the Anti-Displacement Task Force and the Outreach and Oversight Committee as subject matter experts in their respective fields. Community stakeholders will have an essential role within the development of displacement avoidance policies as they are very familiar with the landscape of the Transform Fresno Project Area and will be a resource for information, input, history and data. This collaborative effort between the City of Fresno, the Anti-Displacement Task Force, the Outreach and Oversight Committee, and other stakeholders will work to meet the goals of the TCC funding and provide valuable information for future preventative measures and policy development. The table below identified specific roles in the DAP and the process for implementation:

| IMPLEMENTATION OF THE TRANSFORM FRESNO DISPLACEMENT AVOIDANCE PLAN | |
|--|---|
| PARTY | ROLE |
| Anti-Displacement Task Force | Will serve as subject matter experts and will help determine what data sets will be used to conduct the research. Members of the committee will also have an opportunity to participate in the procurement process to hire the DAP Consultant. |
| City of Fresno City Council | Will be the final authority on whether the policies proposed are adopted. The City Council ratifies through a vote on all policy brought before them. City Council, along with the Mayor, has an opportunity to author policy and present it to Council for adoption. The DAP does not dictate whether the City Council will or will not approve the proposed policies. |
| City of Fresno Staff | Will be responsible for ensuring the DAP consultant is hired and completes their contract adequately along with providing continuous oversight of progress related to policy development. |
| Displacement Avoidance Plan (DAP) Consultant | Will conduct quantitative and qualitative data driven research pertaining to displacement within the Transform Fresno Project Area. A final analysis report and subsequent workshops will be led by the DAP consultant and delivered to the Anti-Displacement Task Force, Fresno City Council and other stakeholders. |
| Outreach & Oversight Committee | Will continue to serve as the Transform Fresno advisory committee and will be updated as various stages of the DAP are completed. This committee will also provide direction for policy development and any issues that may arise throughout DAP implementation. |
| Stakeholders | Will provide general feedback and information regarding displacement concerns in the Transform Fresno Project Area. Community members will be essential for qualitative data collection in the community. |
| Project Partners | Will provide data and reporting to the DAP Consultant regarding project specific information. |

In developing the Displacement Avoidance Plan alongside the Anti-Displacement Task Force, it became apparent that data and research was where we needed to start. This DAP is research and education heavy simply and utilizes a consultant to conduct quantitative and qualitative research, analyzing the data received, and providing a report that identifies data driven displacement issues within the Transform Fresno Project Area., The DAP is meant to act as a living document, whereby if new data or information is presented, the DAP will shift to align deliverables with the constant focus of displacement avoidance in the Transform

Fresno Project Area. Once the research outcomes are established, the information will be presented to the Anti-Displacement Task Force, and Outreach and Oversight Committee, Fresno City Council for review for their use in recommending or adopting future policy. City of Fresno Staff will oversee and monitor policy development throughout the grant performance period. Through contact and communications with the Anti-Displacement Task Force, Outreach and Oversight Committee, and Fresno City Council, Staff will report on development milestones such as authored policies, garnered support, City Council or Mayoral support, and adoption.

Existing Policies within the City of Fresno

(SGC GUIDANCE QUESTIONS 4 & 9)

The policies, plans, ordinances, and programs currently in place to prevent the displacement of existing households within the Project Area along with their expiration dates are as follows:

PRODUCTION OF AFFORDABLE HOUSING

- **Density Bonus Ordinance** – Allows the increase of permitted density in exchange for the development of affordable housing. Density is a term which measures the number of housing units per acre. This policy does not expire. The City of Fresno applies the density bonus ordinance to general residential projects of five or more units and to senior housing projects of more than 35 units. *(Reference – Fresno Municipal Code 15-2100 Transit Oriented Development Height and Density Bonus; Fresno Municipal Code 15-12200 Affordable Housing Density Bonus)*
- **Demonstration of application to local, state, and federal programs to fund affordable housing production.** – 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. The Housing Element where this program is highlighted is set to expire in 2023. The City of Fresno continues to apply for local, state and federal programs to fund affordable housing. *(Reference – The City of Fresno’s Housing Element contains an Annual Progress Report – Table D, Program 5: Housing Funding Sources, and Table D, Program 6: Strengthening Partnerships with Affordable Housing Developers)*
- **Development of new accessory dwelling units** – 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 option within the community. This policy does not expire. The city of Fresno applies this policy to maintain the character of single-family neighborhoods, ensures that new

units are in harmony with new developments and allows second dwelling units as an accessory to single-unit dwellings consistent with the Government Code. (*Reference – Fresno Municipal Code 15-2754 Second Dwelling Units, Backyard Cottages and Accessory Living Quarters*)

PRESERVATION OF AFFORDABLE HOUSING

- **Rent Control, Stabilization, Ordinances, and Rent Review Boards (specifically relating to Mobilehome Parks)** – 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. This policy does not expire. The City of Fresno maintains a Rent Review and Stabilization Commission specific to Mobilehome Parks. (*Reference – Fresno Municipal Code 15-2000 Mobile Home Park Rent Review and Stabilization Ordinance*)
- **No-Net loss of affordable housing units** – Strategies to mitigate potential loss of at-risk units due to conversion to market-rate units. The Housing Element where this program is highlighted is set to expire in 2023. The City of Fresno provides ongoing preservation, technical assistance and education to affected tenants and the community at-large while monitoring owners of at-risk projects through the use of existing databases. Together with the Fresno Housing Authority, the City of Fresno continues to seek funding for affordable housing preservation and determines the availability of tenant-based vouchers for tenants. The City also contacts public and non-profit agencies that may be interested in purchasing and/or managing units that are currently at risk closing. (*Reference – The City of Fresno’s Housing Element Program 24 – At Risk Housing, provides a coordinated and comprehensive strategy for promoting the production of safe, decent, and affordable housing for all community residents*)
- **Policies to Preserve Single-Room Occupancy and/or Mobile Home Parks** – 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. The Housing Element where this program is highlighted is set to expire in 2023. The City of Fresno continues 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). (*Reference – The City of Fresno’s Housing Element 2015-2023 program 7 – Special Needs Housing; Fresno Municipal Code 12-2000 Mobile Home Park Rent Review and Stabilization Ordinance; City of Fresno’s Housing Element Annual Progress Report, Table D, Program 10A, Mobile home parks*)
- **Condominium Conversion Restrictions** – 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. This policy does not expire. Through the Fresno Municipal Code, the City

provides standards for new condominiums and condominium conversions. *(Reference – Fresno Municipal Code 15-3903-D Standards for New Condominiums and Condominium Conversions, Relocation Assistance Program)*

TENANT PROTECTIONS AND SUPPORT

- **Tenant Anti-Harassment Policies** 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 on 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, and source of income. The Housing Element where this program is highlighted is set to expire in 2023. The City of Fresno provides a coordinated and comprehensive strategy for promoting the production of safe, decent, and affordable housing along with referring inquiries and landlord/tenant complaints concerning housing discrimination to the applicable regulatory body. In addition, the City disseminates fair housing information citywide by sponsoring workshops, housing fairs, and working closely with the State Department of Fair Employment and Housing. *(Reference – The City of Fresno’s Housing Element Program 26 – Fair Housing Services, provides a coordinated and comprehensive strategy for promoting the production of safe, decent, and affordable housing for all community residents)*
- **Tenant Legal Services** – Legal services that are available to tenants. The Housing Element where this program is highlighted is set to expire in 2023. As available, the City of Fresno provides funding to the Fair Housing Council of Central California to provide services to persons consistent with the 2015-2019 Consolidated Plan and Action Plans. *(Reference – The City of Fresno’s Housing Element Program 26 – Fair Housing Services, provides a coordinated and comprehensive strategy for promoting the production of safe, decent, and affordable housing for all community residents)*

PROTECTIONS FOR SMALL BUSINESS

- **Formal Programs to Ensure that Some Fraction of a Jurisdiction’s Goods and Services Come from Local Businesses** – Programs that require the use of local businesses for goods and services. This policy does not expire. The City of Fresno extends preferences to local businesses for those contracts that are bid through the City of Fresno’s competitive bid process pursuant to the application of construction and consultant contracts. *(Reference – Fresno Municipal Code 4-108 Local Preference in Contracts Requiring Competitive Bidding; Fresno Municipal Code 4-109 Local Preference in Contracts for Consultant Services and other Contracts)*

BUSINESS STABILIZATION AND WEALTH BUILDING

- **Contracting with local/small/diversely-owned businesses** – Extending a preference to local businesses in contracts requiring a competitive bid process within the City of

Fresno. This policy does not expire. The City of Fresno extends local preference to business that competitively bid for construction and consultant contracts in the City of Fresno. (*Reference – Fresno Municipal Code 4-108 Local Preference in Contracts Requiring Competitive Bidding; Fresno Municipal Code 4-109 Local Preference in Contracts for Consultant Services and other Contracts*)

For those policies that are set to expire when the Housing Element has reached its expiration date in 2023, the City is responsible for revising the Housing Element every eight years. Once revised, the Housing Element as a part of the City’s General Plan will to be certified by the State Department of Housing and Community Development. Staff will ensure that the above policies are maintained or enhanced based on the current climate in 2023. Local preference language is in all specifications and included in most projects the City of Fresno bids, except for those contracts funded by the federal and state government that would be jeopardized if this preference is included.

Proposed Displacement Avoidance Policies

The following policies and programs were selected by the community participants as being the top priorities to avoid residential displacement in the Project Area:

PRESERVATION OF AFFORDABLE HOUSING

- **Rent control, Stabilization, Ordinances, and Rent Review Boards** – 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.
 - Tasks include hiring a consultant to develop qualitative and quantitative data to inform policies, gather quantitative data specific to rent levels and how fast they are changing compared to rent levels and changes outside the TCC project area, provide a complete data and research analysis report, and to conduct an educational and informational workshop to gain additional feedback, review data gathered, and discuss potential policies.

TENANT PROTECTIONS AND SUPPORT

- **‘Just Cause’ Eviction Policies** – Just cause eviction policies prohibit landlords from evicting tenants without proper cause.
 - Tasks include hiring a consultant to develop qualitative and quantitative data to inform policies regarding ‘just cause’ evictions specific to the TCC project area, gather quantitative data specific to eviction issues, provide a complete data and research analysis report, and conduct an educational and informational workshop to gain additional feedback, review data gathered, and discuss potential policies.

NEIGHBORHOOD STABILIZATION AND WEALTH BUILDING

- **First Time Homeowner Incentives and Protection** – Incentives and protections for people that are first time homebuyers. Incentives can be financial assistance for down payments, financial literacy, various financing options for first time low-income homebuyers, etc.
 - Provide a bi-annual Homebuyer and Financial Literacy Education Summit focusing on Transform Fresno Project Area residents. Sessions will include the process of home buying: steps from A-Z, qualification for buying a home, and a credit seminar session. These sessions will be taught by experts in the field of first time home buying and local real estate agencies. Partner with professional organizations to include Wells Fargo and various Real Estate Associations.
- **Project Labor Agreement** – An agreement that bolsters the accessibility and availability of union related jobs for TCC Project Area residents on City of Fresno construction projects funded by the Transformative Climate Communities grant.
 - Tasks include implementation of the Project Labor Agreement (PLA) to encourage contractors and unions to hire qualified workers for the TCC Project Area. The PLA will also identify thresholds for hiring local workers to gain and keep wealth in those neighborhoods by employing residents.

PROTECTIONS FOR SMALL BUSINESS

- **Creation and Maintenance of a Small Business Alliance** – An arrangement or relationship among independent businesses with corresponding goals, established for a specific purpose.
 - A Chinatown Property Based Improvement District Consultant will be hired separately from the Displacement Avoidance Plan Consultant to conduct a Feasibility Study for the creation of a Chinatown PBID
 - The Chinatown PBID consultant will coordinate three community outreach meetings with Chinatown groups to provide information about the potential district and serve as an early gauge of the level of owner support for a PBID.
 - Additional training for the business and property owners will be conducted to lay the groundwork for PBID formation. Topics will include the PBID formation process, potential leadership roles for business owners, improvement on the consumer experience and overall economic stability.
- **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** – 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.

- The task will be to work with business development agencies to provide culturally relevant coaching and technical assistance to 10 existing businesses in need within the TCC Project Area.

BUSINESS STABILIZATION AND WEALTH BUILDING

- **Rental Subsidies for local, minority owned small businesses** – Financial assistance for local and minority owned businesses to help stabilize and develop the businesses.
 - Tasks will include hiring a consultant to provide qualitative and quantitative data specific to business rental levels and the potential of business subsidies within the TCC Project Area, provide a complete data and research analysis report, and host an informational workshop regarding the availability of business rental subsidies for local, minority owned small businesses within the TCC Project Area.

The City of Fresno was identified as lead on each of these policies for development. City Staff will work diligently with the Anti-Displacement Task Force, Advocacy agencies, Outreach and Oversight Committee Members and the community at large to move these policies forward throughout the TCC grant performance period.

Implementation of this Plan

The implementation of the Displacement Avoidance Plan will involve several facets including Consultants, the Anti-Displacement Task Force, City of Fresno Staff, and Community Partner Organizations. In addition to leverage funding identified in the TCC grant, resources to implement this plan will come from the Technical Assistance Grant administered by the Strategic Growth Council, staff time from the Program Implementation Manager already funded by TCC dollars, Anti-Displacement Task Force volunteer hours and Community Partner Organization staff time.

Displacement Avoidance Plan Consultant - Technical Assistance Grant

In order to successfully implement the DAP, the City will call upon community resources like the Outreach & Oversight Committee, Anti-Displacement Task Force, advocacy agencies, local community development agencies, community residents and other local area stakeholders. Additionally, the DAP requires various layers of qualitative and quantitative data gathering, surveys, reports on data gathering, and interviews as its goal is to determine the local area causes of displacement in order to produce policies that are relevant and supported by the Fresno community. The City will supplement its resources by engaging a consultant team to assist with the DAP activities and provide support in implementing the various tasks and activities as outlined in the work plan document. The Implementation

Consultant will be selected through a competitive Request for Qualifications (RFQ) process. The City will utilize their procurement process to identify, interview and select the most appropriate consultant to carry out the identified tasks. Tasks include data gathering, data analysis, reporting, develop, conduct an educational and informational community workshop, and a workshop presented to Fresno City Council related to the following tasks and overall displacement vulnerability for the Transform Fresno Project Area:

- Task 4 – Rent Control, Stabilization, Ordinances, and Rent Review Boards
- Task 5 – ‘Just Cause’ Eviction Policies
- Task 10 – Rental Subsidies for local, minority owned small businesses

Anti-Displacement Task Force

The Displacement Avoidance Plan (DAP) establishes a framework that weaves in an interdependent role for the Anti-Displacement Task Force created by former planning processes. The Anti-Displacement Task Force was proposed in the Downtown Neighborhoods Community Plan (2016), referenced in the Southwest Specific Plan (2017), and developed as a Housing Element implementation program (2017). The Downtown Neighborhoods Community Plan (DNCP) is a plan for the revitalization of Downtown and the neighborhoods immediately surrounding Downtown. The DNCP recognizes that revitalizing a distressed area has the potential to displace vulnerable residents and small business owners located in the plan area. In an effort to ensure that current Downtown residents and businesses have opportunities to remain in a revitalized Downtown the DNCP established several policies which together form the basis for the Anti-Displacement Task Force. The Southwest Fresno Specific Plan (SWFSP) sets out goals and policies for the development of southwest Fresno just west of the DNCP boundaries. The SWFSP is informed by a desire for equitable development and identifies the development of an anti-displacement strategy and programs as a priority implementation measure. The Housing Element is a chapter of the General Plan, and provides a coordinated and comprehensive strategy for promoting the production of safe, decent and affordable housing for all community residents. The Housing Element implementation program took the policy recommendations from the DNCP and developed an implementation outline and timeline for the annual report on displacement and the Downtown Displacement Task Force. These former planning processes have not only set the groundwork for overall TCC investment, but they closely align with the Project Area.

The Anti-Displacement Task Force was established by City Council Resolution 2018-277 on November 29, 2018. At City Council direction, the scope of the Task Force includes the analysis of data and recommendation of solutions related to all causes and areas of displacement beyond those called for in the Housing Element as long as the Housing Element program requirements are satisfied. The City will consider review of displacement in other areas of the city upon recommendations by the Task Force and others. The DAP

implementation process will be greatly served by coordinating with the work of the Anti-Displacement Task Force through joint meetings, cooperative research and analysis efforts, and leveraging the vast expertise of the Anti-Displacement Task Force Members with their guidance.

The Displacement Avoidance Plan (DAP) provides a framework for various activities over the grant term to include capacity building, education, research, and community engagement, but the DAP does not operate in isolation. As part of the Transform Fresno Plan, a symbiotic Community Engagement Plan (CEP) will be implemented to ensure residents, workers, business owners, and other property owners and stakeholders continue to be engaged during implementation of the Transform Fresno efforts. The CEP focuses on several key goals that will support the DAP including centralization of communications and community engagement information; funding local organizations for direct outreach to build the civic capacity infrastructure; developing the next generation of leaders through a Youth Leadership Development Program that includes activities related to communication, governance, arts and culture, and participatory budgeting; and collaboration with the Evaluation Team to ensure the application of the transparency and accountability measures sought by residents and key stakeholders. The entire CEP is attached as EXHIBIT J.

City of Fresno Staff Allocated to Implementation

The following positions within the City of Fresno will contribute to the overall strategies outlined in the Displacement Avoidance Plan. Each position provides an expertise as it relates to research, data collection, workshop development, procurement processes, community participation, policy development, etc. Staff will also oversee the development of displacement avoidance policies outlined in this plan through the end of the grant performance period. The tasks outlined in this DAP and work plan will be accomplished through a collaborative effort, between City of Fresno Staff, Outreach and Oversight Committee and the Anti-Displacement Task Force.

- **Deputy City Manager** – Provide oversight and policy directions from the administration at the City of Fresno.
- **Program Implementation Manager (PIM)** – Provide general oversight of all projects within Transform Fresno including the transformative plans.
- **Assistant Director of Development And Resource Management** – Provide policy direction from a long range planning perspective.
- **Planning Manager and Planner positions** – Staff will provide long range planning that will help dictate future policy, and coordinating implementation of the Housing Element, General Plan and all Specific Plans. They are also the liaison between the Anti-Displacement Task Force and the City of Fresno.
- **Director of Strategic Initiatives** – Provide policy direction and coordination from the Mayor’s Office.

- **Supervising City Attorney** – Provide legal counsel to policy development and City of Fresno staff.
- **Support Staff for the City of Fresno** – Provide administrative and clerical support for implementation.

Partner Agencies

Partner Agencies will be made up of organizations that will work with the City of Fresno, the Anti-Displacement Task Force, and Displacement Avoidance Plan Consultant to ensure that specific tasks outlined in the Displacement Avoidance Plan are completed. Additional Partner Agencies will be realized as we move forward in policy development, however existing relationships include:

- **Well Fargo** – A banking institution that has agreed to partner with the City of Fresno to produce a Homebuyer and Financial Literacy Education Summit annually focusing on the Transform Fresno Project Area residents. Sessions will include the process of home buying: steps from A-Z, qualification for buying a home, and a credit seminar session. These sessions will be taught by experts in the field of first time home buying and local real estate agencies. Wells Fargo has committed to collaborating with the City of Fresno for task 6 – First Time Homeowner Incentive and Protection.
- **Central Valley Business Diversity Partnership** – This partnership consists of the Minority Business Development Agency (MBDA), Fresno Metro Black Chamber of Commerce (FMBCC), Fresno Area Hispanic Foundation, Central California Hispanic Chamber of Commerce and the Asian Business Institute & Resource Center (ABIRC). The Central Valley Business Diversity Program’s purpose is to inspire greater business diversity in Central California. Together these agencies will solicit existing small businesses that need extra assistance to help grow their business. Members from these agencies will provide one on one coaching sessions and technical assistance along with culturally relative mentorship to business owners in need within the Transform Fresno Project Area. The Central Valley Business Diversity Partnership has committed to collaborating with the City of Fresno for task 9 Development of No-Cost and Low-Cost business development and retention programs with established Local, State and Federal partners.
- **Fresno Regional Workforce Development Board Business Service Center** – This agency has agreed to collaborate with the City of Fresno to bring information regarding business services targeting Transform Fresno Project Area businesses, non-profits and the general public. Fresno4Biz is program hosted by the Fresno Regional Workforce Development Board Business Service Center that provides no-cost services including marketing and strategic business plan assistance, recruitment of pre-screened job candidates, human resources assistance, and business incubation and support for start-up and early-stage companies in the water, energy and technology sector, etc. The Fresno Regional Workforce Development Board Business

Service Center has committed to target businesses in the Transform Fresno Project Area by hosting two business workshops per year for the duration of the grant to educate and inform local business about resources available to grow their business. This task is identified in task 9B Development of No-Cost and Low-Cost business development and retention programs with established Local, State and Federal partners in the CEP Work Plan (Exhibit A).

Closing

There are many challenges when faced with a multi-faceted issue that affects the most vulnerable members of our community; policy changes that are enacted affect all residents and need to take into account the various implications to a very diverse population. The Displacement Avoidance Plan has already taken some pivotal framework steps such as the community engagement activities that led to the creation of the plan, ADTF, downtown report, various policies and programs already in place to identify the long-term goals for the City of Fresno with the primary goal of creating actionable policy to the City Council for consideration. The establishment of the Displacement Avoidance Plan will decrease challenges that arise from implementing policies by setting a defined structure for vetting and creating policy that includes community resident input.

Exhibits for DAP:

- A. Work Plan
- B. Budget
- C. Public Comment: Letters and Emails
- D. Displacement Avoidance Plan Workshop Materials
 - 1. Flyer
 - 2. Agenda
 - 3. Plan Requirements
 - 4. Glossary
 - 5. DAP Examples
 - 6. Timeline
 - 7. TCC Project Area Map
- E. Survey Summary
- F. SGC Guidance Questions
- G. Downtown Displacement Report 2019
- H. Taskforce Membership and Structure – RESOLUTION
- I. Community Engagement Plan

Exhibits

Exhibit A
Work Plan

Lead Entity: City of Fresno
 Grantee: City of Fresno
 TCC Project Name: Transform Fresno

Grant #: SC18119
 Round #: 1

Displacement Avoidance Plan

WORK PLAN

Project Description: (500 character limit)

The Displacement Avoidance Plan will implement strategies to reduce economic displacement with the Transform Fresno Project Area. The Plan will be developed utilizing community and stakeholder input and will be implemented by both the Lead Applicant and various Partners throughout the five year TCC Grant performance period. A community workshop will be held and a community survey will be sent out through the TCC listserv to garner community input.

Character Count 453

| TASK 1 | | | | |
|---------|-----------------------------------|---|--|-----------------------------------|
| Subtask | Description (150 character limit) | Deliverables/Milestones | Responsible Parties [e.g. Lead Applicant, Co-Applicant, Subcontractor, etc.] | Timeline [e.g. Month 1 - Month 6] |
| A | Submit documents to SGC | Submit a revised work plan and budget for completing the Displacement Avoidance Plan for SGC approval | Lead Applicant | End of Week 2 |

| TASK 2 | | | | |
|---------|---|---|---------------------|----------|
| Subtask | Description | Deliverables/Milestones | Responsible Parties | Timeline |
| A | Plan Development | Organize the plan development process | Lead Applicant | Month 1 |
| B | Complete thorough analysis of displacement through the release of the Downtown Displacement Report 2018 | Release the Downtown Displacement Report 2018 to the community | Lead Applicant | Month 1 |
| C | Initiate 1 community workshop for input on policies to include in the plan. Notification of the workshop will be emailed to the TCC listserv, community organizations and stakeholders that have been involved since the start. | Community Outreach materials (including public notice). Workshop agenda and materials | Lead Applicant | Month 2 |
| D | Publish a community survey for additional input for the DAP | Survey | Lead Applicant | Month 2 |

| | | | | |
|---|-----------------------------------|--|----------------|-------------------|
| E | 30 day Public Comment Period | Incorporate public input and finalize the DAP; log of public comments; draft DAP | Lead Applicant | Month 2 - Month 3 |
| F | Final Displacement Avoidance Plan | Submit Final DAP to SGC for approval; Plan Outline | Lead Applicant | Month 3 |

TASK 3 - Hire an Implementation Consultant

| Subtask | Description | Deliverables/Milestones | Responsible Parties | Timeline |
|------------------------|---|-------------------------------------|---------------------|--------------------|
| A - TA Grant | Apply for the Technical Assistance Grant through SGC to hire an Implementation Consultant | Grant Agreement | Lead Applicant | Month 4 - Month 6 |
| B - RFQ for Consultant | Release RFQ for Implementation Consultant | Request for Qualifications document | Lead Applicant | Month 8 - Month 10 |
| C - Interviews | Hold interviews for Implementation Consultant | Selection of Consultant | Lead Applicant | Month 10 |
| D - Hire a Consultant | Execute a contract between the City of Fresno and the Implementation Consultant | Consultant Services Contract | Lead Applicant | Month 10 |

TASK 4 - Rent Control, Stabilization, Ordinances, and Rent Review Boards

| Subtask | Description | Deliverables/Milestones | Responsible Parties | Timeline |
|--|--|---|--|---------------------|
| A - Determine what data will be gathered | Work with the Anti-Displacement Task Force to determine what types of data sets are needed | List of Data Sets | Lead Applicant and the Anti-Displacement Task Force | Month 4 - Month 6 |
| B - Gather Data | Gather quantitative data specific to rent levels and how fast there are changing comparative to rent levels and changes outside of the TCC Project Area and overall displacement vulnerability within the Transform Fresno Project Area. | Provide a reporting of the Data Gathered and Analysis | Implementation Consultant, with support from the Lead Applicant and the Anti-Displacement Task Force | Month 10 - Month 18 |
| C - Analyze data and provide information to the public | Conduct 1 Community Based Informational Workshop explaining the pros and cons of rent control and overall displacement vulnerability. | Provide information flyer, agenda, recording, and subject matter expert information for the informational workshop. | Implementation Consultant | Month 18 |
| D - Complete Analysis Report | Complete an Analysis Report of all data that is gathered and provide it to the public. | Analysis Report | Implementation Consultant | Month 18 - Month 22 |
| E - Presentation of Findings | Conduct a presentation for the Anti-Displacement Task Force and a workshop for the Fresno City Council | Presentation and Workshop | Implementation Consultant | Month 22 |
| F - Oversight of Policy Development | Staff will monitor policy development through contact with the ADF and Fresno City Council. | Notification of policy development milestones (i.e. City Council or Mayor Sponsorship, adoption, etc. | Lead Applicant | Month 23 - Month 60 |

TASK 5 - 'Just Cause' Eviction Policies

| Subtask | Description | Deliverables/Milestones | Responsible Parties | Timeline |
|--|--|---|--|---------------------|
| A - Determine what data will be gathered | Work with the Anti-Displacement Task Force to determine what types of data sets are needed | List of Data Sets | Lead Applicant and the Anti-Displacement Task Force | Month 4 - Month 6 |
| B - Gather Data | Gather quantitative data specific to eviction issues and overall displacement vulnerability within the Transform Fresno Project Area. | Provide a reporting of the Data Gathered and Analysis | Implementation Consultant, with support from the Lead Applicant and the Anti-Displacement Task Force | Month 10 - Month 18 |
| C - Analyze data and provide information to the public | Conduct 1 Community Based Informational Workshop explaining the pros and cons of rent control and overall displacement vulnerability within the Transform Fresno Project Area. | Provide information flyer, agenda, recording, and subject matter expert information for the informational workshop. | Implementation Consultant | Month 18 |
| D - Complete Analysis Report | Complete an Analysis Report of all data that is gathered and provide it to the public. | Analysis Report | Implementation Consultant | Month 18 - Month 22 |
| E - Presentation of Findings | Conduct a presentation for the Anti-Displacement Task Force and a workshop for the Fresno City Council | Presentation and Workshop | Implementation Consultant | Month 22 |
| F - Oversight of Policy Development | Staff will monitor policy development through contact with the ADF and Fresno City Council. | Notification of policy development milestones (i.e. City Council or Mayor Sponsorship, ratification, etc. | Lead Applicant | Month 23 - Month 60 |

TASK 6 -First Time Homeowner Incentive and Protection

| Subtask | Description | Deliverables/Milestones | Responsible Parties | Timeline |
|---------------------------------|---|---|---|---------------------|
| A - Annual Educational Workshop | Provide a bi-annual educational workshop to potential first time home buyers. Content of the workshop will include the process of home buying: steps from A-Z, qualifications for buying a home, and a credit seminar session. The City of Fresno along with Wells Fargo will inform the community through various community engagement activities regarding these workshops. | Provide agenda, handouts and content regarding the annual educational workshop. | Lead Applicant and Partner Agency Wells Fargo | Month 13 - Month 60 |

TASK 7 -Project Labor Agreement

| Subtask | Description | Deliverables/Milestones | Responsible Parties | Timeline |
|---|--|---------------------------------|---------------------|-------------------|
| A - Implement a Project Labor Agreement | Implement a Project Labor Agreement specific to City led TCC projects to encourage contractors and unions to hire qualified workers from the TCC Project Area. | Signed Project Labor Agreement. | Lead Applicant | Month 1 - Month 6 |
| B - Project Labor Agreement | Within the agreement provide thresholds for hiring local workers to gain and keep wealth in those neighborhoods by employing residents. | Signed Project Labor Agreement. | Lead Applicant | Month 1 - Month 6 |

| | | | | |
|---|---|--|----------------|--------------------|
| C - Implement and Oversee the Project Labor Agreement | Provide oversight of the implementation of the PLA. All City led projects are subject to the PLA. The PLA may apply to some partner's projects, but that is determined by the partner themselves. | Confirmation of registration with the Department of Industrial Relations | Lead Applicant | Month 7 - Month 60 |
|---|---|--|----------------|--------------------|

TASK 8 -Creation and Maintenance of a Small Business Alliance

| Subtask | Description | Deliverables/Milestones | Responsible Parties | Timeline |
|--|--|--|--|---------------------|
| A - Feasibility Study | Conduct a Feasibility Study for the creation of a Chinatown Property Based Improvement District (PBID). | Feasibility Report | Lead Applicant, with support from a consultant hired by the City | Month 6 - Month 12 |
| B - Workshops to educate business owners | Hire consultant to provide training to lay the groundwork for PBID formation for Chinatown community stakeholders. Topics will include PBID formation process, potential leadership roles, improving the consumer experience and economic stability. | Agenda, Content and Sign In Sheets for each workshop | Lead Applicant, with support from a consultant hired by the City | Month 12 - Month 18 |
| C - Community Outreach Meetings | Hire consultant to coordinate three community outreach meetings with Chinatown groups to provide information about the potential district and serve as an early gage of the level of owner support for a PBID. | Agenda, Content and Sign In Sheets for each workshop | Lead Applicant, with support from a consultant hired by the City | Month 12 - Month 18 |

TASK 9 - 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

| Subtask | Description | Deliverables/Milestones | Responsible Parties | Timeline |
|-------------------------|---|---|---|---------------------|
| A - One on One Sessions | Work with business development agencies to provide culturally relevant coaching sessions and technical assistance to 10 existing businesses in need to grow their small business within TCC Project Area. The City of Fresno will work with the Partner to solicit and identify businesses to participate in the program. | List of agencies and individuals that have had coaching sessions and technical assistance with business development agencies. Provide an outline of the content and success stories resulting in business growth. | Lead Applicant, with Partner Agency Central Valley Business Diversity Partnership | Month 10 - Month 60 |

| | | | | |
|------------------------------------|---|---|---|---------------------|
| B - Business Development Workshops | Work with business development agencies to provide two Business Development Workshops per year. These workshops will target businesses within the Transform Fresno Project Area. Topics will include resources available to local businesses through the Fresno4Biz program hosted by the Fresno Regional Workforce Development Board Business Service Center. City of Fresno and Partner will work together to notify the Transform Fresno Project Area about workshops. | Format and agenda of the workshops along with a roster of the businesses and participants in each workshop. | Lead Applicant, with Partner Agency Fresno Regional Workforce Development Board Business Center | Month 10 - Month 60 |
|------------------------------------|---|---|---|---------------------|

TASK 10 - Rental Subsidies for local, minority owned small businesses

| Subtask | Description | Deliverables/Milestones | Responsible Parties | Timeline |
|--|---|---|--|---------------------|
| A - Determine what data will be gathered | Work with the Anti-Displacement Task Force (ADTF) to determine what types of data sets are needed | List of Data Sets | Lead Applicant and the Anti-Displacement Task Force | Month 4 - Month 6 |
| B - Gather Data | Gather quantitative data specific to rental subsidies for local, minority owned small businesses within TCC Project Area and overall displacement vulnerability within the Transform Fresno Project Area. | Provide a reporting of the Data Gathered and Analysis | Implementation Consultant, with support from the Lead Applicant and the Anti-Displacement Task Force | Month 10 - Month 18 |
| C - Analyze data and provide information to the public | Conduct 1 Community Based Informational Workshop with information on the availability of business rental subsidies for local, minority owned small businesses within the TCC Project Area. | Provide information flyer, agenda, recording, and subject matter expert information for the informational workshop. | Implementation Consultant | Month 18 |
| D - Complete Analysis Report | Complete an Analysis Report of all data that is gathered and provide it to the public. | Analysis Report | Implementation Consultant | Month 18 - Month 22 |
| E - Presentation of Findings | Conduct a presentation for the Anti-Displacement Task Force and a workshop for the Fresno City Council | Presentation and Workshop | Implementation Consultant | Month 22 |
| F - Oversight of Policy Development | Staff will monitor policy development through contact with the ADTF and Fresno City Council. | Notification of policy development milestones (i.e. City Council or Mayor Sponsorship, ratification, etc. | Lead Applicant | Month 23 - Month 60 |

TASK 11 - Evaluation

| Subtask | Description | Deliverables/Milestones | Responsible Parties | Timeline |
|----------------------------------|--|---|---------------------|--------------------|
| A - Work with Evaluation Team | Work with the Evaluation Technical Assistance Provider for guidance on data collection | Indicator Tracking Tables | Lead Applicant | Month 4 - Month 6 |
| B - Gather Data and Provide Data | Work with the Evaluation Technical Assistance Provider for data collection for the ITP and other evaluation activities | Annual Completion of Data given to the Evaluation Technical Assistance Provider | Lead Applicant | Month 6 - Month 60 |

Exhibit B Budget

Lead Entity: City of Fresno
 Grantee: City of Fresno
 TCC Project Name: Transform Fresno

Grant #: SC18119
 Round #: 1

Displacement Avoidance Plan

BUDGET

Lead Entities should fill in the **white cells** only. Do not edit any cells in **gray, green, or red.**

| | | | | CALCULATED TOTAL: | | | |
|--------|---|-------------|-------|-------------------|--------------|--------------|--|
| | | | | \$ 60,500.00 | \$ 60,500.00 | \$ - | |
| TASK # | COST DESCRIPTION | COST (\$) | UNITS | TOTAL LEVERAGE | [LEVERAGE 1] | [LEVERAGE X] | Check: TOTAL LEVERAGE = SUM of all LEVERAGE SOURCES? |
| 2 | Deputy City Manager, Staff Time for Displacement Avoidance Plan Development since January 29,2018 | \$ 51.58 | 61 | \$ 3,146.38 | \$ 3,146.38 | \$ - | TRUE |
| 2 | Director of Strategic Initiatives, Staff Time for Displacement Avoidance Plan Development since January 29,2018 | \$ 50.48 | 25 | \$ 1,262.00 | \$ 1,262.00 | \$ - | TRUE |
| 2 | Executive Assistant, Staff Time for Displacement Avoidance Plan Development since January 29,2018 | \$ 23.98 | 8 | \$ 191.84 | \$ 191.84 | \$ - | TRUE |
| 2 | Planning Manager, Staff Time for Displacement Avoidance Plan Development since January 29,2018 | \$ 47.62 | 41 | \$ 1,952.42 | \$ 1,952.42 | \$ - | TRUE |
| 2 | Planner II, Staff Time for Displacement Avoidance Plan Development since January 29,2018 | \$ 30.14 | 36 | \$ 1,085.04 | \$ 1,085.04 | \$ - | TRUE |
| 2 | Executive Assistant, Staff Time for Displacement Avoidance Plan Development since January 29,2018 | \$ 24.57 | 9 | \$ 221.13 | \$ 221.13 | \$ - | TRUE |
| 3 | Staff Time for Displacement Avoidance Plan policy development through the end of the performance period. | \$ 5,000.00 | 1 | \$ 5,000.00 | \$ 5,000.00 | \$ - | TRUE |
| 4 | Staff Time for Displacement Avoidance Plan policy development through the end of the performance period. | \$ 8,000.00 | | \$ 8,000.00 | \$ 8,000.00 | \$ - | TRUE |
| 5 | Staff Time for Displacement Avoidance Plan policy development through the end of the performance period. | \$ 8,000.00 | | \$ 8,000.00 | \$ 8,000.00 | \$ - | TRUE |
| 6 | Staff Time for Displacement Avoidance Plan policy development through the end of the performance period. | \$ 8,000.00 | | \$ 8,000.00 | \$ 8,000.00 | \$ - | TRUE |
| 7 | Staff Time for Displacement Avoidance Plan policy development through the end of the performance period. | \$ 2,000.00 | | \$ 2,000.00 | \$ 2,000.00 | \$ - | TRUE |

| | | | | | | | |
|----|--|-------------|--|-------------|-------------|------|------|
| 8 | Staff Time for Displacement Avoidance Plan policy development through the end of the performance period. | \$ 2,000.00 | | \$ 2,000.00 | \$ 2,000.00 | \$ - | TRUE |
| 9 | Staff Time for Displacement Avoidance Plan policy development through the end of the performance period. | \$ 8,641.19 | | \$ 8,641.19 | \$ 8,641.19 | \$ - | TRUE |
| 10 | Staff Time for Displacement Avoidance Plan policy development through the end of the performance period. | \$ 8,000.00 | | \$ 8,000.00 | \$ 8,000.00 | \$ - | TRUE |
| 11 | Staff Time for Displacement Avoidance Plan policy development through the end of the performance period. | \$ 3,000.00 | | \$ 3,000.00 | \$ 3,000.00 | \$ - | TRUE |
| | | \$ - | | \$ - | \$ - | \$ - | TRUE |
| | | \$ - | | \$ - | \$ - | \$ - | TRUE |

Exhibit C
Public comments: Letters and Emails

From: [Tate Hill](#)
To: [transformfresno](#)
Cc: artie@everyneighborhood.org; pmilrod@centralcallegal.org
Subject: Displacement Avoidance Plan— Local/Diverse Policy
Date: Saturday, June 22, 2019 1:56:49 PM

Hello all:

The proposed Displacement Avoidance Plan's policy recommendation for local/small/diverse businesses does nothing new towards the City's current local business preference which hasn't necessarily resulted in more diverse contracting. The City's local policy would already apply to TCC projects unless the funding source had requirements that superseded the City's so Task 1 seems empty.

TCC POLICY:

Policy: Contracting with Local/Small/Diversely-Owner Businesses

Task 1: 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.

The current local, small preference policy extends to businesses with revenue up to \$12M and 25 miles from city hall which includes Madera, Kerman, Selma, and Clovis. If the goals of the TCC Displacement Avoidance Plan & Community Engagement Plan is to help transform the area by in part increasing contract activities which is more likely to leads to employment opportunities for TCC place residents, then the preference should be specific to businesses within the TCC area. This preference would also support other incentive programs like HUD's Section 3 and Qualifying OZ Business Capital injections.

Also, the City's current local preference policy doesn't include diverse businesses.

The Displacement Avoidance Plan should model the federal DBE program with goals/benchmarks, documented outreach, and semi annual and per project reporting. Federal programs use a 'UNIFORM REPORT OF DBE COMMITMENTS /AWARDS AND PAYMENTS' form in accordance to 49 CFR Part 26 Appendix B: Version 6(a) under DOT or 40 CFR Part 33 under EPA (see link below). The CA Public Utilities Commission has a similar reporting outcomes & reporting framework that has utilities reaching 20-25% DBE outcomes.

One of the advantages of this form is it segregated the data so to report outcomes by ethnicity/race and gender. This information and all contract/procured services should be made available to the public via the Oversight Committee.

EPA Form: https://www.epa.gov/sites/production/files/2014-09/documents/epa_form_5700_52a.pdf

Tate Hill II
TCC resident
Sent from Tate's iPhone

From: [Tara Lynn Gray](#)
To: [Tate Hill](#)
Cc: [transformfresno](#); [Artie Padilla](#); pmilrod@centralcallegal.org
Subject: Re: Displacement Avoidance Plan— Local/Diverse Policy
Date: Saturday, June 22, 2019 4:55:46 PM

Tate,

I agree with your analysis and suggest the City of Fresno look at revising the local preference policy to include diverse businesses and specific metrics for African American businesses.

Sincerely,

[Tara Lynn Gray](#)

President & CEO

Fresno Metro Black Chamber | Fresno Metro Black Chamber Foundation
1444 Fulton Street, Suite 206, Fresno CA 93721 | www.fmbcc.com | Direct [559-825-7073](tel:559-825-7073)

Celebrating 18 Years of Service (2001-2019)

On Sat, Jun 22, 2019 at 1:56 PM Tate Hill <tatehill2@gmail.com> wrote:

Hello all:

The proposed Displacement Avoidance Plan's policy recommendation for local/small/diverse businesses does nothing new towards the City's current local business preference which hasn't necessarily resulted in more diverse contracting. The City's local policy would already apply to TCC projects unless the funding source had requirements that superseded the City's so Task 1 seems empty.

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Also, the City's current local preference policy doesn't include diverse businesses.

The Displacement Avoidance Plan should model the federal DBE program with

goals/benchmarks, documented outreach, and semi annual and per project reporting. Federal programs use a 'UNIFORM REPORT OF DBE COMMITMENTS /AWARDS AND PAYMENTS' form in accordance to 49 CFR Part 26 Appendix B: Version 6(a) under DOT or 40 CFR Part 33 under EPA (see link below). The CA Public Utilities Commission has a similar reporting outcomes & reporting framework that has utilities reaching 20-25% DBE outcomes.

One of the advantages of this form is it segregated the data so to report outcomes by ethnicity/race and gender. This information and all contract/procured services should be made available to the public via the Oversight Committee.

EPA Form: https://www.epa.gov/sites/production/files/2014-09/documents/epa_form_5700_52a.pdf

Tate Hill II
TCC resident
Sent from Tate's iPhone



June 23, 2019

Courtney Espinoza
2600 Fresno Street
Fresno, CA 93721

RE: Transform Fresno’s Draft Displacement Avoidance Plan and Draft Community Engagement Plan

Dear Ms.Espinoza,

Thank you for the opportunity to comment on Transform Fresno’s Draft Displacement Avoidance Plan (DAP) and the Draft Community Engagement Plan (CEP). We are a community-based organization working alongside low-income residents and disadvantaged neighborhoods in Fresno. We have been engaged in the Transform Fresno process to ensure authentic community participation and adherence to AB 2722 requirements and the 2017 Transformative Climate Communities (TCC) program guidelines. We offer these comments to further strengthen and expand upon the draft Displacement Avoidance Plan (DAP) and Community Engagement Plan (CEP). We welcome the opportunity to work with the City of Fresno and its consultants to ensure compliance with TCC program requirements and overall success of Transform Fresno.

Draft Displacement Avoidance Plan Comments

As written in the 2017 TCC Guidelines section under *Transformative Requirements* subsection 2. *Avoid the Displacement of Existing Households and Small Businesses*, it is unequivocal the lead applicant must adopt new policies or programs found within Tables 2 and 3. While the City of Fresno intends to fulfill requirements listed below, there is significant opportunity to further strengthen proposed policies and ensure compliance with task iii in identifying “additional policies and programs...[from] the policy categories included in Table 2...[and] Table 3”.

The City of Fresno has a responsibility to adhere to TCC program requirements as laid out in the 2017 Final TCC guidelines adopted by the Strategic Growth Council. Community residents and advocates have repeatedly requested the City to develop, adopt, and implement strong policies and programs that will protect families and small businesses from physical and economic displacement. Documented evidence exists of displacement when significant investment is made in communities home to lower income, minority and immigrant populations without protective measures in place. As currently written, the Draft DAP does not meet the basic minimum



requirements put forth in the 2017 TCC guidelines and would not protect families and businesses in the Transform Fresno plan area.

Throughout several of Leadership Counsel's regularly held community meetings, and through participation in the DAP Workshop, community residents have been clear an explicit about which type of policies they want to see prioritized and adopted.. Discussions centered around increasing rents, stagnant wages, lack of good quality jobs, retaliatory evictions, millions in tax incentives to multi-billion dollar companies and none for affordable housing, creating opportunities for homeownership, or protecting senior citizens from displacement. While City staff did capture most of those policies including a version of Rent Control or Stabilization, 'Just Cause' Evictions, and homeownership opportunities, the draft plan does not include Inclusionary Zoning Incentives despite having the third most points from the DAP Workshop. Additionally, the proposed policies in draft DAP were chosen based off of which category received the most points, rather than which specific policy or program received the most points. As a participant at the DAP Workshop on May 15th, we do not recall Staff making this distinction in how they would select the final policies. Our understanding and presumably the understanding of other participants was that the policy with the most points per category would be chosen. Instead, the City added the total points per category and then chose the highest scoring policy, thus potentially undermining community priorities.

Below, we provide comments to strengthen proposed policies and programs, and also suggest an additional policies as prioritized by community members.

Policy: Rent Control, Stabilization, Ordinances, and Rent Review Board

This draft policy puts forth the following tasks which are italicized followed by our comments below:

1. *Maintain the City of Fresno Mobilehome Park Rent Review and Stabilization Commission.*
 - a. Though we appreciate the City having Task 1 in place, it is our understanding that there currently are no Mobile Home Parks in the TCC Plan Area and thus, making Task 1 irrelevant as it does not apply here.
2. *Hire a consultant to develop qualitative and quantitative data to inform policies specific to the TCC Project Area.*
 - a. We are supportive of hiring an academic institution with demonstrated experience of working directly with impacted communities to develop protective measures and tools against displacement and gentrification. If implemented correctly and in partnership with community this task will allow the City to begin gathering baseline data before any potential significant displacement occurs. An academic partner



should be in place ready to work with community leaders within 3 months of DAP adoption.

3. *Gather quantitative data specific to rent levels and how fast they are changing comparative to rent levels and changes outside of the TCC Project Area.*
 - a. If methodology is developed in partnership with community residents and interested stakeholders, this task will allow the City of Fresno to develop and adopt a policy framework to guide adoption of key policies and programs necessary to meaningfully address the housing crisis in Fresno. We recommend this task be completed within the first three months of DAP adoption and in coordination with an academic institution as identified above.
4. *Conduct 1 informational workshop explaining the pros and cons of rent control.*
 - a. We recommend this task be eliminated as it does not in any way address concerns and feedback identified by community members at the May 15th DAP Workshop, nor what organizations like Leadership Counsel hears on a consistent basis.

Instead, we urge the City, as the lead applicant, to meaningfully respond to community by adding the following task:

Implement a community driven process to develop a rent control or rent stabilization policy for further consideration and adoption by the Fresno City Council..

This task would be consistent with community concerns, comments, and priorities voiced throughout the Transform Fresno process. Doing so will also help the City comply with task iii in establishing a new policy or program to avoid displacement.

Policy: First time homeowner incentive and protection

This draft policy puts forth the following tasks which are italicized followed by our comments below:

1. *Research and compile which homeowner incentive programs are available to the public.*
 - a. Though it is useful to have research and a compilation of data sources, without any clear outcome or goals, there is no clear connection as to how this will assist tenants at risk of displacement. Additional language should be added about how the City of Fresno will make this data easily available to the public outside of a web page and physical copies in a library. Locations should include, but not limited to community centers, social services departments, Fresno Housing Authority, informational boards at laundromats, with organizations working with tenants. This



information should be presented in a variety of languages including, but not limited to Spanish, Hmong, Punjabi, Lao, and Thai.

2. *Provide an annual educational workshop to potential first time home buyers based on available incentive programs.*
 - a. Providing one annual educational workshop for first time home buyers in a city with a population of half a million individuals and a homeownership rate of 47%¹ is insufficient. City Staff should either lead or work with non-profit organizations, financing institutions, or other agencies working in this subject area to host 3-4 workshops a year. These workshops must be in easily accessible locations where community members already congregate, at an accessible time, with qualified translators. The City should go beyond its status quo outreach methods. This can include, but not limited to working with organizations with ties to communities, media outlets like Radio Bilingue or Arriba Valle Central, working with community leaders, working with the Fresno Housing Authority (FHA), and/or working with banks who provide low-interest home loans for first-time homebuyers.

Furthermore, we recommend the addition of another task to this section regarding the financing of a down payment assistance program for first-time or low-income homebuyers program. For instance, Program 8 in the City's Housing Element requires the City of Fresno to "continue to pursue funds" from the Housing and Community Development Department's (HCD) first-time homebuyer program to assist households. This program has been previously made available to Fresno City residents, but this contract ended in 2017 with HCD. However, a NOFA was issued and awards announced in 2018 for the CalHome Program, which the City of Fresno did not seem reapply. The City should actively pursue a variety of financing options for down payment assistance for low-income homebuyers. Several cities within and beyond California have successful programs the City should look into. Additionally, the City should provide counseling sessions to assist families in navigating the homeownership process. We encourage the City to seek partnerships in implementing these sessions with organizations or agencies who have expertise in this area.

Policy: 'Just Cause' Eviction Policies

'Just Cause' Eviction has been voiced as a priority by community since the beginning of this process. In fact, this was a priority identified in October 2017 City staff, led by Mr. Spees, held a meeting in City Hall about DAP requirements. . At the most recent May 15th workshop, this

¹ US Census Bureau. *Owner-occupied housing unit rate, 2013-2017*.
<https://www.census.gov/quickfacts/fact/table/fresnocitycalifornia/HSG445217#HSG445217>



priority once again rose to the top as someone in the room who brought it up was in the process of being evicted because she called code enforcement on her landlord. Unfortunately, this isn't an isolated incident and several people in the room have heard this story before and have asked City staff to address in more permanent, solution oriented ways.

We urge the City to work with community leaders through a thorough public process to develop a 'Just Cause' Eviction policy for consideration and approval by the Fresno City Council.

Policy: 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

This draft policy puts forth the following tasks which are italicized followed by our comments below:

1. *Work with business development agencies to provide 10 one-on-one sessions with existing or potential entrepreneurs in the TCC Project Area*
 - a. Additional language should be added to this task to ensure access to these sessions by diverse, small minority owned businesses. Proper translation during these one-on-one sessions, including but not limited to materials, paperwork, and experts providing the sessions. Additionally, existing and potential entrepreneurs should be provided the opportunity to have follow up visits if needed. The City of Fresno should instead strive to assist at least ten entrepreneurs with these sessions and not place a cap so as to ensure that it is supporting as many interested individuals as possible. . As these spots are very limited, these resources should be limited to low-income individuals from minority populations. Advertisement of these resources should be done extensively through various methods including, but not limited to local chambers of commerce, social services assisting unemployed and underemployed individuals, and nonprofit organizations.

Policy: Rental Subsidies for local, minority owned small businesses

This draft policy puts forth the following tasks which are italicized followed by our comments below:

1. *Hire a consultant to provide qualitative and quantitative data specific to business rental levels and the potential of business subsidies with the TCC Project Area.*
2. *Put together an informational workshop regarding the availability of business rental subsidies for local, minority owned small businesses within the TCC Project Area.*



- a. As written, this policy makes the assumption that the City of Fresno already has existing rental subsidies for small businesses and this information will be shared at this workshop. If that is not so, there should be another task added where staff explore the creation of a policy or program to assist local, minority owned small businesses as we recommended for the Rent Control and ‘Just Cause’ Eviction Policies. As for having a singular workshop, this is simply not enough to share this information with all of the small, minority owned local businesses. Staff should work with local chambers offices and other organizations or agencies working with businesses.

Policy: Incentives for Inclusionary Zoning

Instead of replacing one policy or program with another, we recommend the City go beyond the minimum requirements of three residential policies or programs and also include a policy for Incentives for Inclusionary Zoning. This policy and its subsequent tasks would be similar to the ‘Just Cause’ Eviction Policies. City Staff would begin by gathering information and relevant data based off what other cities are doing, gather more information through group discussion with experts and stakeholders, develop policy language through an extensive public process, and ultimately present this before the City Council for a vote. Doing so would also ensure the City is responsive and meaningfully addressing community priorities.

Draft Community Engagement Plan Comments

AB 2722 and the 2017 TCC program guidelines are clear in their intent to ensure meaningful community participation in all phases of Transform Fresno process. While the City of Fresno has hired consultants to develop a draft CEP, we have yet to see an actual draft for public review and comment. To date, we have seen the PowerPoint presentation provided at the last TCC quarterly meetings which merely describes outreach events and feedback gathered through these events and an online survey. We offer these comments in an effort to inform the development of the CEP.

TCC Requirements:

As a preliminary matter the 2017 TCC Guidelines find that at a minimum, the CEP should include:

- i. *Description of key stakeholders and residents, including any existing neighborhood organizations or advisory councils serving the Project Area;*



- ii. *Description of recent history of resident engagement in neighborhood issues of the proposed Project Area, including involvement in any planning or community development activities administered by the local government or other administrative entities;*
- iii. ***Description and timeline of proposed community engagement activities (see Table 4 for list of recommended activities to ensure meaningful community engagement);***
- iv. *Application before they are finalized.*
- v. *The process to be used to identify the needs of residents and other stakeholders during the TCC Proposal development phase and, if applicable, the relationship of this process to any pending planning activities or public improvements for the Project Area within the time frame of implementation;*
- vi. ***How the public will be informed of implementation progress, including updates on project performance and other Indicators being tracked, as well as implementation progress on the Displacement Avoidance and Community Engagement Plans; and***
- vii. *Justification for the community engagement activities as a budget line item.*

Public Process to Date:

The development of a CEP is a key cornerstone to robust community participation in ensuring the success of Transform Fresno. Outreach to inform its development was minimal and fell short of ensuring robust, authentic participation due to delayed and limited opportunities to gather public input. For example, notice for pop up workshops was sent out Friday evening before Memorial Day weekend with the first pop up workshop occurring that same week. This did not provide sufficient time for organizations and stakeholders to properly notice and conduct outreach to large segments of the community. .

While we commend consultants for their efforts and hosting workshops in generally well trafficked areas, we note that participation was not representative of demographics in the plan area. We welcome the opportunity to work with consultants to draft the CEP to ensure robust community participation

A more collaborative partnership with formal and informal organizations, churches, and community leaders would ensure more representative outcomes. We appreciate the consultants recognizing these limitations and finding that diverse methods of outreach are needed to ensure robust participation. We offer the following principles to guide development of the CEP and look forward to reviewing a near final version in the coming days.

Information Sharing and Communication



A variety of communication methods should be utilized to ensure robust participation including: newsletters, frequently visited web pages, text messaging, email list serves, door to door canvassing, social media, flyers and partnership with local organizations working in the project area..

The following recommendations should be considered and included in the final CEP::

- Language accessibility: all communications and material need to be translated and available in languages spoken by residents in the project area including Spanish, Hmong, Punjabi, Lao and Thai and others as requested by residents.
- Utilize radio, television and newspaper media outlets to reach large segments of project area residents::
 - Hmong TV
 - Radio Bilingue, Univision and other Latino stations in Fresno area
 - Community Alliance
 - Fresno Bee
 - Vida en el Valle
 - Fresno Punjabi Radio: KWRU 1300 AM radio
 - Fresno City College and CSU Fresno, Fresno Pacific University student newspapers
 - Local news stations of ABC, NBC, CBS, Fox
- City of Fresno press releases/conferences, in partnership with City Council, Council District 3 to inform the public of key decision making points and events occurring in close time frame to each other
- Fresno Unified School District communication system called “PeachJar” can be used to reach parents and families of students that attend the schools within the TCC area.
- Engage Fresno Unified and State Center Community College to reach students and parents in the TCC Area as one of the cornerstones of Transform Fresno is the construction of the West Fresno Community College satellite campus.
- Partner with local community based organizations working with community residents in the project area and hosting regular monthly meetings in schools and neighborhoods.

Robust Public Participation

To ensure successful participation in proposed summits, workshops, meetings and development programs, the aforementioned communication tools in combination with outreach tools below will improve participation.



- Development of community outreach calendar to allow for coordination across various important local efforts occurring in the project area such as TCC, AB 617 South Central Fresno air quality monitoring and community emission reduction plans, South Industrial Priority Area Specific Plan and meetings of the Anti-Displacement Task Force. Residents want to be involved and aware of changes that affect their community. The city has continued to schedule community workshops/meetings for many of these efforts, on the same evenings or at conflicting times. This is then perceived by the community as a strategic move to keep residents unaware of the City's plans.
- Workshops/community meetings should always be scheduled at the most convenient time (5:30pm-8pm) and accessible locations for community residents. All meeting locations must be easily accessible by public transit.
- Child care and dinner should always be provided to show appreciation of residents' valuable time and to improve turn out of community members with families.
- Meet and engage with community members in creative ways:
 - Set up information tables for surveys and outreach in the most frequented areas:
 - Laundromats,
 - C Street /Fresno Street. shopping center in Southwest Fresno in front of the only large grocery store- Food 4 Less.
 - Churches in the community on Sundays
 - Local community sporting events, farmers markets, cherry Auction swap meet
 - Back to school nights
 - Neighborhood block events
- Partner with volunteer youth canvassers/ Mayors' Youth Commission to do door to door outreach. In return, youth leaders receive civic engagement and leadership skills and a volunteer letter/recognition certificate which can help build resumes for employment and higher education admission.
- Partner with trusted local organizations to host community meetings, workshops and events.
- Ensure that each project lead has a documented plan in place to inform community leaders of all project phases.

We thank the City of Fresno for its efforts in developing a Draft Displacement Avoidance Plan and a Draft Community Engagement Plan. We look forward to working with the City of Fresno to ensure the success of the Transform Fresno project informed by community residents living in the



TCC Project Area. If any questions should arise, do not hesitate to contact us at (559)369-2790 or gelenes@leadershipcounsel.org.

Sincerely,

Grecia Elenes

Senior Policy Advocate

Leadership Counsel for Justice and Accountability

Anti-Displacement Task Force
Public Comment Letter
Displacement Avoidance Plan

23 June 2019

Transform Fresno
transformfresno@fresno.gov

Re: City of Fresno Displacement Avoidance Plan

Dear Transform Fresno's Outreach and Oversight Committee:

The City of Fresno's Anti-Displacement Task Force submits the following comments, the result of an Anti-Displacement Task Force public meeting held on June 3, 2019.

The Task Force, and the members of the public who attended our meeting, reviewed the community recommendations reflected in the sticker voting at your May 15, 2019 meeting. The Task Force writes to express its support for the community recommendations for residential and small business policies, which include but are not limited to:

- Rent Control, Stabilization, Ordinances, and Rent Review Boards
- 'Just Cause' Eviction Policies
- Incentives for Inclusionary Zoning
- Rental Subsidies for Small Local Businesses
- Development of No-Cost and Low-Cost Business Development and Retention Programs

However, members of the public and the Task Force identified a number of issues that the draft Displacement Avoidance Plan fails to address. These include:

- The urgent need for robust protections for homeowners who are experiencing predatory pressure to sell their property. These protections may include informational campaigns, technical assistance, and legal counseling. We note that many of the targeted homeowners are elderly and living on fixed incomes. They face intimidation and harassment from predatory buyers, exacerbated by the uncertainty of the impact of the regional development initiatives.
- The need to ensure tenant families affected by both direct and indirect displacement have full, and early, access to relocation benefits. We believe this will likely require that the City establish a relocation fund for tenants, which will enable displaced tenants to more easily secure other housing opportunities. We anticipate that the City will secure reimbursement from property owners to cover the cost of such a program. We encourage the City to look at other relocation benefits schema adopted by California city governments.
- The need for measures to *avoid* displacement of tenants. We recognize that even if the cost of relocation is covered by property owners, tenants are still likely to face cost burdens due to the scarcity of affordable housing throughout Fresno.
- The need to identify and commit actionable steps to create "a coordinated and comprehensive strategy for promoting the production of safe, decent, and affordable housing" (Task 1 under

June 23, 2019

2

Re: Displacement Avoidance Plan

Anti-Displacement Task Force comments

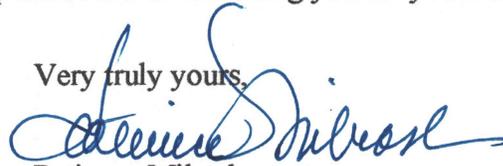
Policy: Tenant Anti-Harassment Policies). The DAP draft claims this Task is part of the Plan, but includes neither deliverables/milestones, nor responsible parties, nor timeline for its accomplishment.

This Task Force has just begun to examine the warning signs of gentrification and displacement, with the ultimate goal of developing recommendations for protecting residents and businesses who desire to remain in place in a gentrifying environment. As we know displacement will not discriminate where it occurs, the Task Force anticipates proposing policies that would apply to the entire Anti-Displacement Program Area, which incorporates areas covered by this Displacement Avoidance Plan, as well as the Downtown Neighborhood Community Plan, the South West Fresno Specific Plan, and the Fulton Mall Corridor Plan.

Since much of our work will have to include the type of research and monitoring the DAP describes under policies related to Rent Control, Stabilization, Ordinances, and Rent Review Boards, and No-Net loss of affordable housing units, we look forward to coordinating our work with yours—to ensure maximum input and also to avoid duplication of efforts.

We request that you include these comments in the public record. Thanking you for your hard work on these important issues, I remain,

Very truly yours,



Patience Milrod

Chair, Anti-Displacement Task Force

cc: Task Force members
Sophia Pagoulatos



August 5, 2019

Courtney Espinoza
2600 Fresno Street
Fresno, CA 93721

RE: Transform Fresno's Final Displacement Avoidance Plan and Final Community Engagement Plan

Dear Ms. Espinosa,

We appreciate this opportunity to comment on the Final Displacement Avoidance Plan (DAP) and the final Community Engagement Plan (CEP). Leadership Counsel for Justice and Accountability is a community-based organization working alongside low-income residents and disadvantaged neighborhoods in south Fresno. We have engaged in the Transform Fresno process to ensure authentic community participation and adherence to AB 2722 requirements and the 2017 Transformative Climate Communities (TCC) program guidelines. On June 23, 2019 we submitted a written letter providing comments in response to the Draft DAP and CEP, and recommendations to improve the policies and programs listed therein. In reviewing the Final DAP and CEP, several of our original concerns still remain with the DAP. As such, we are re-submitting our original letter along with additional comments below.

Final Displacement Avoidance Plan

It was our hope that the City of Fresno would have included suggestions that were made in the June 23, 2019 Comment Letter in response to the Draft Displacement Avoidance Pan, and also concerns elevated at the May 15th workshop. For instance, the Rent Control, Stabilization, Ordinances, and Rent Review Boards needs to have more proactive steps that could lead to an ordinance that will protect and benefit tenants. This policy should go past solely gathering data, holding informational workshops, and “discuss[ing] potential policies”. During the May 15th workshop, residents voiced their concerns of rising rents, often in retaliation for calling the City’s Code Enforcement. Frustrations heard during this workshop are similar to the experiences organizations like ours and partner organizations working with communities hear on a regular basis. Thus, in order to protect tenants we request a responsive draft Rent Control/Stabilization ordinance be developed through a comprehensive public process by January 2020. This draft ordinance shall then be put before the City Council for a vote no later than March 2020.



Similar to our concerns regarding Rent Control and Stabilization, the tasks defined under the ‘Just Cause’ Eviction are insufficient to have any meaningful impact on people’s lives. Tenants are unjustly evicted often in response to Code Enforcement being called because of the unhealthy and unsafe conditions a rental unit is found. Just as the City is holding landlords accountable through the Rental Housing Inspection Act (RHIA), it must ensure tenants feel safe and protected when reporting unsafe conditions. Ensuring the success of RHIA and the ultimate goal of safe and affordable housing for all, will only function if there are tenants who feel protected to report these issues. As such, a similar comprehensive public process to those mentioned above should be put in place to develop a ‘Just Cause’ Eviction policy by January 2020, that shall then be put before the City Council to vote.

Additionally, the First Time Homeowner and Incentives program ignores the City’s responsibility to seek and apply for state and federal funds to facilitate homeownership especially for low-income households. Program 8 in the City’s Housing Element already requires the City to “continue to pursue funds”. In previous comment letters in response to the Housing Element’s Annual Action Plan and our initial letter to the draft DAP, we’ve recommended the City continue to apply for the CalHome Program, which it did until 2017. The CalHome Program is a state program meant to assist local jurisdictions to provide down payments for homebuyers. The City could also go further by creating a sustainable source of funding to assist households in their pursuit of homeownership. The City should evaluate what other jurisdictions have done in creating successful programs and develop similar programs here. Conducting such extensive research may take time, however, the City should aim to have accumulated this data by May 2020.

During the May15th workshops an Inclusionary Zoning policy was voted as the third most valued policy or program to avoid displacement, however, this is not reflected in the final DAP. As recommended in our first letter, developing this policy would be similar to the development of the ‘Just Cause’ Eviction and Rent Control/Stabilization ordinances. The City of Fresno should work to go beyond the minimum threshold set by the TCC guidelines to protect the vulnerable populations in Southwest Fresno, Chinatown, and Downtown.

Lastly, the tasks identified to protect retail tenants will not meaningfully protect the low-income minority business owners in the area. These small mom and pop shops are the backbone to a community that typically remain in the community for generations. We encourage the City of Fresno to create a meaningful public process that reaches these small businesses and is responsive to their needs.



Final Community Engagement Plan

We appreciate the Final Community Engagement Plan developed for the City of Fresno. It includes outreach strategies that we had previously suggested and additional ideas to facilitate robust meaningful community engagement. As the Transform Fresno project enters into the implementation phase of the CEP, we provide the following comments to ensure implementation of the plan remains true to the intent set forth in TCC:

- *Participation:* The City of Fresno must hold each specific project accountable to their individual community outreach. While one of the outreach methods of participation states that projects hold charrettes and community workshops to obtain community input, this should be required of all projects. Also, all project leads should continue to give public updates at the Community Quarterly Meetings to answer directly any questions that community may have. Additionally, we strongly agree using a variety of groups to reach the diverse groups found in the TCC Project Area such as informal community groups, community based organizations, churches, Community Development Corporations, etc.
- *Information Sharing and Communication:* We agree with the CEP’s findings that outreach strategies need to go beyond social media, use of websites, and emails. In order to engage hard to reach populations we cannot emphasize enough using other strategies such as door to door canvassing, mailers, partnering with community based organizations etc.

When Transform Fresno does use media communications including the website, the website should be user-friendly and the information displayed clearly for anyone of the public to be able to find the following:

- Dedicated links to each project that answers: the current status of construction; events of charrettes and community meetings, programs to be involved and volunteer, etc .
 - A link to the documentation of the Transform Process and its timeline.
- *Documentation:* Documentation should be actively ongoing to include community concerns as the process of TCC unfolds and the City and project leads’ responses and solutions to the community’s needs and concerns. This should include a Q & A section that is updated as important questions arise.

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We thank the City of Fresno for its efforts in developing a Displacement Avoidance Plan and a Community Engagement Plan. We look forward to working with the City of Fresno to ensure the success of the Transform Fresno project informed by community residents living in the TCC Project Area. If any questions should arise, do not hesitate to contact us at (559)369-2790 or gelenes@leadershipcounsel.org.

Sincerely,

Grecia Elenes

Leadership Counsel for Justice and Accountability

Exhibit D
Displacement Avoidance Plan Workshop Materials

TRANSFORM FRESNO

DISPLACEMENT AVOIDANCE PLAN

COMMUNITY WORKSHOP

PLAN DE EVITACIÓN DE DESPLAZAMIENTO

TALLER COMUNITARIO



WESTSIDE CHURCH OF GOD

1422 WEST CALIFORNIA AVENUE,
FRESNO CA 93706

**WEDNESDAY,
MAY 15, 2019
5:00 - 7:30 PM**

**MIÉRCOLES,
15 DE MAYO, 2019
5:00 - 7:30 PM**

**EDUCATIONAL SESSION
5:00 - 6:00 PM**

**WORKSHOP
6:00 - 7:30PM**

The event location is physically accessible. Services of an interpreter and additional accommodations such as assistive listening devices can be made available. Requests for accommodations should be made no more than five working days but no later than 48 hours prior to the scheduled meeting/event. Please contact us at 559-621-7799 or transformfresno@fresno.gov

La ubicación del evento es físicamente accesible. Servicios de un intérprete y adaptaciones adicionales como la asistencia auditiva pueden ser disponibles. Solicitudes de acomodaciones deben hacerse no más de cinco días laborables pero a más tardar 48 horas antes de la reunión / evento programado. Por favor comuníquese con nosotros al 559-621-7799 o transformfresno@fresno.gov

**SESIÓN EDUCATIVA
5:00 - 6:00 PM**

**TALLER
6:00 - 7:30PM**





TRANSFORM FRESNO

DISPLACEMENT AVOIDANCE PLAN WORKSHOP AGENDA

Wednesday, May 15, 2019

Westside Church of God

1424 W. California Ave., Fresno, CA 93706

- 4:45pm **Doors Open/Registration**
- 5:00pm **Educational Session**
- 6:00pm **Welcome**
- 6:10pm **Displacement Avoidance Plan Requirements Presentation**
- 6:25pm **Review of Table 2 Policies to Avoid the Displacement of Very Low and Low-Income Households & Table 3 Policies to Avoid Displacement of Local and Small Businesses**
- 7:00pm **Priorities Activity**
- 7:10pm **Review of Community Input**
- 7:20pm **Q & A**
- 7:30pm **Adjourn**



Transformative Climate Communities Program Guidelines

Displacement Avoidance Plan Requirements

The Displacement Avoidance Plan will detail the actions Transform Fresno will take to establish policies and programs to avoid the economic displacement of existing households and small businesses within the Project Area.

Action Item: Identification of additional policies and programs that will be pursued to avoid displacement among existing households and businesses within the Project Area. The DAP must include at least one (1) policy from at least three (3) of the policy categories included in Table 2 to prevent the displacement of Very Low and Low-Income Households. The DAP must also include two (2) policies from either of the two (2) policy categories in Table 3.

Action Item: Identification of the entities responsible for and involved in implementing each policy and program, and whether the implementing entities are the Lead Applicant or Partners.

Table 2: Example Policies to Avoid the Displacement of Very Low and Low-Income Households

| Category | Policy |
|--|---|
| Production of Affordable Housing | <ul style="list-style-type: none"> • Incentives for inclusionary zoning* • Density bonus ordinance* • Community land trusts • Jobs-housing linkage fee or affordable housing linkage fee* • Land banking programs • Demonstration of application to local, state and federal programs to fund affordable housing production* • Development of new accessory dwelling units |
| Preservation of Affordable Housing | <ul style="list-style-type: none"> • Rent control, stabilization ordinances, and rent review boards* • No-net loss of affordable housing units* • Preservation of existing affordable housing in the Project Area through the one-for-one redevelopment of distressed public housing* • Policies to preserve single-room occupancy and/or mobile home parks* • Condominium conversion restrictions* • Demonstration of application to local, state, and federal programs to fund preservation of affordable housing • Preservation of affordable housing via acquisition and rehabilitation programs • Covenants to maintain affordability in perpetuity • Community land trusts |
| Tenant Protections and Support | <ul style="list-style-type: none"> • Tenant anti-harassment policies • Right-to-return policies for existing households • Source of income non-discrimination* • 'Just Cause' eviction policies* • Tenant rights education • Funding for tenant organizing • Tenant legal services |
| Neighborhood Stabilization and Wealth Building | <ul style="list-style-type: none"> • Asset building opportunities for low-income residents • Contracting with local/small/diversely-owned businesses • Development and promotion of micro-lending opportunities • Development of worker cooperatives • Non-speculative homeownership opportunities |

Note: *Indicates policies that require local municipal participation to implement

Table 3: Example Policies to Avoid the Displacement of Local and Small Businesses

| Category | Policy |
|--|--|
| <p>Protections for Small Businesses</p> | <ul style="list-style-type: none"> • Implementation of an overlay zone designed to protect and assist small businesses* • Creation and maintenance of a small business alliance • Increased visibility of the jurisdiction's small business assistance programs • Formal programs to ensure that some fraction of a jurisdiction's good and services come from local businesses* • 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 |
| <p>Business Stabilization and Wealth Building</p> | <ul style="list-style-type: none"> • Development of layoff aversion and business continuity programs during construction or other business interruption events • 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 • Contracting with local/small/diversely-owned businesses |

Note: *Indicates policies that require municipal participation to implement

Displacement Avoidance Plan Glossary

| Production of Affordable Housing | | |
|--|---|---|
| Policy | Description | Current policies in place, where to find them, and examples |
| Incentives for inclusionary zoning* | <p>A type of zoning that requires developers to reserve a portion of housing units for low income or moderate income households.</p> <p>Zoning refers to laws that dictate how property can and cannot be used in certain areas.</p> | |
| Density bonus ordinance* | <p>Allows the increase of permitted density in exchange for the development of affordable housing.</p> <p>Density is a term which measures the number of housing units per acre.</p> | <p>Fresno Municipal Code 15-2100 Transit Oriented Development Height and Density Bonus</p> <p>Example Project: 1015 E Home Ave, mixed use project with 17 housing units.</p> <p>Fresno Municipal Code 15-2200 Affordable Housing Density Bonus</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> |
| Community land trusts | <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> | |
| Jobs-housing linkage fee or affordable housing linkage fee* | <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>Land banking programs</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>Demonstration of application to local, state, and federal programs to fund affordable housing production*</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>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</p> <p>Example Projects:</p> <ul style="list-style-type: none"> • Habitat for Humanity, HOME funded project, N Barcus Avenue project, 3 affordable single family homes • 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 |
| <p>Development of new accessory dwelling units</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>Fresno Municipal Code 15-2754 Second Dwelling Units, Backyard Cottages, and Accessory Living Quarters.</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 |
| Rent control stabilization ordinances and rent review boards* | 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. | Fresno Municipal Code 12-2000 Mobilehome Park Rent Review and Stabilization Ordinance. <i>This policy is applicable only to mobile homes.</i> |
| No-net loss of affordable housing units* | 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. Program 24 –At Risk Housing (Page 6-24) |
| Preservation of existing affordable housing in the Project Area through the one-for-one redevelopment of distressed public housing* | Policies or programs to preserve existing affordable housing through the one-for-one redevelopment of distressed public housing. | |
| Policies to preserve single-room occupancy and/or mobile home parks* | 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. | SRO: Housing Element 2015-2023, Program 7- Special Needs Housing (page 6-10) Example Project: Fresno Housing Authority Econo Inn conversion to 25 unit SRO planning entitlement approved 2019. Fresno Municipal Code 12-2000 Mobilehome Park Rent Review and Stabilization Ordinance. Mobile Home Parks: See Housing Element Annual Progress Report, Table D, Program 10A, Mobile Home Parks (pg 12) |

*Indicates policies that require municipal participation to implement

Displacement Avoidance Plan Glossary

| | | |
|--|--|--|
| <p>Condominium conversion restrictions*</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>Fresno Municipal Code 15-3903-D Standards for New Condominiums and Condominium Conversions, Relocation Assistance Program</p> |
| <p>Demonstration of application to local, state and federal programs to fund preservation of affordable housing</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>Preservation of affordable housing via acquisition and rehabilitation programs</p> | <p>Programs or policies that preserve affordable housing via acquisition and rehabilitation programs.</p> | |
| <p>Covenants to maintain affordability in perpetuity</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>Community land trusts</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 |
| Tenant anti-harassment policies | 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. Program 26 –Fair Housing Services (Page 6-26) |
| Right-to-return policies for existing households | 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. | |
| Source of income non-discrimination* | Instances in which renters face discrimination by landlords who are unwilling to rent to housing voucher holders. | |
| ‘Just Cause’ eviction policies* | Just cause eviction policies prohibit landlords from evicting tenants without proper cause. | |
| Tenant rights education | Programs that provide tenants with educational literature and resources to prevent housing injustices. | |
| Funding for tenant organizing | Funding made available for tenants to organize and advocate. | |

*Indicates policies that require municipal participation to implement

Displacement Avoidance Plan Glossary

Tenant legal services 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.

[Program 26 –Fair Housing Services](#)
(Page 6-26)

*Indicates policies that require municipal participation to implement

Displacement Avoidance Plan Glossary

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

*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 |
| Implementation of an overlay zone designed to protect and assist small businesses* | An overlay zone is a special zoning district, placed over an existing base zone, which identifies special provisions in addition to those in the underlying base zone. | |
| Creation and maintenance of a small business alliance | 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. |
| Increased visibility of the jurisdiction’s small business assistance programs | Programs or policies which increase visibility of the jurisdiction’s small business assistance programs. | |
| Formal programs to ensure that some fraction of a jurisdiction’s good and services come from local businesses* | Programs that require the use of local businesses for goods and services. | Fresno Municipal Code 4-108 Local Preference in Contracts Requiring Competitive Bidding Fresno Municipal Code 4-109 Local Preference in Contracts for Consultant Services and other Contracts |
| 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 | 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 | |

*Indicates policies that require municipal participation to implement

Displacement Avoidance Plan Glossary

| Business Stabilization and Wealth Building | | |
|--|--|---|
| Policy | Description | Current policies in place, where to find them, and examples |
| <p>Development of layoff aversion and business continuity programs during construction or other business interruption events</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>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>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>Contracting with local/small/diversely-owned businesses</p> | | <p>Fresno Municipal Code 4-108 Local Preference in Contracts Requiring Competitive Bidding</p> <p>Fresno Municipal Code 4-109 Local Preference in Contracts for Consultant Services and other Contracts</p> |

*Indicates policies that require municipal participation to implement

ONTARIO DISPLACEMENT AVOIDANCE PLAN

| Major Tasks | Deliverables/Milestones | Responsible Parties [ex: Lead Applicant, Co-Applicant, Subcontractor, etc.] | Timeline [Start and End Date] |
|--|---|--|---|
| POLICY 1: Affordable Housing Production | | | |
| <p>Subtask A: Construct a 101-unit affordable housing development at Virginia Avenue and Holt Boulevard. (Developer: National Community Renaissance of California)</p> <p>Subtask B: Continue efforts to secure financial gap funding for the construction of 75-unit affordable housing development at Holt Boulevard and Vine Avenue (Developer: Related Companies of California)</p> <p>Subtask C: Conduct informational workshops within TCC area to inform residents of deadlines and application procedures to applying for new constructed affordable housing units</p> <p>Subtask C: Track affordable housing production citywide to determine efforts in conjunction with RHNA goals.</p> | <p>Subtask A: Certificate of Occupancy</p> <p>Subtask B: Certificate of Occupancy</p> <p>Subtask C: Meeting agendas, sign-in sheets, and number of area residents that initially move-in to new affordable units for 101 units</p> <p>Subtask D: Annual report confirming total affordable housing production during project term</p> | <p>Lead Applicant: City of Ontario and Ontario Housing Authority</p> | <p>Start Date: Execution of Grant Agreement</p> <p>End Date: Close-Out of Grant Agreement</p> |

Transformative Climate Communities Program
Implementation Grant Full Application

| Major Tasks | Deliverables/Milestones | Responsible Parties [ex: Lead Applicant, Co-Applicant, Subcontractor, etc.] | Timeline [Start and End Date] |
|--|--|--|--|
| POLICY 2: Inclusionary Zoning Incentives | | | |
| Subtask A: Actively market land owned by the Ontario Housing Authority for affordable housing within the TCC project area and financial incentives for the production of affordable housing development, including Density Bonus Agreements, Planned Unit Developments, reduction of Development Impact Fees for qualified affordable housing units. | Subtask A: Marketing flyer and distribution list; annual tracking report tracking number of affordable housing units issued certificate of occupancy, number of density bonus agreements, PUD, and number of units built with reduced DIF calculations and the value of the reductions to the projects. | Lead Applicant: City of Ontario | Start Date: Execution of Grant Agreement End Date: Close-Out of Grant Agreement |
| POLICY 3: Affordable Housing Preservation | | | |
| Subtask A: Implement Community Improvement Team Homeowner Rehabilitation Loan and Emergency Grant Program Subtask B: Administer the Jack Galvin Mobile Home Park Accord | Subtask A: Provide direct marketing through City of Ontario Code Enforcement Department's Community Improvement Team the Homeowner Rehabilitation Loan and Emergency Grant Program; Subtask B: Annually review and approve all requests for modifications to the space rent amounts for mobile home parks participating in the Jack Galvin Mobile Home Park Accord. | Lead Applicant: City of Ontario | Start Date: Execution of Grant Agreement End Date: Close-Out of Grant Agreement |

Transformative Climate Communities Program
Implementation Grant Full Application

| Major Tasks | Deliverables/Milestones | Responsible Parties [ex: Lead Applicant, Co-Applicant, Subcontractor, etc.] | Timeline [Start and End Date] |
|---|---|--|---|
| POLICY 4: Tenant Rights Education | | | |
| <p>Subtask A: Provide increased number of tenant rights education classes throughout the TCC project area on an annual basis.</p> <p>Subtask B: Conduct annual vulnerability assessments that create displacement pressure within the TCC area for tenants.</p> | <p>Subtask A: Annual tracking report on number of tenant rights education classes compared to baseline year (2017), number of participants per class, and locations</p> <p>Subtask B: Annual tracking report on vulnerability assessments including but not limited to housing cost burden, vacancy rates, number of complaints received by IFHMB within TCC area by residents, number of request from homeless or at-risk for homelessness received by Mercy House from residents within TCC area.</p> | <p>Lead Applicant: City of Ontario</p> <p>Subcontractor: Inland Fair Housing and Mediation Board</p> | <p>Start Date: Execution of Grant Agreement</p> <p>End Date: Close-Out of Grant Agreement</p> |

Transformative Climate Communities Program
Implementation Grant Full Application

| Major Tasks | Deliverables/Milestones | Responsible Parties [ex: Lead Applicant, Co-Applicant, Subcontractor, etc.] | Timeline [Start and End Date] |
|---|---|--|--|
| POLICY 5: Development of no-cost and low-cost business development and retention programs with established local, state, and federal partners | | | |
| Subtask A: Provide direct assistance to small businesses through Ontario Strike Team Assistance, which consists of departments from throughout the City to facilitate the attraction, expansion, and retention of businesses. | Subtask A: Annual tracking report on number of new business permits issued and renewed during the program term compared to baseline year (2017); annual tracking report on number of meetings with existing small businesses from within the TCC project area; develop website and marketing materials. | Lead Applicant: City of Ontario | Start Date: Execution of Grant Agreement End Date: Close-Out of Grant Agreement |
| POLICY 6: Increased visibility of jurisdictions' small business assistance program | | | |
| Subtask A: Identify and resolve issues related to small businesses within the TCC area. Subtask B: Conduct business visits and surveys to assess the health and needs of the business. | Subtask A: Annual reporting on identified issues and resolution related to small businesses within the TCC area. Subtask B: Annual reporting on number of business visits and survey results; annual reporting on number of building permits issued with TCC area related to businesses. | Lead Applicant: City of Ontario | Start Date: Execution of Grant Agreement End Date: Close-Out of Grant Agreement |

WATTS DISPLACEMENT AVOIDANCE PLAN

| Major Tasks | Deliverables/Milestones | Responsible Parties [ex: Lead Applicant, Co-Applicant, Subcontractor, etc.] | Timeline [Start and End Date] |
|---|--|---|--|
| <p>Task 1: Production of Affordable Housing</p> <p>Subtask A: Apply for state and local funding as applicable in next phases of Jordan Downs Redevelopment to support affordable unit production. Subtask B: Coordinate with City and local partners in the development and promotion of Accessory Dwelling Units in Watts. Subtask C: Promote policies and code revisions that ease construction of additional affordable housing (zoning, tax credits, etc.)</p> | <p>Subtask A: Apply for or partner in applying for at least two funding opportunities Subtask B: Help guide # homeowners in building or bringing an ADU up to code. Subtask C: Research and promote revision of at least one zoning code and/or other construction/development related ordinance or directive.</p> | <p>Subtask A: HACLA Subtask B: RN-LA, City Partners Subtask C: City Partners</p> | <p>Subtask A: April 1, 2018 - April 30, 2021 Subtask B: April 1, 2018 - April 30, 2021 Subtask c: April 1, 2018 - April 30, 2021</p> |
| <p>Task 2: Preservation of Affordable Housing</p> <p>Subtask A: Build/Monitor Expiring Affordable Housing Covenants List and help HCIDLA in preservation efforts Subtask B: Promote the Naturally Occurring Affordable Housing (NOAH) preservation loan fund to preserve unassisted, smaller rental housing Subtask C: Successfully implement LIWP Program and coordinate with HCID/LA's handyworker and lead abatement program</p> | <p>Subtask A: Create inventory by December 31, 2018 and assist when possible on expiring covenants Subtask B: Convene at least three workshops (25+ residents in attendance) Subtask C: Meet # for LIWP Program and expand available municipal programs in Watts to increase housing security of existing homeowners and those aging in place</p> | <p>Subtask A: MOEO/HCID/City Partners Subtask B: MOEO/HCID Subtask C: HACLA, RN-LA, HCID</p> | <p>Subtask A: April 1, 2018 - April 30, 2021 Subtask B: April 1, 2018 - April 30, 2021</p> |
| <p>Task 3: Tenant Protections and Support</p> <p>Subtask A: Individual Tenant Case Mgmt/Advocacy/Legal Services Subtask B: Provide Legal Services/Tenant Resources Workshop Subtask C: Provide Tenants Rights Workshop Subtask D: Provide Tenant Leadership Training Subtask E: Provide Resident Organizing Workshop</p> | <p>Subtask A: Provide 200-350 Watts Tenants with case managed assistance for advocacy and legal services Subtask B: Convene at least three workshops (25+ residents in attendance) Subtask C: Convene at least three workshops (25+ residents in attendance) Subtask D: Convene at least three workshops (25+ residents in attendance) Subtask E: Convene at least three workshops (25+ residents in attendance)</p> | <p>Subtask A: WCLO Subtask B: WCLO, Ciy Partners Subtask C: WCLO, City Partners Subtask D: HACLA Subtask E: HACLA</p> | <p>Subtask A: April 1, 2018 - April 30, 2021 Subtask B: April 1, 2018 - April 30, 2021 Subtask C: April 1, 2018 - April 30, 2021 Subtask D: April 1, 2018 - April 30, 2021 Subtask E: April 1, 2018 - April 30, 2021</p> |

| Major Tasks | Deliverables/Milestones | Responsible Parties [ex: Lead Applicant, Co-Applicant, Subcontractor, etc.] | Timeline [Start and End Date] |
|--|---|--|---|
| Task 4: Neighborhood Stabilization and Wealth Building | | | |
| Subtask A: Provide Homeownership/Foreclosure Prevention Workshop Subtask B: Provide Financial Educational Workshop Subtask C: Provide Financial Literacy Workshop Subtask D: Expand utilization of HCID 1st Time Homebuyer Program & work with Habitat for Humanity on Acq/Rehab and New Construction opps in Watts Subtask E: Promote WEBA micro-lending opportunities and partner to engage resident entrepreneurs | Subtask A: Convene at least three workshops (25+ residents in attendance) Subtask B: Convene at least three workshops (25+ residents in attendance) Subtask C: Convene at least three workshops (25+ residents in attendance) Subtask D: Promote affordable homeownership Opportunities to residents of Watts Subtask E: Workshops convened and joint promotion activities are rolled out | Subtask A: WCLO Subtask B: WCLO Subtask C: HACLA Subtask D: HACLA, HCID, Habitat for Humanity Subtask E: HACLA / VEDC / WEBA | Subtask A: April 1, 2018 - April 30, 2021 Subtask B: April 1, 2018 - April 30, 2021 Subtask C: April 1, 2018 - April 30, 2021 Subtask D: April 1, 2018 - April 30, 2021 Subtask E: April 1, 2018 - April 30, 2021 |
| Task 5: Protections for Small Business | | | |
| Subtask A: Train Co-Applicants on HACLA Section 3 business contracting requirements Subtask B: Provide Small Business Assistance and Business Source Center Services Subtask C: Connect businesses to VEDC's Microenterprise and Entrepreneurial Training Program | Subtask A: Co-Applicants are better prepared to meet goals to use local businesses Subtask B: Convene at least three workshops (25+ residents in attendance) Subtask C: Promote and offer at least 5 businesses the opportunity to participate | Subtask A: HACLA Subtask B: MOEO, WEBA, Workforce Working Group, EWDD Subtask C: VEDC | Subtask A: April 1, 2018 - April 30, 2021 Subtask B: April 1, 2018 - April 30, 2021 Subtask C: April 1, 2018 - April 30, 2021 |
| Task 6: Business Stabilization and Wealth Building | | | |
| Subtask A: Prepare businesses for contracting opportunities (workshops) Subtask B: Provide Business Assistance (resources, referrals, LA Business Portal support, WEBA's Microenterprise and Entrepreneurial Training Program) Subtask C: Develop and Conduct a displacement vulnerability survey to evaluate causes and identify solutions to support business stabilization | Subtask A: Convene at least three workshops (25+ residents in attendance) Subtask B: Connect at least 15 business to supportive resources and programs Subtask C: Completion by date; pilot at least one solution identified in the survey | Subtask A: HACLA/MOEO/City Partners Subtask B: HACLA/MOEO/City Partners Subtask C: HACLA/City Partners | Subtask A: April 1, 2018 - April 30, 2021 Subtask B: April 1, 2018 - April 30, 2021 Subtask C: April 1, 2018 - April 30, 2021 |
| Grant Administration | | | |
| Subtask A: Project Manage Applicable Activities/Subs Subtask B: Submit Regular Progress Reports on Tracked Deliverables Subtask C: Seek Additional Leveraged Funding (Annenberg Foundation, California Wellness Foundation) | Subtask A: Demonstrate efficient use of grant/leveraged funds and timely achievement of deliverables Subtask B: Demonstrate efficient use of grant/leveraged funds and timely achievement of deliverables Subtask C: Obtain at least \$100,000 in Leveraged Funding | Subtask A: WCLO, HACLA, MOEO Subtask B: WCLO, HACLA, MOEO Subtask C: WCLO | Subtask A: April 1, 2018 - April 30, 2021 Subtask B: April 1, 2018 - April 30, 2021 Subtask C: April 1, 2018 - April 30, 2021 |

Transform Fresno Displacement Avoidance Plan (DAP) Timeline

DAP must be submitted to the Strategic Growth Council (SGC) within 90 days from the Master Grant Agreement (MGA) execution date



Anti-Displacement Task Force Meeting

4/29/2019

Introduction of DAP

*Community Workshop

5/15/2019

Community Engagement

*Draft DAP released for Public Comment Period

5/20/2019 ← → 6/20/2019

Outreach & Oversight Committee Meeting

6/12/2019

Overview of DAP development to date

Finalize Plan

6/20/2019 ← → 7/1/2019

Finalize feedback and comments

Plan due to SGC

7/1/2019

City Staff to submit DAP to SGC

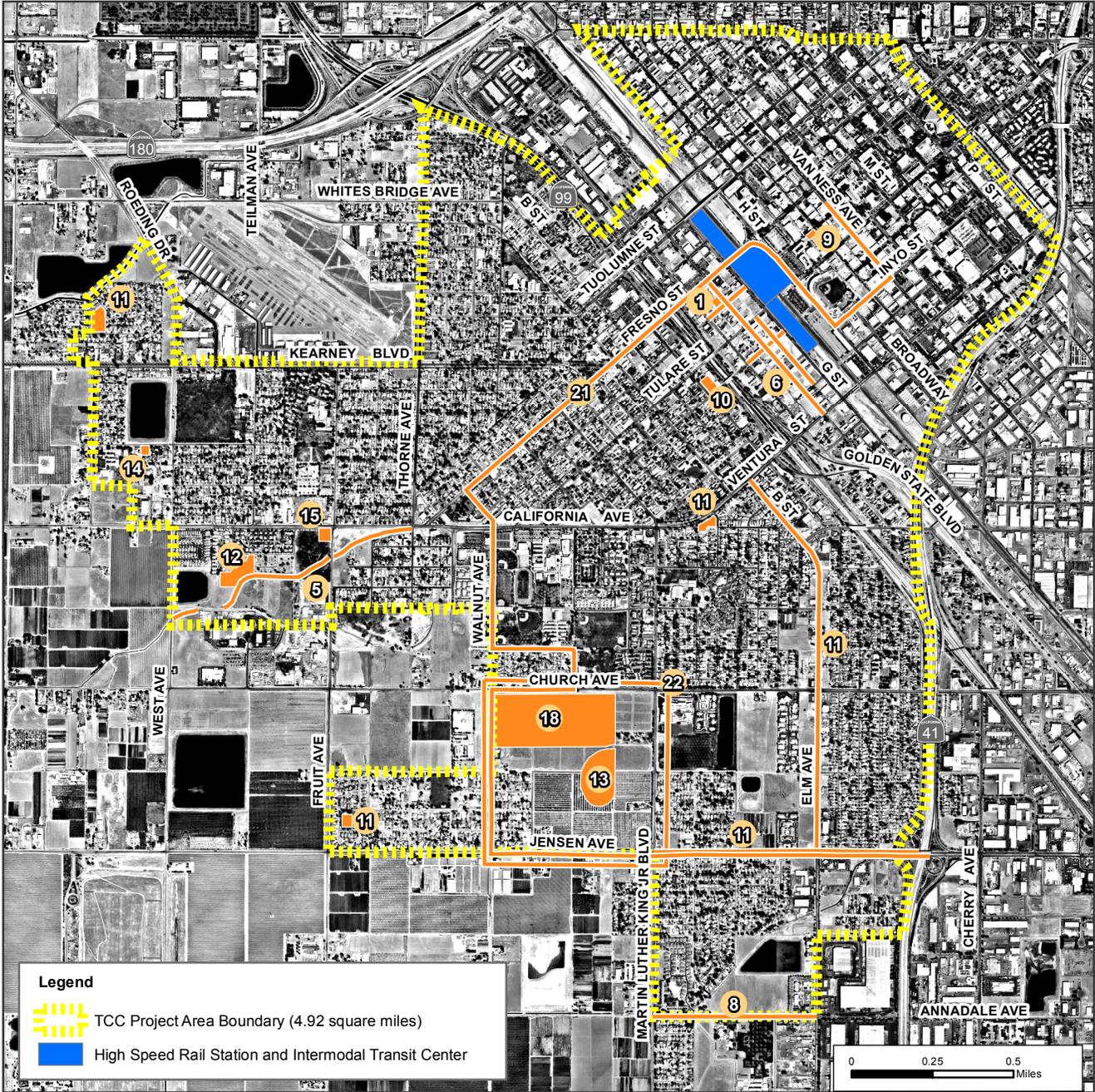
*Requirements per SGC



TCC Project Area



January 2019



Disclaimer: This map is believed to be an accurate representation of the City of Fresno GIS data, however we make no warranties either expressed or implied for correctness of this data.

- 01 - Chinatown Housing Project
- 05 - Southwest Fresno Trail
- 06 - Chinatown Urban Greening
- 08 - Annadale Mode Shift
- 09 - Mariposa Plaza
- 10 - ERP Green Toddler Park
- 11 - Southwest Urban Forest Expansion
- 12 - Yosemite Village Permaculture Community Garden and Urban Farm
- 13 - Park at MLK Magnet Core
- 14 - Inside Out Community Garden
- 15,16,17- Southwest Fresno Community Food Hub
- 18 - Fresno City College: West Fresno Satellite
- 21 - TCC Connector
- 22 - Southwest Offsite Improvements

The projects below do not have a specific location and are not depicted on the map.

- 02 - EOC Partnership for Energy Savings and GHG Reductions in SW Fresno
- 03 - GRID Solar Collaborative Single-Family Partnership
- 04 - GRID Solar Collaborative Multi-Family Partnership
- 07 - Clean Shared Mobility Network
- 19 - Chinatown Property Based Improvement District
- 20 - EOC Partnership for Energy Savings and GHG Reductions in SW Fresno: EFMP Plus-Up Vehicle Replacement and Incentives

Exhibit E
Survey Summary

#1

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Friday, May 24, 2019 3:32:09 PM
Last Modified: Friday, May 24, 2019 3:36:23 PM
Time Spent: 00:04:14
IP Address: 73.90.95.207

Page 1: Background

Q1 What is your home zip code?

93706

Q2 Were you a former TCC grant eligible voter? **Yes**

Q3 Do you live, work or own property in the TCC Project Area? **Yes**

Q4 Below are some example policies that support the production of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Incentives for inclusionary zoning* ,

Density bonus ordinance*,

Community land trusts ,

Jobs-housing linkage fee or affordable housing linkage fee*

,

Land banking programs ,

Demonstration of application to local, state and federal programs to fund affordable housing production*

Displacement Avoidance Plan

Q5 Below are some example policies that support the preservation of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Rent control, stabilization ordinances, and rent review boards*
,
No-net loss of affordable housing units*
Preservation of existing affordable housing in the Project Area through the one-for-one redevelopment of distressed public housing*
,
Policies to preserve single-room occupancy and/or mobile home parks*
,
Condominium conversion restrictions*,
Demonstration of application to local, state, and federal programs to fund preservation of affordable housing
,
Covenants to maintain affordability in perpetuity ,
Community land trusts

Q6 Below are some example policies that protect and support for tenants. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement.

Tenant anti-harassment policies ,
Right-to-return policies for existing households ,
Source of income non-discrimination* ,
Tenant rights education ,
Funding for tenant organizing,
Tenant legal services

Displacement Avoidance Plan

Q7 Below are some example policies that support residents in neighborhoods by providing stabilization and wealth building. Which of these policies would you support? You may check more than one.

Asset building opportunities for low-income residents

Contracting with local/small/diversely-owned businesses

,

Development and promotion of micro-lending opportunities

,

Development of worker cooperatives

Q8 Below are some example policies that protect small businesses. Which of these policies would you support? You may check more than one. *indicates policies that require local municipal participation to implement.

Implementation of an overlay zone designed to protect and assist small businesses*

,

Creation and maintenance of a small business alliance

Increased visibility of the jurisdiction's small business assistance programs

,

Formal programs to ensure that some fraction of a jurisdiction's goods and services come from local businesses*

,

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

Q9 Below are some example policies that support small business stabilization and wealth building. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement.

Development of layoff aversion and business continuity programs during construction or other business interruption events

,

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

,

Contracting with local/small/diversely-owned businesses

Displacement Avoidance Plan

Q10 Which of these categories would you consider priority for displacement avoidance? Please rank from 1 through 6, 1 being the highest priority.

| | |
|---|---|
| Production of Affordable Housing Category | 1 |
| Preservation of Affordable Housing Category | 6 |
| Tenant Protections and Support Category | 2 |
| Neighborhood Stabilization and Wealth Building Category | 3 |
| Protections for Small Businesses Category | 4 |
| Business Stabilization and Wealth Building Category | 5 |

#2

COMPLETE

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Time Spent: 00:11:17
IP Address: 73.48.201.15

Page 1: Background

Q1 What is your home zip code?

93711

Q2 Were you a former TCC grant eligible voter? **Yes**

Q3 Do you live, work or own property in the TCC Project Area? **Yes**

Q4 Below are some example policies that support the production of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Density bonus ordinance*,
Demonstration of application to local, state and federal programs to fund affordable housing production*
,
Development of new accessory dwelling units

Please explain your selection::

High need for new, adequate housing in this area that is affordable for those who have small incomes.

Displacement Avoidance Plan

Q5 Below are some example policies that support the preservation of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Preservation of existing affordable housing in the Project Area through the one-for-one redevelopment of distressed public housing*

,

Preservation of affordable housing via acquisition and rehabilitation programs

,

Covenants to maintain affordability in perpetuity

Please explain your selection::

Redo, rebuild current housing for those who live in the area. Then add more housing. Please don't take away housing of those currently living in the neighborhoods.

Q6 Below are some example policies that protect and support for tenants. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement.

Tenant anti-harassment policies

Funding for tenant organizing,

Tenant legal services

Please explain your selection::

Those who currently live in the community must be supported.

Q7 Below are some example policies that support residents in neighborhoods by providing stabilization and wealth building. Which of these policies would you support? You may check more than one.

Contracting with local/small/diversely-owned businesses

,

Development and promotion of micro-lending opportunities

,

Non-speculative homeownership opportunities,

Please explain your selection:

Let's allow more people the opportunity to work and have their home in the community.

Displacement Avoidance Plan

Q8 Below are some example policies that protect small businesses. Which of these policies would you support? You may check more than one. *indicates policies that require local municipal participation to implement.

Increased visibility of the jurisdiction's small business assistance programs

,
Please explain your selection::

Allow the current business work on how to improve their situation.

Q9 Below are some example policies that support small business stabilization and wealth building. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement.

Respondent skipped this question

Q10 Which of these categories would you consider priority for displacement avoidance? Please rank from 1 through 6, 1 being the highest priority.

| | |
|---|---|
| Production of Affordable Housing Category | 2 |
| Preservation of Affordable Housing Category | 3 |
| Tenant Protections and Support Category | 5 |
| Neighborhood Stabilization and Wealth Building Category | 6 |
| Protections for Small Businesses Category | 1 |
| Business Stabilization and Wealth Building Category | 4 |

#3

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Saturday, May 25, 2019 2:06:52 PM
Last Modified: Saturday, May 25, 2019 2:25:59 PM
Time Spent: 00:19:07
IP Address: 172.58.21.136

Page 1: Background

Q1 What is your home zip code?

93706

Q2 Were you a former TCC grant eligible voter? **No**

Q3 Do you live, work or own property in the TCC Project Area? **Yes**

Q4 Below are some example policies that support the production of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Demonstration of application to local, state and federal programs to fund affordable housing production*
 ,
Development of new accessory dwelling units

Q5 Below are some example policies that support the preservation of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

No-net loss of affordable housing units* ,
Demonstration of application to local, state, and federal programs to fund preservation of affordable housing
 ,
Preservation of affordable housing via acquisition and rehabilitation programs

Q6 Below are some example policies that protect and support for tenants. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement.

Source of income non-discrimination* ,
'Just Cause' eviction policies*

Displacement Avoidance Plan

Q7 Below are some example policies that support residents in neighborhoods by providing stabilization and wealth building. Which of these policies would you support? You may check more than one.

- Asset building opportunities for low-income residents**
- Contracting with local/small/diversely-owned businesses**
- Development and promotion of micro-lending opportunities**
- Development of worker cooperatives**
- Non-speculative homeownership opportunities**

Q8 Below are some example policies that protect small businesses. Which of these policies would you support? You may check more than one. *indicates policies that require local municipal participation to implement.

- Implementation of an overlay zone designed to protect and assist small businesses***
- Creation and maintenance of a small business alliance**
- Increased visibility of the jurisdiction's small business assistance programs**
- Formal programs to ensure that some fraction of a jurisdiction's goods and services come from local businesses***

Q9 Below are some example policies that support small business stabilization and wealth building. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement.

- 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**
- Contracting with local/small/diversely-owned businesses**

Displacement Avoidance Plan

Q10 Which of these categories would you consider priority for displacement avoidance? Please rank from 1 through 6, 1 being the highest priority.

| | |
|---|---|
| Production of Affordable Housing Category | 4 |
| Preservation of Affordable Housing Category | 5 |
| Tenant Protections and Support Category | 3 |
| Neighborhood Stabilization and Wealth Building Category | 1 |
| Protections for Small Businesses Category | 2 |
| Business Stabilization and Wealth Building Category | 6 |

#4

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Sunday, May 26, 2019 11:20:43 AM
Last Modified: Sunday, May 26, 2019 11:28:40 AM
Time Spent: 00:07:57
IP Address: 107.77.212.196

Page 1: Background

Q1 What is your home zip code?

93721

Q2 Were you a former TCC grant eligible voter? **Yes**

Q3 Do you live, work or own property in the TCC Project Area? **Yes**

Q4 Below are some example policies that support the production of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

- Incentives for inclusionary zoning*
 - Density bonus ordinance*,
 - Community land trusts ,
 - Jobs-housing linkage fee or affordable housing linkage fee*
 - ,
 - Land banking programs ,
 - Demonstration of application to local, state and federal programs to fund affordable housing production*
 - ,
 - Development of new accessory dwelling units
-

Displacement Avoidance Plan

Q5 Below are some example policies that support the preservation of affordable housing. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement

Preservation of affordable housing via acquisition and rehabilitation programs ,
Covenants to maintain affordability in perpetuity ,
Community land trusts

Q6 Below are some example policies that protect and support for tenants. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement.

Source of income non-discrimination* ,
Funding for tenant organizing,
Tenant legal services

Q7 Below are some example policies that support residents in neighborhoods by providing stabilization and wealth building. Which of these policies would you support? You may check more than one.

Asset building opportunities for low-income residents ,
Contracting with local/small/diversely-owned businesses ,
Development and promotion of micro-lending opportunities ,
Development of worker cooperatives ,
Non-speculative homeownership opportunities

Q8 Below are some example policies that protect small businesses. Which of these policies would you support? You may check more than one. *indicates policies that require local municipal participation to implement.

Creation and maintenance of a small business alliance ,
Increased visibility of the jurisdiction's small business assistance programs ,
Formal programs to ensure that some fraction of a jurisdiction's goods and services come from local businesses* ,
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

Displacement Avoidance Plan

Q9 Below are some example policies that support small business stabilization and wealth building. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement.

Development of layoff aversion and business continuity programs during construction or other business interruption events

,

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

,

Contracting with local/small/diversely-owned businesses

Q10 Which of these categories would you consider priority for displacement avoidance? Please rank from 1 through 6, 1 being the highest priority.

| | |
|---|---|
| Production of Affordable Housing Category | 3 |
| Preservation of Affordable Housing Category | 4 |
| Tenant Protections and Support Category | 6 |
| Neighborhood Stabilization and Wealth Building Category | 1 |
| Protections for Small Businesses Category | 5 |
| Business Stabilization and Wealth Building Category | 2 |

#5

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Tuesday, May 28, 2019 9:51:47 AM
Last Modified: Tuesday, May 28, 2019 9:55:26 AM
Time Spent: 00:03:39
IP Address: 198.200.238.254

Page 1: Background

Q1 What is your home zip code?

93721

Q2 Were you a former TCC grant eligible voter? **No**

Q3 Do you live, work or own property in the TCC Project Area? **Yes**

Q4 Below are some example policies that support the production of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Density bonus ordinance*,

Land banking programs ,

Development of new accessory dwelling units ,

Please explain your selection::

The selection I made are feasible approaches for a city still recovering from the 2008 economic collapse.

Q5 Below are some example policies that support the preservation of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Preservation of affordable housing via acquisition and rehabilitation programs

Q6 Below are some example policies that protect and support for tenants. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement.

'Just Cause' eviction policies* ,

Tenant rights education

Displacement Avoidance Plan

Q7 Below are some example policies that support residents in neighborhoods by providing stabilization and wealth building. Which of these policies would you support? You may check more than one.

N/A

Q8 Below are some example policies that protect small businesses. Which of these policies would you support? You may check more than one. *indicates policies that require local municipal participation to implement.

Implementation of an overlay zone designed to protect and assist small businesses*

Q9 Below are some example policies that support small business stabilization and wealth building. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement.

Contracting with local/small/diversely-owned businesses

Q10 Which of these categories would you consider priority for displacement avoidance? Please rank from 1 through 6, 1 being the highest priority.

| | |
|---|----------|
| Production of Affordable Housing Category | 6 |
| Preservation of Affordable Housing Category | 2 |
| Tenant Protections and Support Category | 5 |
| Neighborhood Stabilization and Wealth Building Category | 4 |
| Protections for Small Businesses Category | 1 |
| Business Stabilization and Wealth Building Category | 3 |

#6

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Tuesday, May 28, 2019 9:11:19 AM
Last Modified: Tuesday, May 28, 2019 9:59:30 AM
Time Spent: 00:48:11
IP Address: 50.209.66.33

Page 1: Background

Q1 What is your home zip code?

93706

Q2 Were you a former TCC grant eligible voter? **No**

Q3 Do you live, work or own property in the TCC Project Area? **Yes**

Q4 Below are some example policies that support the production of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Jobs-housing linkage fee or affordable housing linkage fee*

,

Land banking programs ,

Please explain your selection::

Developers are given incentives to develop in areas that are under developed with the surrounding community receiving the promise of potential jobs. Linkage fees would provide a more tangible incentive for the surrounding community as well. As for land banking programs, Fresno has way to many vacant, abandoned, and foreclosed properties. Especially in south west Fresno. This would be an important program to implement.

Displacement Avoidance Plan

Q5 Below are some example policies that support the preservation of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Rent control, stabilization ordinances, and rent review boards*

,

Preservation of existing affordable housing in the Project Area through the one-for-one redevelopment of distressed public housing*

,

Demonstration of application to local, state, and federal programs to fund preservation of affordable housing

,

Preservation of affordable housing via acquisition and rehabilitation programs

,

Please explain your selection::

We have rent control in Mobile Homes but I think it's important to go beyond mobile homes and expand at least the rent review boards to apartments as well. Current affordable housing also needs continual maintenance and revitalization to make people trusting of affordable housing. That won't happen if they are afraid of it.

Q6 Below are some example policies that protect and support for tenants. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement.

Tenant anti-harassment policies

,

Right-to-return policies for existing households

,

'Just Cause' eviction policies*

,

Please explain your selection::

These are direct anti displacement policies that should be in place. Especially with proposed redevelopment policies to protect current residents and their sense of community.

Displacement Avoidance Plan

Q7 Below are some example policies that support residents in neighborhoods by providing stabilization and wealth building. Which of these policies would you support? You may check more than one.

Asset building opportunities for low-income residents ,

Development of worker cooperatives ,

Non-speculative homeownership opportunities,

Please explain your selection:

Financial literacy is important especially since it is not taught in schools. Worker cooperatives will give employees not only jobs but investments. Non-speculative home ownership might help with the purchase of homes in south west Fresno and turning them to cheap slums by slumlords (JD Homes)

Q8 Below are some example policies that protect small businesses. Which of these policies would you support? You may check more than one. *indicates policies that require local municipal participation to implement.

Formal programs to ensure that some fraction of a jurisdiction's goods and services come from local businesses*

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

Please explain your selection::

Continue to support local businesses which boosts our local economy and our local residents. Also provide them some help when they may be in danger of being displaced by larger competition after revitalization of neighborhoods.

Displacement Avoidance Plan

Q9 Below are some example policies that support small business stabilization and wealth building. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement.

Development of layoff aversion and business continuity programs during construction or other business interruption events

,

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

,

Please explain your selection::

Construction around local small businesses may hurt their business and lead to it shutting down. These programs are helpful to maintain and help struggling small business owners.

Q10 Which of these categories would you consider priority for displacement avoidance? Please rank from 1 through 6, 1 being the highest priority.

| | |
|---|----------|
| Production of Affordable Housing Category | 6 |
| Preservation of Affordable Housing Category | 2 |
| Tenant Protections and Support Category | 1 |
| Neighborhood Stabilization and Wealth Building Category | 3 |
| Protections for Small Businesses Category | 5 |
| Business Stabilization and Wealth Building Category | 4 |

#7

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Tuesday, May 28, 2019 3:43:56 PM
Last Modified: Tuesday, May 28, 2019 3:52:44 PM
Time Spent: 00:08:48
IP Address: 12.198.222.2

Page 1: Background

Q1 What is your home zip code?

93706

Q2 Were you a former TCC grant eligible voter? **Yes**

Q3 Do you live, work or own property in the TCC Project Area? **Yes**

Q4 Below are some example policies that support the production of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Incentives for inclusionary zoning* ,

Land banking programs ,

Demonstration of application to local, state and federal programs to fund affordable housing production*

Please explain your selection::

INCENTIVES INCLUSIONARY ZONING MEANS NOT BEING PENALIZED FOR LIVING IN A POOR ZONENS LAND BANKING PROGRAMS MEAN PROPERTY VALUES SHOULD INCREASE AND NOT BE JUDGED BY LOCATION. DEMONSTRATION OF APPLICATION MEANS A WIDER SPECTRUME OF HOUSING CAN BE DEVELOPED.

Q5 Below are some example policies that support the preservation of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Respondent skipped this question

Displacement Avoidance Plan

Q6 Below are some example policies that protect and support for tenants. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement.

Respondent skipped this question

Q7 Below are some example policies that support residents in neighborhoods by providing stabilization and wealth building. Which of these policies would you support? You may check more than one.

Respondent skipped this question

Q8 Below are some example policies that protect small businesses. Which of these policies would you support? You may check more than one. *indicates policies that require local municipal participation to implement.

Respondent skipped this question

Q9 Below are some example policies that support small business stabilization and wealth building. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement.

Respondent skipped this question

Q10 Which of these categories would you consider priority for displacement avoidance? Please rank from 1 through 6, 1 being the highest priority.

Respondent skipped this question

#8

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Monday, June 03, 2019 11:36:28 AM
Last Modified: Monday, June 03, 2019 11:56:39 AM
Time Spent: 00:20:11
IP Address: 50.201.182.174

Page 1: Background

Q1 What is your home zip code?

93721

Q2 Were you a former TCC grant eligible voter? **Yes**

Q3 Do you live, work or own property in the TCC Project Area? **Yes**

Displacement Avoidance Plan

Q4 Below are some example policies that support the production of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Incentives for inclusionary zoning* ,

Community land trusts ,

Jobs-housing linkage fee or affordable housing linkage fee*

,

Land banking programs ,

Please explain your selection::

The Central Valley along with the coastal areas are in a housing crisis, but there's a misconception housing here is affordable, healthy, and sufficient. There's no sustainable source of funding for affordable housing, yet the City continues to give away millions of dollars that we don't have for companies that aren't paying a liveable wage. We need to hold these companies accountable b/c not only are we giving away money, we are subsidizing their employees b/c they refuse to pay prevailing wage. Companies that are incentivized to com here, are not paying a livable wage, and profiting millions/billions/trillions of dollars must be required to pay a fee to fund the housing their employees will need to live without being housing burdened. Furthermore, we're subsidizing the roads, fire & police services, etc. for developers who are building nowhere near in the city's infill and are not building affordable housing.

Q5 Below are some example policies that support the preservation of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Rent control, stabilization ordinances, and rent review boards*

,

Preservation of affordable housing via acquisition and rehabilitation programs

,

Community land trusts ,

Please explain you selection::

Rent continues to increase at an uncontrollable rate. There are minimal resources for households to find another home when they are priced out. This is a serious issue and must be addressed in a comprehensive manner.

Displacement Avoidance Plan

Q6 Below are some example policies that protect and support for tenants. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement.

Tenant anti-harassment policies ,
Source of income non-discrimination* ,
'Just Cause' eviction policies* ,
Funding for tenant organizing,
Tenant legal services ,

Please explain your selection::

Just as rent is increasing uncontrollably, landlords are evicting residents for ludicrous reasons. Some landlords are even retaliating against code enforcement being called and though there are laws in the tenants favor, this not only takes time, but also time and financial resources tenants typically do not have.

Q7 Below are some example policies that support residents in neighborhoods by providing stabilization and wealth building. Which of these policies would you support? You may check more than one.

Asset building opportunities for low-income residents ,
Contracting with local/small/diversely-owned businesses ,
Development and promotion of micro-lending opportunities ,
Development of worker cooperatives ,
Non-speculative homeownership opportunities

Q8 Below are some example policies that protect small businesses. Which of these policies would you support? You may check more than one. *indicates policies that require local municipal participation to implement.

Increased visibility of the jurisdiction's small business assistance programs ,
Formal programs to ensure that some fraction of a jurisdiction's goods and services come from local businesses* ,

Please explain your selection::

I would also add another policy that would protect from rent increasing too high for small locally owned businesses. And another policy to allow existing tenants right to return at a similar rent if the building is renovated.

Displacement Avoidance Plan

Q9 Below are some example policies that support small business stabilization and wealth building. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement.

Development of layoff aversion and business continuity programs during construction or other business interruption events

,

Contracting with local/small/diversely-owned businesses

,

Please explain your selection::

See explanation above

Q10 Which of these categories would you consider priority for displacement avoidance? Please rank from 1 through 6, 1 being the highest priority.

| | |
|---|----------|
| Production of Affordable Housing Category | 3 |
| Preservation of Affordable Housing Category | 1 |
| Tenant Protections and Support Category | 2 |
| Neighborhood Stabilization and Wealth Building Category | 6 |
| Protections for Small Businesses Category | 4 |
| Business Stabilization and Wealth Building Category | 5 |

#9

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Thursday, June 06, 2019 8:14:19 PM
Last Modified: Thursday, June 06, 2019 8:24:03 PM
Time Spent: 00:09:44
IP Address: 50.207.120.162

Page 1: Background

Q1 What is your home zip code?

93728

Q2 Were you a former TCC grant eligible voter? **No**

Q3 Do you live, work or own property in the TCC Project Area? **Yes**

Q4 Below are some example policies that support the production of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Incentives for inclusionary zoning* ,

Community land trusts ,

Jobs-housing linkage fee or affordable housing linkage fee*

,
Land banking programs ,

Please explain your selection::

The city has failed to produce and/or preserve affordable housing, and in fact has taken a passive stance. The public needs active city engagement, and policies that leverage ongoing investment in housing to ensure it produces units for low income residents too!!!

Displacement Avoidance Plan

Q5 Below are some example policies that support the preservation of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Rent control, stabilization ordinances, and rent review boards*

,

No-net loss of affordable housing units*

Preservation of existing affordable housing in the Project Area through the one-for-one redevelopment of distressed public housing*

,

Policies to preserve single-room occupancy and/or mobile home parks*

,

Preservation of affordable housing via acquisition and rehabilitation programs

,

Covenants to maintain affordability in perpetuity

Community land trusts

Please explain your selection::

Until there's adequate supply of affordable housing, there's no market competition at the rental level affordable to very-low-income families. It's critical for the city to be an active participant in improving, preserving, and creating new units. Community land trusts are a particularly valuable tool, since the public or philanthropic investment "keeps on giving."

Displacement Avoidance Plan

Q6 Below are some example policies that protect and support for tenants. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement.

- Tenant anti-harassment policies**
- Right-to-return policies for existing households**
- Source of income non-discrimination***
- 'Just Cause' eviction policies***
- Tenant rights education**
- Funding for tenant organizing,**
- Tenant legal services**

Please explain your selection::

It's time for the city to weigh in actively in favor of poor people, after decades of facilitating wealthy developers' overproduction of above-moderate income housing.

Q7 Below are some example policies that support residents in neighborhoods by providing stabilization and wealth building. Which of these policies would you support? You may check more than one.

- Asset building opportunities for low-income residents**
- Contracting with local/small/diversely-owned businesses**
- Non-speculative homeownership opportunities,**

Please explain your selection:

obviously, it would be better if families didn't *need* affordable housing, so economic development initiatives are also important in the housing calculus.

Displacement Avoidance Plan

Q8 Below are some example policies that protect small businesses. Which of these policies would you support? You may check more than one. *indicates policies that require local municipal participation to implement.

Implementation of an overlay zone designed to protect and assist small businesses*

,

Creation and maintenance of a small business alliance

Increased visibility of the jurisdiction's small business assistance programs

,

Formal programs to ensure that some fraction of a jurisdiction's goods and services come from local businesses*

,

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

,

Please explain your selection::

The city is responsible for the destruction of the Black commercial district in West Fresno--time to make serious investment in that area, and its business owners.

Q9 Below are some example policies that support small business stabilization and wealth building. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement.

Development of layoff aversion and business continuity programs during construction or other business interruption events

,

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

,

Contracting with local/small/diversely-owned businesses

,

Please explain your selection::

Failure to institute robust business continuity programs during the Fulton Mall conversion was municipal malpractice.

Displacement Avoidance Plan

Q10 Which of these categories would you consider priority for displacement avoidance? Please rank from 1 through 6, 1 being the highest priority.

| | |
|---|---|
| Production of Affordable Housing Category | 1 |
| Preservation of Affordable Housing Category | 4 |
| Tenant Protections and Support Category | 5 |
| Neighborhood Stabilization and Wealth Building Category | 2 |
| Protections for Small Businesses Category | 6 |
| Business Stabilization and Wealth Building Category | 3 |

#10

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Friday, June 07, 2019 4:32:11 PM
Last Modified: Friday, June 07, 2019 4:43:24 PM
Time Spent: 00:11:13
IP Address: 198.200.238.254

Page 1: Background

Q1 What is your home zip code?

93704

Q2 Were you a former TCC grant eligible voter? **No**

Q3 Do you live, work or own property in the TCC Project Area? **Yes**

Q4 Below are some example policies that support the production of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Incentives for inclusionary zoning* ,

Demonstration of application to local, state and federal programs to fund affordable housing production*

,

Please explain your selection::

I like the idea of an incentive more than fees. Fees create a burden for developers that they will probably try to get waived. Its a carrot vs. a stick.

Q5 Below are some example policies that support the preservation of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

No-net loss of affordable housing units* ,

Demonstration of application to local, state, and federal programs to fund preservation of affordable housing

,

Preservation of affordable housing via acquisition and rehabilitation programs

,

Please explain you selection::

Rents are not high enough for rent control policies. I am worried rent control will lead to building in disrepair.

Displacement Avoidance Plan

Q6 Below are some example policies that protect and support for tenants. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement.

Tenant anti-harassment policies ,
Right-to-return policies for existing households ,
'Just Cause' eviction policies* ,

Tenant rights education ,

Please explain your selection::

Tenant rights education is helpful. Its really hard to manage harassment of tenants. Hopefully there are some best-practice models available.

Q7 Below are some example policies that support residents in neighborhoods by providing stabilization and wealth building. Which of these policies would you support? You may check more than one.

Asset building opportunities for low-income residents ,
Contracting with local/small/diversely-owned businesses

Development and promotion of micro-lending opportunities ,

Non-speculative homeownership opportunities,

Please explain your selection:

First time homeowner workshops and resources, linkages to career, technical and higher education opportunities may be helpful.

Displacement Avoidance Plan

Q8 Below are some example policies that protect small businesses. Which of these policies would you support? You may check more than one. *indicates policies that require local municipal participation to implement.

Creation and maintenance of a small business alliance

Increased visibility of the jurisdiction's small business assistance programs

,

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

,

Please explain your selection::

formal programs for local goods and services already exist in some ways through local preference. Organizing businesses and helping small businesses remain competitive through workshops on branding, marketing, inventory management, accounting etc. would be helpful.

Q9 Below are some example policies that support small business stabilization and wealth building. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement.

Development of layoff aversion and business continuity programs during construction or other business interruption events

,

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

Q10 Which of these categories would you consider priority for displacement avoidance? Please rank from 1 through 6, 1 being the highest priority.

| | |
|---|---|
| Production of Affordable Housing Category | 2 |
| Preservation of Affordable Housing Category | 5 |
| Tenant Protections and Support Category | 1 |
| Neighborhood Stabilization and Wealth Building Category | 4 |
| Protections for Small Businesses Category | 3 |
| Business Stabilization and Wealth Building Category | 6 |

#11

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Tuesday, June 11, 2019 11:08:36 AM
Last Modified: Tuesday, June 11, 2019 11:16:52 AM
Time Spent: 00:08:16
IP Address: 98.224.110.160

Page 1: Background

Q1 What is your home zip code?

93721

Q2 Were you a former TCC grant eligible voter? **No**

Q3 Do you live, work or own property in the TCC Project Area? **Respondent skipped this question**

Q4 Below are some example policies that support the production of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Development of new accessory dwelling units ,

Please explain your selection::

Since there are now more seniors and disabled people than ever. There is an increased need for accessible AND affordable housing.

Q5 Below are some example policies that support the preservation of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

No-net loss of affordable housing units* ,

Preservation of existing affordable housing in the Project Area through the one-for-one redevelopment of distressed public housing*

,
Policies to preserve single-room occupancy and/or mobile home parks*

,
Condominium conversion restrictions*,

Demonstration of application to local, state, and federal programs to fund preservation of affordable housing

,
Covenants to maintain affordability in perpetuity

Displacement Avoidance Plan

Q6 Below are some example policies that protect and support for tenants. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement.

- Tenant anti-harassment policies**
- Right-to-return policies for existing households**
- 'Just Cause' eviction policies***
- Tenant rights education**
- Funding for tenant organizing,**
- Tenant legal services**

Q7 Below are some example policies that support residents in neighborhoods by providing stabilization and wealth building. Which of these policies would you support? You may check more than one.

Please explain your selection:
I would support a support/protection system for residents living in commercially zoned areas.

Q8 Below are some example policies that protect small businesses. Which of these policies would you support? You may check more than one. *indicates policies that require local municipal participation to implement.

N/A

Q9 Below are some example policies that support small business stabilization and wealth building. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement.

N/A

Q10 Which of these categories would you consider priority for displacement avoidance? Please rank from 1 through 6, 1 being the highest priority.

| | |
|---|---|
| Tenant Protections and Support Category | 6 |
| Protections for Small Businesses Category | 3 |
| Business Stabilization and Wealth Building Category | 1 |

#12

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, June 12, 2019 6:31:49 PM
Last Modified: Wednesday, June 12, 2019 6:35:51 PM
Time Spent: 00:04:02
IP Address: 107.77.214.38

Page 1: Background

Q1 What is your home zip code?

93706

Q2 Were you a former TCC grant eligible voter? **Yes**

Q3 Do you live, work or own property in the TCC Project Area? **Yes**

Q4 Below are some example policies that support the production of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Incentives for inclusionary zoning*

Q5 Below are some example policies that support the preservation of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Rent control, stabilization ordinances, and rent review boards*
Policies to preserve single-room occupancy and/or mobile home parks*

Q6 Below are some example policies that protect and support for tenants. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement.

Tenant anti-harassment policies ,
Source of income non-discrimination*

Q7 Below are some example policies that support residents in neighborhoods by providing stabilization and wealth building. Which of these policies would you support? You may check more than one.

Contracting with local/small/diversely-owned businesses

Displacement Avoidance Plan

Q8 Below are some example policies that protect small businesses. Which of these policies would you support? You may check more than one. *indicates policies that require local municipal participation to implement.

Formal programs to ensure that some fraction of a jurisdiction's goods and services come from local businesses*

Q9 Below are some example policies that support small business stabilization and wealth building. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement.

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

Contracting with local/small/diversely-owned businesses

Q10 Which of these categories would you consider priority for displacement avoidance? Please rank from 1 through 6, 1 being the highest priority.

| | |
|---|---|
| Production of Affordable Housing Category | 3 |
| Preservation of Affordable Housing Category | 1 |
| Tenant Protections and Support Category | 2 |
| Neighborhood Stabilization and Wealth Building Category | 4 |
| Protections for Small Businesses Category | 6 |
| Business Stabilization and Wealth Building Category | 5 |

#13

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, June 12, 2019 9:48:16 PM
Last Modified: Wednesday, June 12, 2019 9:53:03 PM
Time Spent: 00:04:47
IP Address: 73.90.80.28

Page 1: Background

Q1 What is your home zip code?

93726

Q2 Were you a former TCC grant eligible voter? **No**

Q3 Do you live, work or own property in the TCC Project Area? **Yes**

Q4 Below are some example policies that support the production of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

- Community land trusts ,
 - Jobs-housing linkage fee or affordable housing linkage fee* ,
 - Land banking programs ,
 - Development of new accessory dwelling units
-

Displacement Avoidance Plan

Q5 Below are some example policies that support the preservation of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Rent control, stabilization ordinances, and rent review boards*
,
No-net loss of affordable housing units*
Preservation of existing affordable housing in the Project Area through the one-for-one redevelopment of distressed public housing*
,
Condominium conversion restrictions*,
Covenants to maintain affordability in perpetuity ,
Community land trusts

Q6 Below are some example policies that protect and support for tenants. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement.

Tenant anti-harassment policies ,
Right-to-return policies for existing households ,
Source of income non-discrimination* ,
'Just Cause' eviction policies* ,
Tenant rights education ,
Funding for tenant organizing,
Tenant legal services

Q7 Below are some example policies that support residents in neighborhoods by providing stabilization and wealth building. Which of these policies would you support? You may check more than one.

Asset building opportunities for low-income residents ,
Contracting with local/small/diversely-owned businesses
,
Development and promotion of micro-lending opportunities
,
Development of worker cooperatives ,
Non-speculative homeownership opportunities

Displacement Avoidance Plan

Q8 Below are some example policies that protect small businesses. Which of these policies would you support? You may check more than one. *indicates policies that require local municipal participation to implement.

Implementation of an overlay zone designed to protect and assist small businesses*

,

Creation and maintenance of a small business alliance

Increased visibility of the jurisdiction's small business assistance programs

,

Formal programs to ensure that some fraction of a jurisdiction's goods and services come from local businesses*

,

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

Q9 Below are some example policies that support small business stabilization and wealth building. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement.

Development of layoff aversion and business continuity programs during construction or other business interruption events

,

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

,

Contracting with local/small/diversely-owned businesses

Q10 Which of these categories would you consider priority for displacement avoidance? Please rank from 1 through 6, 1 being the highest priority.

| | |
|---|---|
| Production of Affordable Housing Category | 6 |
| Preservation of Affordable Housing Category | 4 |
| Tenant Protections and Support Category | 2 |
| Neighborhood Stabilization and Wealth Building Category | 1 |
| Protections for Small Businesses Category | 5 |
| Business Stabilization and Wealth Building Category | 3 |

#14

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Thursday, June 13, 2019 9:54:47 AM
Last Modified: Thursday, June 13, 2019 10:08:23 AM
Time Spent: 00:13:36
IP Address: 73.235.199.145

Page 1: Background

Q1 What is your home zip code?

93721

Q2 Were you a former TCC grant eligible voter? **No**

Q3 Do you live, work or own property in the TCC Project Area? **Yes**

Q4 Below are some example policies that support the production of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Community land trusts ,

Jobs-housing linkage fee or affordable housing linkage fee*

,

Please explain your selection::

As a neighborhood changes, residents need an opportunity to not only be housed, but afford to reside in the community as well.

Q5 Below are some example policies that support the preservation of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Rent control, stabilization ordinances, and rent review boards*

,

Preservation of existing affordable housing in the Project Area through the one-for-one redevelopment of distressed public housing*

,

Policies to preserve single-room occupancy and/or mobile home parks*

,

Covenants to maintain affordability in perpetuity

Displacement Avoidance Plan

Q6 Below are some example policies that protect and support for tenants. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement.

Source of income non-discrimination* ,

'Just Cause' eviction policies* ,

Tenant legal services

Q7 Below are some example policies that support residents in neighborhoods by providing stabilization and wealth building. Which of these policies would you support? You may check more than one.

Contracting with local/small/diversely-owned businesses ,

Development of worker cooperatives ,

Non-speculative homeownership opportunities

Q8 Below are some example policies that protect small businesses. Which of these policies would you support? You may check more than one. *indicates policies that require local municipal participation to implement.

Formal programs to ensure that some fraction of a jurisdiction's goods and services come from local businesses*

Q9 Below are some example policies that support small business stabilization and wealth building. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement.

Development of layoff aversion and business continuity programs during construction or other business interruption events ,

Contracting with local/small/diversely-owned businesses

Q10 Which of these categories would you consider priority for displacement avoidance? Please rank from 1 through 6, 1 being the highest priority.

| | |
|---|---|
| Production of Affordable Housing Category | 4 |
| Preservation of Affordable Housing Category | 1 |
| Tenant Protections and Support Category | 2 |
| Neighborhood Stabilization and Wealth Building Category | 5 |
| Protections for Small Businesses Category | 3 |
| Business Stabilization and Wealth Building Category | 6 |

#15

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Thursday, June 13, 2019 12:29:59 PM
Last Modified: Thursday, June 13, 2019 12:43:18 PM
Time Spent: 00:13:19
IP Address: 73.235.76.219

Page 1: Background

Q1 What is your home zip code?

93706

Q2 Were you a former TCC grant eligible voter? **No**

Q3 Do you live, work or own property in the TCC Project Area? **Yes**

Q4 Below are some example policies that support the production of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

N/A,
 Please explain your selection::
 I do not know what these are

Q5 Below are some example policies that support the preservation of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Please explain you selection::
 There is not enough information to make an informed decision.

Q6 Below are some example policies that protect and support for tenants. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement.

Tenant anti-harassment policies ,
'Just Cause' eviction policies* ,
Tenant rights education ,

Please explain your selection::
 Again, there is not enough information. I want both home owners and renters to be well educated and protected.

Displacement Avoidance Plan

Q7 Below are some example policies that support residents in neighborhoods by providing stabilization and wealth building. Which of these policies would you support? You may check more than one.

Asset building opportunities for low-income residents

Contracting with local/small/diversely-owned businesses

,

Development and promotion of micro-lending opportunities

,

Please explain your selection:

I do not know what the other two choices mean

Q8 Below are some example policies that protect small businesses. Which of these policies would you support? You may check more than one. *indicates policies that require local municipal participation to implement.

Increased visibility of the jurisdiction's small business assistance programs

,

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

,

Please explain your selection::

Again, not enough information from this list to know what they mean.

Q9 Below are some example policies that support small business stabilization and wealth building. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement.

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

,

Please explain your selection::

What isn't explained is what happens if you own a business but aren't considered diversely-owned.

Displacement Avoidance Plan

Q10 Which of these categories would you consider priority for displacement avoidance? Please rank from 1 through 6, 1 being the highest priority.

| | |
|---|---|
| Production of Affordable Housing Category | 5 |
| Preservation of Affordable Housing Category | 4 |
| Tenant Protections and Support Category | 6 |
| Neighborhood Stabilization and Wealth Building Category | 1 |
| Protections for Small Businesses Category | 3 |
| Business Stabilization and Wealth Building Category | 2 |

#16

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Friday, June 14, 2019 4:33:25 PM
Last Modified: Friday, June 14, 2019 4:36:49 PM
Time Spent: 00:03:24
IP Address: 73.90.95.207

Page 1: Background

Q1 What is your home zip code?

93706

Q2 Were you a former TCC grant eligible voter? **Yes**

Q3 Do you live, work or own property in the TCC Project Area? **Yes**

Q4 Below are some example policies that support the production of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

- Incentives for inclusionary zoning*** ,
- Community land trusts** ,
- Demonstration of application to local, state and federal programs to fund affordable housing production***

Q5 Below are some example policies that support the preservation of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

- Rent control, stabilization ordinances, and rent review boards*** ,
- Preservation of existing affordable housing in the Project Area through the one-for-one redevelopment of distressed public housing*** ,
- Demonstration of application to local, state, and federal programs to fund preservation of affordable housing** ,
- Preservation of affordable housing via acquisition and rehabilitation programs** ,
- Covenants to maintain affordability in perpetuity**

Displacement Avoidance Plan

Q6 Below are some example policies that protect and support for tenants. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement.

Tenant anti-harassment policies ,
Right-to-return policies for existing households ,
Source of income non-discrimination* ,
'Just Cause' eviction policies* ,
Tenant rights education ,
Funding for tenant organizing,
Tenant legal services

Q7 Below are some example policies that support residents in neighborhoods by providing stabilization and wealth building. Which of these policies would you support? You may check more than one.

Asset building opportunities for low-income residents ,
Contracting with local/small/diversely-owned businesses ,
Development and promotion of micro-lending opportunities ,
Development of worker cooperatives ,
Non-speculative homeownership opportunities

Displacement Avoidance Plan

Q8 Below are some example policies that protect small businesses. Which of these policies would you support? You may check more than one. *indicates policies that require local municipal participation to implement.

Implementation of an overlay zone designed to protect and assist small businesses*

,

Creation and maintenance of a small business alliance

Increased visibility of the jurisdiction's small business assistance programs

,

Formal programs to ensure that some fraction of a jurisdiction's goods and services come from local businesses*

,

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

Q9 Below are some example policies that support small business stabilization and wealth building. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement.

Development of layoff aversion and business continuity programs during construction or other business interruption events

,

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

,

Contracting with local/small/diversely-owned businesses

Q10 Which of these categories would you consider priority for displacement avoidance? Please rank from 1 through 6, 1 being the highest priority.

| | |
|---|---|
| Production of Affordable Housing Category | 1 |
| Preservation of Affordable Housing Category | 2 |
| Tenant Protections and Support Category | 3 |
| Neighborhood Stabilization and Wealth Building Category | 4 |
| Protections for Small Businesses Category | 6 |
| Business Stabilization and Wealth Building Category | 5 |

#17

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Monday, June 10, 2019 11:12:29 AM
Last Modified: Sunday, June 23, 2019 12:52:39 PM
Time Spent: Over a week
IP Address: 73.90.158.117

Page 1: Background

Q1 What is your home zip code?

93706

Q2 Were you a former TCC grant eligible voter? **Yes**

Q3 Do you live, work or own property in the TCC Project Area? **Yes**

Q4 Below are some example policies that support the production of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Incentives for inclusionary zoning* ,

Please explain your selection::

to improve a community, it should be an equal mix of all socio-economical levels which would include all types of housing at all types of pricing so that gentrification does not occur

Q5 Below are some example policies that support the preservation of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Rent control, stabilization ordinances, and rent review boards*

Q6 Below are some example policies that protect and support for tenants. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement.

Tenant anti-harassment policies ,

Right-to-return policies for existing households ,

'Just Cause' eviction policies*

Displacement Avoidance Plan

Q7 Below are some example policies that support residents in neighborhoods by providing stabilization and wealth building. Which of these policies would you support? You may check more than one.

Asset building opportunities for low-income residents

Q8 Below are some example policies that protect small businesses. Which of these policies would you support? You may check more than one. *indicates policies that require local municipal participation to implement.

Formal programs to ensure that some fraction of a jurisdiction's goods and services come from local businesses*

,
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

Q9 Below are some example policies that support small business stabilization and wealth building. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement.

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

,
Contracting with local/small/diversely-owned businesses

Q10 Which of these categories would you consider priority for displacement avoidance? Please rank from 1 through 6, 1 being the highest priority.

| | |
|---|---|
| Production of Affordable Housing Category | 1 |
| Preservation of Affordable Housing Category | 2 |
| Tenant Protections and Support Category | 3 |
| Neighborhood Stabilization and Wealth Building Category | 6 |
| Protections for Small Businesses Category | 4 |
| Business Stabilization and Wealth Building Category | 5 |

#18

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Sunday, June 23, 2019 10:02:51 PM
Last Modified: Sunday, June 23, 2019 10:07:21 PM
Time Spent: 00:04:30
IP Address: 67.182.102.215

Page 1: Background

Q1 What is your home zip code?

93722

Q2 Were you a former TCC grant eligible voter? **Yes**

Q3 Do you live, work or own property in the TCC Project Area? **Yes**

Q4 Below are some example policies that support the production of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

- Incentives for inclusionary zoning***
 - Density bonus ordinance***
 - Jobs-housing linkage fee or affordable housing linkage fee***
 - Demonstration of application to local, state and federal programs to fund affordable housing production***
 - Development of new accessory dwelling units**
-

Displacement Avoidance Plan

Q5 Below are some example policies that support the preservation of affordable housing. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement

Rent control, stabilization ordinances, and rent review boards*
,
No-net loss of affordable housing units*
Preservation of existing affordable housing in the Project Area through the one-for-one redevelopment of distressed public housing*
,
Policies to preserve single-room occupancy and/or mobile home parks*
,
Condominium conversion restrictions*,
Demonstration of application to local, state, and federal programs to fund preservation of affordable housing
,
Preservation of affordable housing via acquisition and rehabilitation programs

Q6 Below are some example policies that protect and support for tenants. Which of these policies would you support? You may check more than one.*indicates policies that require City Council participation to implement.

Tenant anti-harassment policies ,
Right-to-return policies for existing households ,
Source of income non-discrimination* ,
'Just Cause' eviction policies* ,
Tenant rights education ,
Funding for tenant organizing,
Tenant legal services

Displacement Avoidance Plan

Q7 Below are some example policies that support residents in neighborhoods by providing stabilization and wealth building. Which of these policies would you support? You may check more than one.

Asset building opportunities for low-income residents ,

Contracting with local/small/diversely-owned businesses

,

Development and promotion of micro-lending opportunities

,

Development of worker cooperatives ,

Non-speculative homeownership opportunities

Q8 Below are some example policies that protect small businesses. Which of these policies would you support? You may check more than one. *indicates policies that require local municipal participation to implement.

Implementation of an overlay zone designed to protect and assist small businesses*

,

Creation and maintenance of a small business alliance ,

Increased visibility of the jurisdiction's small business assistance programs

,

Formal programs to ensure that some fraction of a jurisdiction's goods and services come from local businesses*

,

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

Q9 Below are some example policies that support small business stabilization and wealth building. Which of these policies would you support? You may check more than one. *indicates policies that require City Council participation to implement.

Development of layoff aversion and business continuity programs during construction or other business interruption events

,

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

,

Contracting with local/small/diversely-owned businesses

Displacement Avoidance Plan

Q10 Which of these categories would you consider priority for displacement avoidance? Please rank from 1 through 6, 1 being the highest priority.

| | |
|---|---|
| Production of Affordable Housing Category | 1 |
| Preservation of Affordable Housing Category | 2 |
| Tenant Protections and Support Category | 6 |
| Neighborhood Stabilization and Wealth Building Category | 3 |
| Protections for Small Businesses Category | 4 |
| Business Stabilization and Wealth Building Category | 5 |

Due: June 23, 2019

**Transform Fresno
Survey – Displacement Avoidance Plan**

Background

Through the Transformative Climate Communities (TCC) grant, the City of Fresno was awarded \$66.5 million for a series of projects that invest in significant environmental and economic benefits for the Downtown, Chinatown and Southwest Fresno communities (Project Area) over a five year period. These projects include a new Fresno City College West Campus, a 56 Unit Housing Project in Chinatown, new parks, trails, bike lanes, solar projects, urban greening projects and many more. The TCC grant requires the development of a Displacement Avoidance Plan.

The purpose of the Displacement Avoidance Plan is to detail what policies and programs will be established to avoid the economic displacement of existing households and small businesses within the Project Area. This plan will serve to mitigate any unintended displacement consequences due to the implementation of the projects.

Displacement is defined as the situation in which people are forced to leave the place where they normally live. For a glossary of definitions on the following policies please visit www.transformfresno.com/materials.

The purpose of this survey is to get community feedback of the policies and programs that you want to see incorporated into the Displacement Avoidance Plan.

Mail Survey to: City of Fresno – Transform Fresno
City Manager’s Office
2600 Fresno Street
Fresno, CA 93721

Survey Questions

1. What is your home zip code? *93706*

2. Were you a past TCC grant eligible voter? Circle One
 - a. YES
 - b. NO

3. Do you live, work or own property in the TCC Project Area? Circle One
 - a. YES
 - b. NO

Due: June 23, 2019

4. Below are some example policies that support the production of affordable housing. Which of these policies would you support? You may check more than one.

***indicates policies that require City Council participation to implement**

- Incentives for inclusionary zoning*
- Density bonus ordinance*
- Community land trusts
- Jobs-housing linkage fee or affordable housing linkage fee*
- Land banking programs
- Demonstration of application to local, state and federal programs to fund affordable housing production*
- Development of new accessory dwelling units
- N/A

Please explain your selection:

5. Below are some example policies that support the preservation of affordable housing. Which of these policies would you support? You may check more than one.

***indicates policies that require City Council participation to implement**

- Rent control, stabilization ordinances, and rent review boards*
- No-net loss of affordable housing units*
- Preservation of existing affordable housing in the Project Area through the one-for-one redevelopment of distressed public housing*
- Policies to preserve single-room occupancy and/or mobile home parks*
- Condominium conversion restrictions*
- Demonstration of application to local, state, and federal programs to fund preservation of affordable housing
- Preservation of affordable housing via acquisition and rehabilitation programs
- Covenants to maintain affordability in perpetuity
- Community land trusts
- N/A

Please explain your selection:

Due: June 23, 2019

6. Below are some example policies that protect and support tenants. Which of these policies would you support? You may check more than one.

***indicates policies that require City Council participation to implement.**

- Tenant anti-harassment policies
- Right-to-return policies for existing households
- Source of income non-discrimination*
- 'Just Cause' eviction policies*
- Tenant rights education
- Funding for tenant organizing
- Tenant legal services
- N/A

Please explain your selection:

7. Below are some example policies that support residents in neighborhoods by providing stabilization and wealth building. Which of these policies would you support? You may check more than one.

- Asset building opportunities for low-income residents
- Contracting with local/small/diversely-owned businesses
- Development and promotion of micro-lending opportunities
- Development of worker cooperatives
- Non-speculative homeownership opportunities
- N/A

Please explain your selection:

8. Below are some example policies that protect small businesses. Which of these policies would you support? You may check more than one.

***indicates policies that require local municipal participation to implement.**

- Implementation of an overlay zone designed to protect and assist small businesses*
- Creation and maintenance of a small business alliance

Due: June 23, 2019

- Increased visibility of the jurisdiction's small business assistance programs
- Formal programs to ensure that some fraction of a jurisdiction's goods and services come from local businesses*
- 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
- N/A

Please explain your selection:

9. Below are some example policies that support small business stabilization and wealth building. Which of these policies would you support? You may check more than one.

***indicates policies that require City Council participation to implement.**

- Development of layoff aversion and business continuity programs during construction or other business interruption events
- 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
- Contracting with local/small/diversely-owned businesses
- N/A

10. Which of these categories would you consider priority for displacement avoidance? Please rank from 1 through 6, 1 being the highest priority.

Production of Affordable Housing Category

Preservation of Affordable Housing Category

Tenant Protections and Support Category

Neighborhood Stabilization and Wealth Building Category

Due: June 23, 2019

Protections for Small Businesses Category

Business Stabilization and Wealth Building Category

Please explain your selection:

Due: June 23, 2019

**Transform Fresno
Survey – Displacement Avoidance Plan**

Background

Through the Transformative Climate Communities (TCC) grant, the City of Fresno was awarded \$66.5 million for a series of projects that invest in significant environmental and economic benefits for the Downtown, Chinatown and Southwest Fresno communities (Project Area) over a five year period. These projects include a new Fresno City College West Campus, a 56 Unit Housing Project in Chinatown, new parks, trails, bike lanes, solar projects, urban greening projects and many more. The TCC grant requires the development of a Displacement Avoidance Plan.

The purpose of the Displacement Avoidance Plan is to detail what policies and programs will be established to avoid the economic displacement of existing households and small businesses within the Project Area. This plan will serve to mitigate any unintended displacement consequences due to the implementation of the projects.

Displacement is defined as the situation in which people are forced to leave the place where they normally live. For a glossary of definitions on the following policies please visit www.transformfresno.com/materials.

The purpose of this survey is to get community feedback of the policies and programs that you want to see incorporated into the Displacement Avoidance Plan.

Mail Survey to: City of Fresno – Transform Fresno
City Manager’s Office
2600 Fresno Street
Fresno, CA 93721

Survey Questions

1. What is your home zip code? 93706

2. Were you a past TCC grant eligible voter? Circle One
 - a. YES
 - b. NO

3. Do you live, work or own property in the TCC Project Area? Circle One
 - a. YES
 - b. NO

Due: June 23, 2019

4. Below are some example policies that support the production of affordable housing. Which of these policies would you support? You may check more than one.

***indicates policies that require City Council participation to implement**

- Incentives for inclusionary zoning*
- Density bonus ordinance*
- Community land trusts
- Jobs-housing linkage fee or affordable housing linkage fee*
- Land banking programs
- Demonstration of application to local, state and federal programs to fund affordable housing production*
- Development of new accessory dwelling units
- N/A

Please explain your selection:

5. Below are some example policies that support the preservation of affordable housing. Which of these policies would you support? You may check more than one.

***indicates policies that require City Council participation to implement**

- Rent control, stabilization ordinances, and rent review boards*
- No-net loss of affordable housing units*
- Preservation of existing affordable housing in the Project Area through the one-for-one redevelopment of distressed public housing*
- Policies to preserve single-room occupancy and/or mobile home parks*
- Condominium conversion restrictions*
- Demonstration of application to local, state, and federal programs to fund preservation of affordable housing
- Preservation of affordable housing via acquisition and rehabilitation programs
- Covenants to maintain affordability in perpetuity
- Community land trusts
- N/A

Please explain your selection:

Due: June 23, 2019

6. Below are some example policies that protect and support tenants. Which of these policies would you support? You may check more than one.

***indicates policies that require City Council participation to implement.**

- Tenant anti-harassment policies
- Right-to-return policies for existing households
- Source of income non-discrimination*
- 'Just Cause' eviction policies*
- Tenant rights education
- Funding for tenant organizing
- Tenant legal services
- N/A

Please explain your selection:

7. Below are some example policies that support residents in neighborhoods by providing stabilization and wealth building. Which of these policies would you support? You may check more than one.

- Asset building opportunities for low-income residents
- Contracting with local/small/diversely-owned businesses
- Development and promotion of micro-lending opportunities
- Development of worker cooperatives
- Non-speculative homeownership opportunities
- N/A

Please explain your selection:

8. Below are some example policies that protect small businesses. Which of these policies would you support? You may check more than one.

***indicates policies that require local municipal participation to implement.**

- Implementation of an overlay zone designed to protect and assist small businesses*
- Creation and maintenance of a small business alliance

Due: June 23, 2019

- Increased visibility of the jurisdiction's small business assistance programs
- Formal programs to ensure that some fraction of a jurisdiction's goods and services come from local businesses*
- 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
- N/A

Please explain your selection:

9. Below are some example policies that support small business stabilization and wealth building. Which of these policies would you support? You may check more than one.

***indicates policies that require City Council participation to implement.**

- Development of layoff aversion and business continuity programs during construction or other business interruption events
- 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
- Contracting with local/small/diversely-owned businesses
- N/A

10. Which of these categories would you consider priority for displacement avoidance? Please rank from 1 through 6, 1 being the highest priority.

1

Production of Affordable Housing Category

1

Preservation of Affordable Housing Category

1

Tenant Protections and Support Category

2

Neighborhood Stabilization and Wealth Building Category

2

Due: June 23, 2019

Protections for Small Businesses Category



Business Stabilization and Wealth Building Category

Please explain your selection:

Due: June 23, 2019

**Transform Fresno
Survey – Displacement Avoidance Plan**

Background

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Mail Survey to: City of Fresno – Transform Fresno
City Manager’s Office
2600 Fresno Street
Fresno, CA 93721

Survey Questions

1. **What is your home zip code?** 93728
2. **Were you a past TCC grant eligible voter? Circle One**
 - a. YES
 - b. NO
3. **Do you live, work or own property in the TCC Project Area? Circle One**
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 - b. NO

Due: June 23, 2019

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- Density bonus ordinance*
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Please explain your selection:

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- Covenants to maintain affordability in perpetuity
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Please explain your selection:

Due: June 23, 2019

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- Non-speculative homeownership opportunities
- N/A

Please explain your selection:

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Due: June 23, 2019

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- Formal programs to ensure that some fraction of a jurisdiction's goods and services come from local businesses*
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Please explain your selection:

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- Contracting with local/small/diversely-owned businesses
- N/A

10. Which of these categories would you consider priority for displacement avoidance? Please rank from 1 through 6, 1 being the highest priority.

Production of Affordable Housing Category

Preservation of Affordable Housing Category

Tenant Protections and Support Category

Neighborhood Stabilization and Wealth Building Category

Due: June 23, 2019

Protections for Small Businesses Category

Business Stabilization and Wealth Building Category

Please explain your selection:

Debido Por: June 23, 2019

Transformar Fresno
Encuesta - Plan de prevención de desplazamiento

Fondo

A través de la subvención de Comunidades de Clima Transformativo (TCC), la Ciudad de Fresno recibió \$66.5 millones para una serie de proyectos que invierten en importantes beneficios ambientales y económicos para las comunidades del Centro, Chinatown y Southwest Fresno (Área de Proyecto), durante un período de cinco años. Estos proyectos incluyen un nuevo campus de Fresno City College West, un proyecto de 56 unidades de vivienda en Chinatown, nuevos parques, senderos, carriles para bicicletas, proyectos solares, proyectos de urbanización ecológica y muchos más. La subvención TCC requiere el desarrollo de un Plan de Evitación de Desplazamiento.

El propósito del Plan de Evitación de Desplazamientos es detallar qué políticas y programas se establecerán para evitar el desplazamiento económico de los hogares existentes y las pequeñas empresas dentro del Área del Proyecto. Este plan servirá para mitigar cualquier consecuencia de desplazamiento involuntario debido a la implementación de los proyectos.

El desplazamiento se define como la situación en que las personas se ven obligadas a abandonar el lugar donde normalmente viven. Para obtener un glosario de definiciones sobre las siguientes políticas, visite www.transformfresno.com/materials.

El propósito de esta encuesta es obtener comentarios de la comunidad sobre las políticas y los programas que desea que se incorporen en el Plan de Evitación de Desplazamientos.

Responda por correo a:

City of Fresno - Transform Fresno
City Manager's Office
2600 Fresno Street
Fresno, CA 93721

Preguntas de la encuesta

1. ¿Cuál es el código postal de tu casa?

93706

2. ¿Fue usted un votante elegible para una subvención TCC anterior? Un círculo

a. SÍ

Debido Por: June 23, 2019

b. NO

3. ¿Vive, trabaja o es dueño de una propiedad en el Área de Proyecto de TCC? Un círculo

- a. SÍ
- b. ~~NO~~

4. A continuación se muestran algunos ejemplos de políticas que apoyan la producción de viviendas asequibles. ¿Cuál de estas políticas apoyarías? Puede marcar más de uno.

* Indica políticas que requieren la participación del Concejo Municipal para su implementación.

- Incentivos para la zonificación inclusiva *
- Orden de bonificación de densidad *
- Fideicomisos de tierras comunitarias
- Tarifa de vinculación entre empleos y vivienda o tarifa de vinculación de vivienda asequible*
- Programas de banca terrestre
- Demostración de la solicitud a programas locales, estatales y federales para financiar la producción de viviendas asequibles *
- Desarrollo de nuevas unidades accesorias de vivienda.
- N/A

Por favor explique su selección

5. A continuación se muestran algunos ejemplos de políticas que apoyan la preservación de viviendas asequibles. ¿Cuál de estas políticas apoyarías? Puede marcar más de uno.

* Indica políticas que requieren la participación del Concejo Municipal para su implementación.

Debido Por: June 23, 2019

- Control de alquileres, ordenanzas de estabilización y juntas de revisión de alquileres *
- Pérdida neta de unidades de vivienda asequible *
- Preservación de viviendas asequibles existentes en el Área del Proyecto a través de la remodelación individual de viviendas públicas en dificultades *
- Políticas para preservar la ocupación de habitaciones individuales y/o parques de casas móviles *
- Restricciones de conversión de condominio *
- Demostración de la solicitud a programas locales, estatales y federales para financiar la preservación de viviendas asequibles
- Preservación de viviendas asequibles a través de programas de adquisición y rehabilitación
- Pactos para mantener la asequibilidad a perpetuidad.
- Fideicomisos de tierras comunitarias
- N/A

Por favor explique su selección

6. A continuación hay algunos ejemplos de políticas que protegen y apoyan a los inquilinos. ¿Cuál de estas políticas apoyarías? Puede marcar más de uno.

* Indica políticas que requieren la participación del Concejo Municipal para su implementación.

- Políticas contra el acoso al inquilino
- Políticas de derecho al retorno para los hogares existentes.
- No discriminación por forma de ingreso *
- Políticas de desalojo "por una causa justa"
- Educación de los derechos del inquilino
- Financiamiento para la organización de inquilinos.
- Servicios legales para inquilinos.
- N/A

Por favor explique su selección

Debido Por: June 23, 2019

7. A continuación, se incluyen algunos ejemplos de políticas que apoyan a los residentes de los vecindarios al proporcionar estabilización y creación de riqueza. ¿Cuál de estas políticas apoyarías? Puede marcar más de uno.

- Oportunidades de creación de activos para residentes de bajos ingresos
- Contratación con empresas locales / pequeñas / de propiedad diversa
- Desarrollo y promoción de oportunidades de microcréditos.
- Desarrollo de cooperativas de trabajo.
- Oportunidades de propiedad de vivienda no especulativas
- N/A

Por favor explique su selección

8. A continuación hay algunos ejemplos de políticas que protegen a las pequeñas empresas. ¿Cuál de estas políticas apoyarías? Puede marcar más de uno.

* Indica políticas que requieren la participación del Concejo Municipal para su implementación.

- Implementación de una zona de superposición diseñada para proteger y ayudar a las pequeñas empresas *
- Creación y mantenimiento de una alianza de pequeños negocios.
- Mayor visibilidad de los programas de asistencia a la pequeña empresa de la jurisdicción
- Programas formales para garantizar que una parte de jurisdicción provenga de negocios locales para los bienes y servicios *
- Desarrollo de programas, de desarrollo y retención de negocios sin costo y de bajo costo con socios locales, estatales y federales establecidos, tales como la Red de Centros de Desarrollo de la Pequeña Empresa de California, Centros de Negocios para Mujeres, Centros de Asistencia Técnica para Adquisiciones y otros
- N/A

Por favor explique su selección

Debido Por: June 23, 2019

9. A continuación hay algunos ejemplos de políticas que apoyan la estabilización de pequeñas empresas y la creación de riqueza. ¿Cuál de estas políticas apoyarías? Puede marcar más de uno.

* Indica políticas que requieren la participación del Concejo Municipal para su implementación.

- Desarrollo de programas de aversión a despidos y continuidad de negocios durante la construcción o otros eventos que puedan interrumpir a negocios
- Desarrollo de programas para consultoría y capacitación de desarrollo del empresarial, sin costo y de bajo costo. Dirigidos a pequeñas y micro-empresas en asociación con socios de asistencia técnica locales, estatales y federales.
- Contratación con empresas locales / pequeñas / de propiedad diversa
- N/A

10. ¿Cuál de estas categorías consideraría prioritarias para evitar el desplazamiento?

Por favor clasifique del 1 al 6, siendo 1 la prioridad más alta.

Producción de la categoría de vivienda asequible

Preservación de la categoría de vivienda asequible

Protecciones del inquilino y categoría de soporte

Categoría de estabilización de vecindarios y construcción de riqueza

Categoría de protecciones para pequeñas empresas.

Categoría de estabilización de negocios y creación de riqueza

Debido Por: June 23, 2019

Por favor explique su selección

Debido Por: June 23, 2019

Transformar Fresno
Encuesta - Plan de prevención de desplazamiento

Fondo

A través de la subvención de Comunidades de Clima Transformativo (TCC), la Ciudad de Fresno recibió \$66.5 millones para una serie de proyectos que invierten en importantes beneficios ambientales y económicos para las comunidades del Centro, Chinatown y Southwest Fresno (Área de Proyecto), durante un período de cinco años. Estos proyectos incluyen un nuevo campus de Fresno City College West, un proyecto de 56 unidades de vivienda en Chinatown, nuevos parques, senderos, carriles para bicicletas, proyectos solares, proyectos de urbanización ecológica y muchos más. La subvención TCC requiere el desarrollo de un Plan de Evitación de Desplazamiento.

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El desplazamiento se define como la situación en que las personas se ven obligadas a abandonar el lugar donde normalmente viven. Para obtener un glosario de definiciones sobre las siguientes políticas, visite www.transformfresno.com/materials.

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Responda por correo a:

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Preguntas de la encuesta

1. **¿Cuál es el código postal de tu casa?**

93706

2. *¿Fue usted un votante elegible para una subvención TCC anterior? Un círculo*

a. **SÍ**

Debido Por: June 23, 2019

b. NO

3. ¿Vive, trabaja o es dueño de una propiedad en el Área de Proyecto de TCC? Un círculo

a. SÍ

b. NO

4. A continuación se muestran algunos ejemplos de políticas que apoyan la producción de viviendas asequibles. ¿Cuál de estas políticas apoyarías? Puede marcar más de uno.

* Indica políticas que requieren la participación del Concejo Municipal para su implementación.

Incentivos para la zonificación inclusiva *

Orden de bonificación de densidad *

Fideicomisos de tierras comunitarias

Tarifa de vinculación entre empleos y vivienda o tarifa de vinculación de vivienda asequible*

Programas de banca terrestre

Demostración de la solicitud a programas locales, estatales y federales para financiar la producción de viviendas asequibles *

Desarrollo de nuevas unidades accesorias de vivienda.

N/A

Por favor explique su selección

5. A continuación se muestran algunos ejemplos de políticas que apoyan la preservación de viviendas asequibles. ¿Cuál de estas políticas apoyarías? Puede marcar más de uno.

* Indica políticas que requieren la participación del Concejo Municipal para su implementación.

Debido Por: June 23, 2019

- Control de alquileres, ordenanzas de estabilización y juntas de revisión de alquileres *
- Pérdida neta de unidades de vivienda asequible *
- Preservación de viviendas asequibles existentes en el Área del Proyecto a través de la remodelación individual de viviendas públicas en dificultades *
- Políticas para preservar la ocupación de habitaciones individuales y/o parques de casas móviles *
- Restricciones de conversión de condominio *
- Demostración de la solicitud a programas locales, estatales y federales para financiar la preservación de viviendas asequibles
- Preservación de viviendas asequibles a través de programas de adquisición y rehabilitación
- Pactos para mantener la asequibilidad a perpetuidad.
- Fideicomisos de tierras comunitarias
- N/A

Por favor explique su selección

6. A continuación hay algunos ejemplos de políticas que protegen y apoyan a los inquilinos. ¿Cuál de estas políticas apoyarías? Puede marcar más de uno.

* Indica políticas que requieren la participación del Concejo Municipal para su implementación.

- Políticas contra el acoso al inquilino
- Políticas de derecho al retorno para los hogares existentes.
- No discriminación por forma de ingreso *
- Políticas de desalojo "por una causa justa"
- Educación de los derechos del inquilino
- Financiamiento para la organización de inquilinos.
- Servicios legales para inquilinos.
- N/A

Por favor explique su selección

Debido Por: June 23, 2019

7. A continuación, se incluyen algunos ejemplos de políticas que apoyan a los residentes de los vecindarios al proporcionar estabilización y creación de riqueza. ¿Cuál de estas políticas apoyarías? Puede marcar más de uno.

- Oportunidades de creación de activos para residentes de bajos ingresos
- Contratación con empresas locales / pequeñas / de propiedad diversa
- Desarrollo y promoción de oportunidades de microcréditos.
- Desarrollo de cooperativas de trabajo.
- Oportunidades de propiedad de vivienda no especulativas
- N/A

Por favor explique su selección

8. A continuación hay algunos ejemplos de políticas que protegen a las pequeñas empresas. ¿Cuál de estas políticas apoyarías? Puede marcar más de uno.

* Indica políticas que requieren la participación del Concejo Municipal para su implementación.

- Implementación de una zona de superposición diseñada para proteger y ayudar a las pequeñas empresas *
- Creación y mantenimiento de una alianza de pequeños negocios.
- Mayor visibilidad de los programas de asistencia a la pequeña empresa de la jurisdicción
- Programas formales para garantizar que una parte de jurisdicción provenga de negocios locales para los bienes y servicios *
- Desarrollo de programas, de desarrollo y retención de negocios sin costo y de bajo costo con socios locales, estatales y federales establecidos, tales como la Red de Centros de Desarrollo de la Pequeña Empresa de California, Centros de Negocios para Mujeres, Centros de Asistencia Técnica para Adquisiciones y otros
- N/A

Por favor explique su selección

Debido Por: June 23, 2019

9. A continuación hay algunos ejemplos de políticas que apoyan la estabilización de pequeñas empresas y la creación de riqueza. ¿Cuál de estas políticas apoyarías? Puede marcar más de uno.

* Indica políticas que requieren la participación del Concejo Municipal para su implementación.

- Desarrollo de programas de aversión a despidos y continuidad de negocios durante la construcción o otros eventos que puedan interrumpir a negocios
- Desarrollo de programas para consultoría y capacitación de desarrollo del empresarial, sin costo y de bajo costo. Dirigidos a pequeñas y micro-empresas en asociación con socios de asistencia técnica locales, estatales y federales.
- Contratación con empresas locales / pequeñas / de propiedad diversa
- N/A

10. ¿Cuál de estas categorías consideraría prioritarias para evitar el desplazamiento?

Por favor clasifique del 1 al 6, siendo 1 la prioridad más alta.

Producción de la categoría de vivienda asequible

Preservación de la categoría de vivienda asequible

Protecciones del inquilino y categoría de soporte

Categoría de estabilización de vecindarios y construcción de riqueza

Categoría de protecciones para pequeñas empresas.

Categoría de estabilización de negocios y creación de riqueza

Debido Por: June 23, 2019

Por favor explique su selección

Exhibit F
SGC Guidance Questions

Displacement Avoidance Plan components

1. Displacement Avoidance Plan Questions (Word)
2. Displacement Avoidance Workbook (Excel)
 - o Budget
 - o Work Plan

Displacement Avoidance Plan Questions

Instructions: Answer the following questions about the displacement vulnerability within the Project Area, and the plans to prevent the displacement of low-income households and small businesses.

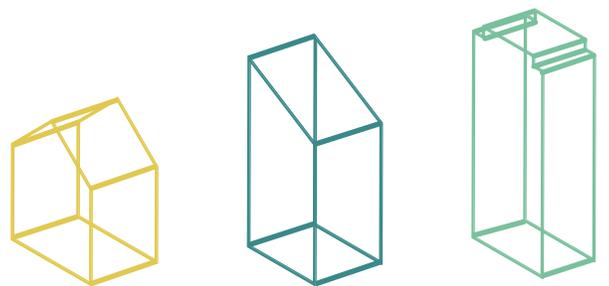
Existing Households

- 1) Describe the displacement vulnerability among existing households within the Project Area.
- 2) Describe the overall plan to prevent the displacement of existing households within the Project Area.
- 3) Describe the role of community engagement in developing and implementing the displacement avoidance plan for existing households.
 - a. Describe the target communities for engagement and how the plan will ensure outreach will be inclusive.
 - b. Elaborate on what the outreach process will consist of (methods, materials, number of workshops or events, accessibility services, public notice process).
- 4) Answer the following questions about the policies that are in place, and the policies that will be pursued to prevent the displacement of existing households in the Project Area.
 - a. List and describe the policies, plans, ordinances, and programs that are currently in place to prevent the displacement of existing households within the Project Area. List the date when these policies or programs are expected to expire.
 - b. If existing policies or programs are expected to expire during the grant period, what is the anticipated impact on the Project Area, and how will any negative impact be addressed?
 - c. List the additional policies and programs that will be pursued to avoid displacement among existing households within the Project Area. Applicants must select at least one (1) policy from at least three (3) of the policy categories in Table 2 of the TCC Guidelines.
 - i. Discuss the reasons for selecting these policies. How do they address the displacement vulnerability identified? How will these policies provide additional protections beyond the existing policies? Explain why the selected policies will be successful at preventing the displacement of existing households within the Project Area.
 - ii. Identify the entities responsible for implementing each policy and program. Describe how the Lead and Co-applicants will work to implement these during the grant term.
- 5) Discuss potential challenges that might arise during implementation. How will these challenges be addressed?

Small Businesses

- 6) Describe the displacement vulnerability of small businesses within the Project Area.
- 7) Describe the overall plan to prevent the displacement of small businesses within the Project Area.
- 8) Describe the role of community engagement in developing and implementing the displacement avoidance plan for small businesses.
 - a. Describe the target communities for engagement and how the plan will ensure outreach will be inclusive.
 - b. Elaborate on what the outreach process will consist of (methods, materials, number of workshops or events, accessibility services, public notice process).
- 9) Answer the following questions about the policies that are in place and the policies that will be pursued to prevent the displacement of *small businesses* in the Project Area.
 - a. List and describe the policies, plans, ordinances, and programs that are currently in place to prevent the displacement of small businesses within the Project Area. List the date when these policies or programs are expected to expire.
 - b. If existing policies or programs are expected to expire during the grant period, what is the anticipated impact on the project, and how will any negative impact be addressed?
 - c. List the additional policies and programs that will be pursued to avoid displacement among small businesses within the Project Area. Applicants must select at least two (2) policies from either of the two (2) policy categories in Table 3 of the TCC Guidelines.
 - i. Discuss the reasons for selecting these policies. How do they address the displacement vulnerability identified? How will these policies provide additional protections beyond the existing policies? Explain why the selected policies will be successful at preventing the displacement of businesses within the Project Area.
 - ii. Identify the entities responsible for implementing each policy and program. Describe how the Lead and Co-applicants will work to implement these during the grant term.
- 10) Discuss potential challenges that might arise during implementation. How will these challenges be addressed?

Exhibit G
Downtown Displacement Report 2019



DOWNTOWN DISPLACEMENT REPORT - DRAFT
2019



DEVELOPMENT AND RESOURCE MANAGEMENT
LONG RANGE PLANNING DIVISION

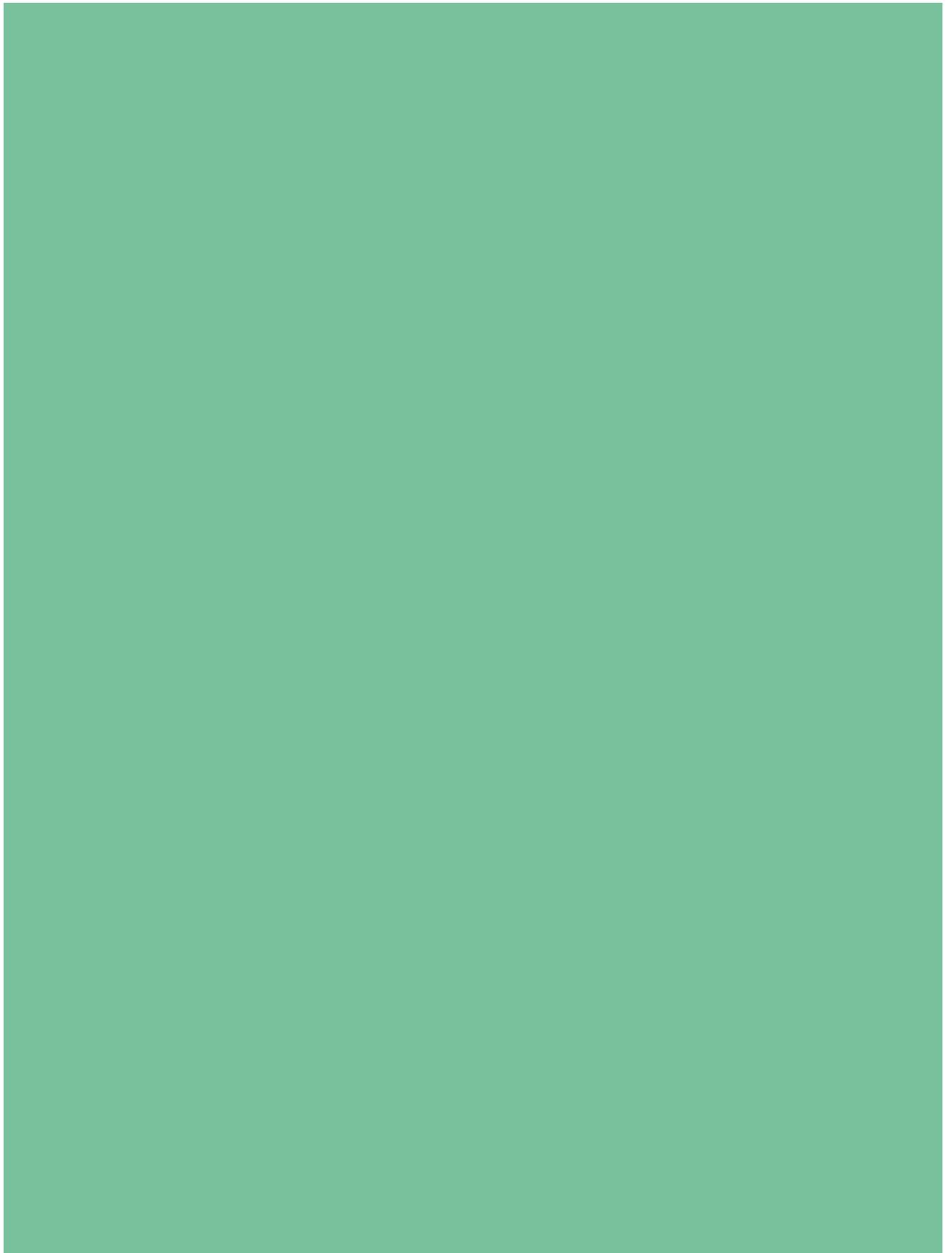


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EXECUTIVE SUMMARY

The City of Fresno has recently completed a series of planning efforts that are geared toward the revitalization of the Downtown core and the neighborhoods surrounding Downtown. Since these plans were adopted several projects, including the reopening of Fulton Street and the awarding of state Transformative Climate Communities funds for Downtown Fresno neighborhoods, have occurred. The City has heard and responded to numerous concerns that increased development in Downtown may result in the displacement of existing low income households and small businesses. Although property owners often experience a benefit of increased investment and development in the form of increased property values, renters (both residential and commercial) can experience a negative impact in the form of increased rents. This report, using an expansive definition of Downtown (i.e. the downtown core and surrounding neighborhoods together), examines indicators of potential displacement in Downtown and Fresno outside of Downtown. This report will inform the Anti-Displacement Task Force and interested members of the public.

This report looks at the potential for displacement within Downtown. Although early scholarly work presented downtown decline as a natural or inevitable process, drivers of neighborhood decline are now known to not be “natural” but instead a complicated mix of government policy and investment, changes in the economy, demographic and migration shifts and the lingering effects of past discriminatory actions. This report looks at mid-century decline of Fresno’s greater Downtown within this framework. From there the report examines known indicators of displacement including rental rates, vacancy rates, and rent burden for residential displacement and lease rates and retail vacancy for commercial displacement and contrasts Downtown with Fresno outside of Downtown. Quantitative sources include U.S. decennial census data, American Community Survey data, and private commercial real estate data.

While revitalization brings many benefits, there are reasons to be concerned about the negative effect that increased investment and development might have on vulnerable populations in Downtown. Downtown median household income is a little over half that of the median household income outside of Downtown. Seven out of ten residential units in Downtown are renter occupied and 3 out of 5 households in Downtown are rent burdened (spending 30% or more of their gross monthly income on housing). Rental vacancy rates Downtown have fallen to 5.8%; this number is slightly higher to the 4.3% rental vacancy rate outside of Downtown. Although residential rents in Downtown are going up, they are increasing more slowly Downtown and are overall less than for Fresno outside of Downtown. At the moment Downtown is not experiencing substantial and sustained increases in rent that would signify that displacement is occurring.

The Downtown retail market has recently gone from a high level of vacancy (11.9%) to a healthy vacancy rate (5.6%). At the same time quoted rental rates have gone up and down, now resting at around \$0.81 a square foot. With healthy vacancy rate and a low asking rent at the moment the Downtown retail market does not appear to be experiencing a high level of demand that would be an indicator for displacement.

Because many of the current residents of Downtown would be susceptible to displacement, this is the optimal time to explore policies and programs that could ensure that as revitalization efforts continue in Downtown existing residents and small businesses are able to remain and take advantage of the benefits, if they choose.

BACKGROUND

This report is the first annual report on Downtown displacement prevention. The purpose of this report is to gather data on statistics related to displacement in Downtown to inform the Anti-Displacement Task Force. Recommendations from the Anti-Displacement Task Force could be used as anti-displacement strategies for Transformative Climate Communities projects.

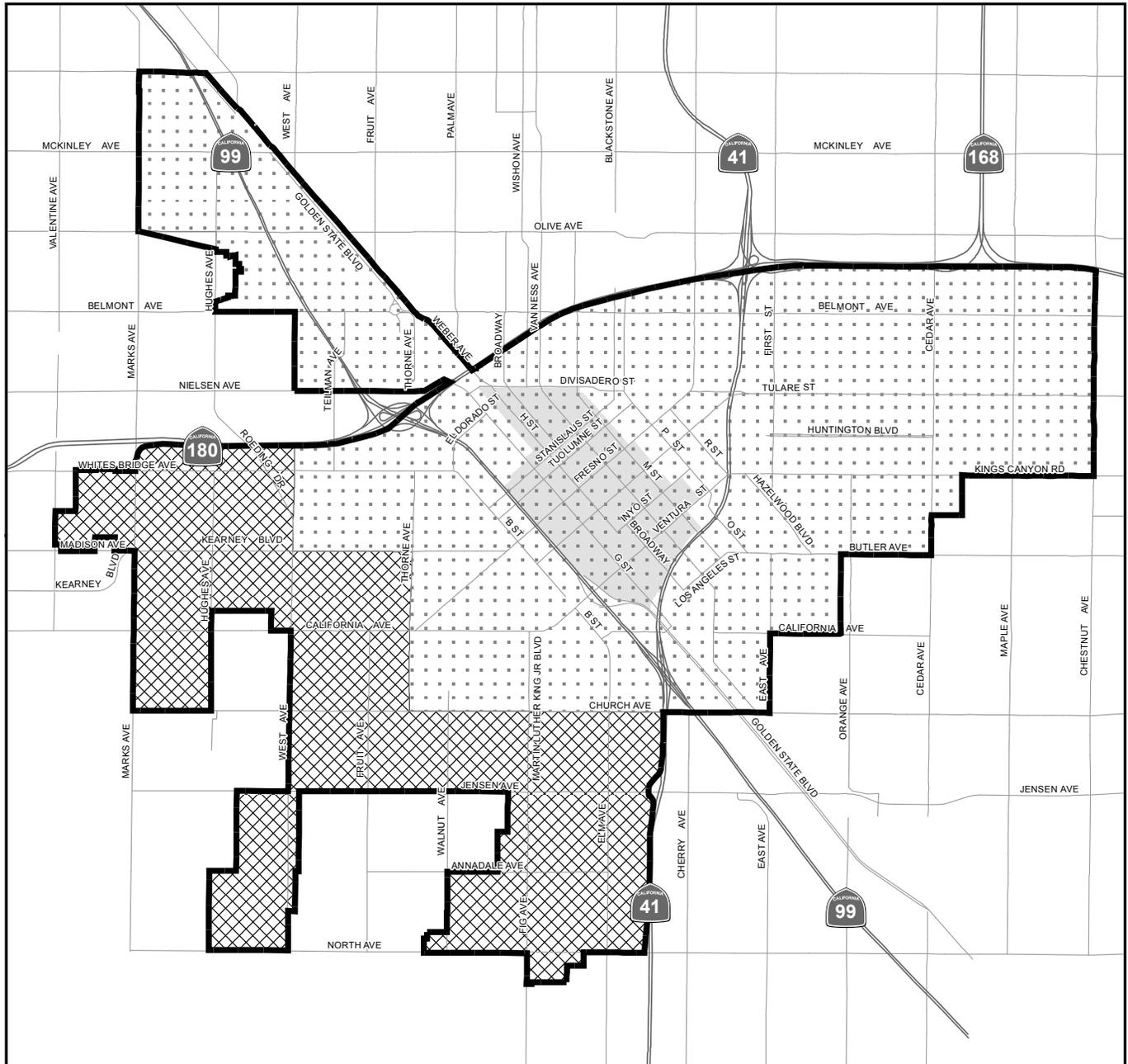
The Anti-Displacement Task Force was proposed in the Downtown Neighborhoods Community Plan (2016), referenced in the Southwest Specific Plan (2017), and developed as a Housing Element implementation program (2017). The Downtown Neighborhoods Community Plan (DNCP) is a plan for the revitalization of Downtown and the neighborhoods immediately surrounding Downtown. The DNCP recognizes that revitalizing a distressed area has the potential to displace vulnerable residents and small business owners located in the plan area. In an effort to ensure that current Downtown residents and businesses have opportunities to remain in a revitalized Downtown the DNCP established several policies which together form the basis for the Anti-Displacement Task Force. The Southwest Fresno Specific Plan (SWFSP) sets out goals and policies for the development of southwest Fresno just west of the DNCP boundaries. The SWFSP is informed by a desire for equitable development and identifies the development of an anti-displacement strategy and programs as a priority implementation measure. The Housing Element is a chapter of the General Plan, and provides a coordinated and comprehensive strategy for promoting the production of safe, decent and affordable housing for all community residents. The Housing Element implementation program took the policy recommendations from the DNCP and developed an implementation outline and timeline for the annual report on displacement and the Downtown Displacement Task Force. See Appendix A for more information on the policies from these plans.

In order to meet the objectives of all three plans, this report uses an expansive definition of Downtown which includes the plan areas for the DNCP and the SWFSP. Information for this report was gathered from U.S. Decennial Census data, American Community Survey data, and private commercial real estate data, for more information on the methodology of the report please see Appendix B.

The Anti-Displacement Task Force was established by City Council Resolution 2018-277 on November 29, 2018. The Anti-Displacement Task Force is the Downtown Displacement Task Force called for by the Housing Element, At City Council direction, the scope of the Task Force includes the analysis of data and recommendation of solutions related to all causes and areas of displacement beyond those called for in the Housing Element as long as the Housing Element program requirements are satisfied. The City will consider review of displacement in other areas of the city upon recommendations by the Task Force and others.

DOWNTOWN MAP

DEVELOPMENT AND RESOURCE MANAGEMENT DEPARTMENT



Legend

-  Downtown, as defined in Displacement Report
-  Downtown Neighborhoods Community Plan
-  Fulton Corridor Specific Plan
-  Southwest Fresno Specific Plan

WHAT IS DISPLACEMENT?

Scholars of displacement generally define displacement as occurring when a household is forced to move by conditions that affect the dwelling or immediate surroundings, and that are:

- 1) beyond the household's reasonable ability to control or prevent;
- 2) occur despite the household having met all previously imposed conditions of occupancy;
- 3) make continued occupancy by that household impossible, hazardous, or unaffordable.¹

The classic example of direct displacement is when residents are forced to move because a new development is replacing their housing units. Direct displacement can happen from government action or private action. In Fresno examples of direct displacement due to government action include the construction of Highway 99 starting in 1957, State Route 41 (c.1973-1997), and State Route 180 (c.1995), as well as the Urban Renewal projects of the 1960s. The northward expansion of Community Regional Hospital in the late 1990s is an example of direct displacement due to private action. It's important to note that forced displacement can occur for reasons that are more subtle than the elimination of existing housing; low income households who experience large rent increases and "choose" to move are considered equally displaced.

Displacement can occur because a neighborhood is experiencing disinvestment or reinvestment. Disinvestment-related displacement describes when the value of a property does not justify investing in its maintenance, leading to decay and abandonment. Reinvestment-related displacement refers the process in which investments in a neighborhood result in increased rent to a point where it's profitable for land owners to sell or raise the rent and tenants are forced to leave. Although early scholarly work presented downtown decline as a natural or inevitable process, drivers of neighborhood decline are now known to not be "natural" but instead a complicated mix of government policy and investment, changes in the economy, demographic and migration shifts and discriminatory actions.

Displacement can be cyclical: urban neighborhoods that have experienced disinvestment displacement may later appear attractive to reinvestment/revitalization, leading to another round of displacement. In order to put the current concerns regarding the potential for displacement in Downtown in context, it's useful to look at the history of Fresno's Downtown and how the area became ripe for revitalization.

THE DEVELOPMENT OF DOWNTOWN

Fresno began as a railroad town around the Central Pacific Railroad Depot in 1872. The first commercial district was located along H Street and the railroad tracks. Spurred by the presence of the railroads and expanding agricultural opportunities, the town grew quickly and, in 1885, was incorporated into a city. Many of the immigrants that were first attracted to Fresno were ethnic minorities, who settled over time in neighborhoods such as Chinatown, Armenian Town, German Town, and Italian Town. Chinatown, German Town and Italian Town were located within the City's original grid on the west side of the railroad tracks.² This did not happen by happenstance; in 1874 a number of white property owners in Fresno met and agreed to not sell or lease land to "undesirable" communities east of the railroad tracks.³

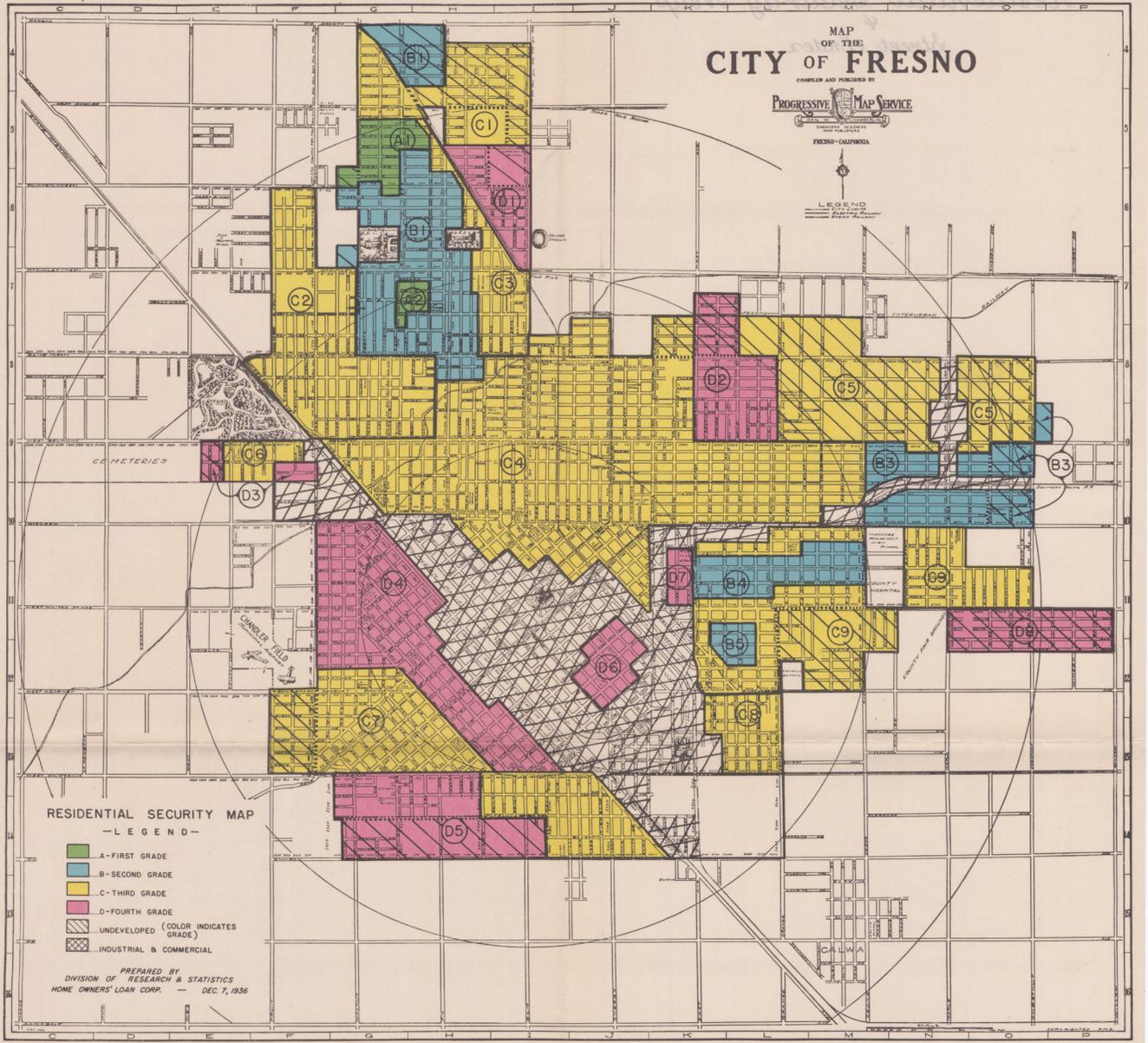
Fresno continued to expand rapidly after the turn of the century, and between 1913 and 1929, eleven high-rise buildings rose to create a distinct Fresno skyline. The pace of Downtown growth slowed during the Great Depression, although several notable Public Works Administration (PWA) buildings and some housing was built.

In 1936 Fresno was surveyed by the Home Owner's Loan Corporation (HOLC) an agency developed through the New Deal. HOLC recruited mortgage lenders, developers and real estate appraisers to create maps that color coded credit worthiness and risk on the neighborhood level from Green (A or "Best") to Red (D or "Hazardous"). These maps and associated documentation helped set the rules for nearly a century of real estate practices. With its parent bureau, the Federal Home Loan Bank Board, HOLC proved critical to protecting and expanding home ownership, standardizing lending practices and encouraging residential and commercial real estate investment in a distressed economy. At the same time these agencies also helped codify and expand practices of racial and class segregation.

FRESNO CITY STREET MAP

POINTS OF INTEREST IN AND NEAR FRESNO

FRESNO, in the exact geographical center of California, is one of the most conveniently located convention cities of the State and the key city for tourists to see three National Parks, the Kings River Canyon wonderland and numerous mountain-lake resorts. Fresno has 52,513 population in its city limits of 8 1/2 square miles and 85,000 in its metropolitan area of 25 square miles. Paved and ciled roads radiate from Fresno in every direction. The city is served by the Southern Pacific and Santa Fe railroads, and the Pacific Greyhound Lines. Airplanes for mail and passengers maintain daily service north and south from Chandler Municipal Airport. As the metropolis of one of the most productive agricultural regions of America, with a preeminent monopoly of raisins, grapes and figs, Fresno's industries depend mostly on fruit, with petroleum, lumber and cotton as other important products. Fresno County has 706,000 acres of farm and fruit land under irrigation. Fresno is a city of attractive homes and gardens. The Fresno State College with an enrollment exceeding 2,000 is California's sixth largest educational institution. There are four high schools and twenty-two elementary schools. Fresno has 22 hotels and theatres, several restaurants, 83 churches, three episcopalian clubs and splendid parks and playgrounds. Points of interest are: Reading Park, 137 acres, with 800 varieties of trees and shrubs; Kearney boulevard, nine miles of palms-Kearney Park; Fresno State College; Fresno High School and Roosevelt High School; the Sun-Maid Raisin Plant, largest dried fruit packing plant in the world. Distances from Fresno to County and Valley attractions are: Great Park, 64 miles; Huntington Lake, 72 miles; Shaver Lake, 81 miles; Sequoia Park, 96 miles; Yosemite, 99 miles; Kings River Canyon, 70 miles; Bass Lake, 50 miles; Ewellman Hills, known as the world's richest oil field, 59 miles.



Home Owner Loan Corporation Map - Fresno (1936).

The Fresno HOLC 1936 map and accompanying report evaluates neighborhoods according to the age and condition of existing buildings, vacancy and rent costs within the neighborhood, and the ethnic, racial and economic status of the residents. The HOLC map evaluates neighborhoods with older housing stock as less desirable than newer areas, a practice that prioritizes expansion over investment in existing neighborhoods. Neighborhoods with racially restrictive covenants, like Huntington Boulevard and Sierra Vista, received higher ratings than neighborhoods without them.⁴ All of the land west of the commercial downtown and Southern Pacific Railroad line, which the report identified as the most racially and ethnically diverse neighborhoods in Fresno, was found to be “Definitely Declining” or “Hazardous,” while land north of Downtown included a fair amount of land identified as “Still Desirable” and the only two areas in the city labeled “Best.” Armenian Town, surrounded by Downtown core commercial and industrial development, was also labeled as “Hazardous” and the accompanying report notes that the population was 85% Armenian and had a mixture of residential buildings and small shops and grocery stores, coming to the conclusion that “It is definitely a hazardous area for mortgage lending.”⁵ These designations would significantly impact development trends, promoting investment in northward expansion (and to a lesser degree eastward expansion) over westward or southern expansion.

Following World War II, the passage of the G.I. Bill enabled returning veterans to purchase homes and establish businesses, prompting another period of rapid expansion. The completion of the Mayfair subdivision in 1947, north of Downtown, included Fresno’s first suburban shopping center and ushered in an era of development at the suburban fringe. However, this expansion was not equally available to all Fresnoans. The African-American population in Fresno grew significantly after World War II from around 2,000 people in 1940 to over 10,000 by 1960; many emigrants were former servicemen or former defense workers from the Bay Area.⁶ African-American veterans were not able to take advantage of many G.I. Bill benefits like home and business loans because banks, using tools like HOLC maps, would not make loans for mortgages in neighborhoods that were seen as “Hazardous.”⁷ At the same time racial segregation practices prevented them from buying in new subdivisions like Mayfair which had a covenant that explicitly excluded “Asiatics or Negroes” from living in the neighborhood.

Between 1940 and 1950, the City's population grew by 30,000, with much of the growth accommodated in auto-oriented new suburbs to the north. In 1957 California Department of Highways developed a plan to construct a freeway loop around Downtown, redirecting traffic around the City's core rather than through it.⁸ This plan was enacted in stages from 1957-1997. The construction of the freeway loop system has had a devastating impact on Downtown Fresno and its surrounding neighborhoods. Formerly unified neighborhoods were cut in two by freeways without surface crossings. Facilitated by the freeways, the City continued to stretch onto inexpensive land to the north and east, aiding the flight of people and businesses away from the center of the city.

In the 1960s single-use zoning was put in effect in the Downtown area, resulting in the replacement of much of Downtown's original building stock with buildings that are detrimental to a walkable, mixed-use, vibrant environment. Federally funded urban renewal projects in Fresno also had a significant impact on Downtown; the West Area I and II Projects (1961-1970) removed housing between the railroad and the new Highway 99 to develop an industrial park and the South Angus Street Project (1958-1970), which removed a significant number of single-family houses near Holmes Park. By the late 1960s, an estimated 454 families had been displaced by urban renewal projects in Fresno, 30% of which were families of color.⁹

The economic downturn of the 1970s and 1980s exacerbated the decline of Downtown. Retail shops, commercial businesses, and institutions of all kinds joined the suburban exodus, aided by the construction of State Route 41. During this period Downtown experienced significant disinvestment and neglect.

However, over the last decade, public sentiment and optimism about Downtown Fresno has increased. A number of new mixed use projects (buildings that are part residential and part commercial) have developed in Downtown and proven popular. A new Development Code was put into effect which streamlines approvals for high quality mixed use downtown development. The struggling Fulton Mall received a \$20 million makeover as a completed street and Bus Rapid Transit was introduced. Finally, the future development of the High Speed Rail station on H St. between Fresno St. and Tulare St. has the potential to dramatically accelerate investment in Downtown.

DATA

The data gathered in this report is intended to establish baseline conditions which will be used to compare to future conditions as the downtown area develops. For more information on the methodology used for the data in this report see Appendix B.

RESIDENTIAL DATA

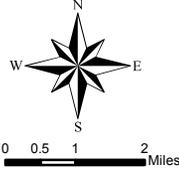
Fresno has expanded significantly since the middle of the 20th century, and the majority of the expansion has been through annexation (see Annexation map page 14). In 1960 housing units in Downtown accounted for a little over 43% of all housing units in Fresno, in 2017 Downtown's share had dropped to 14%.

As with many large California cities over the past fifty years Fresno has moved from a majority of people owning their homes to a majority of people renting; and this trend is more significant Downtown.¹⁰ Downtown has always had a higher percentage of renters, however Downtown has gone from 44% renters in 1960 to 67% renters in 2017. During the housing bubble that preceded the 2008 recession, the percent of renter occupied units dropped for Fresnoans outside of Downtown but increased for Downtown residents. Revitalization occurring in an area with an existing high population of renters increases the potential for displacement. Unlike homeowners, renters will not experience any direct financial benefit of revitalization in the form of increased property values. This does not mean that revitalization will inherently push existing residents out, only that there is a significant population of people within Downtown that are vulnerable to displacement if residential demand increases, particularly if new residents are high income and there is not enough new housing constructed to accommodate them.



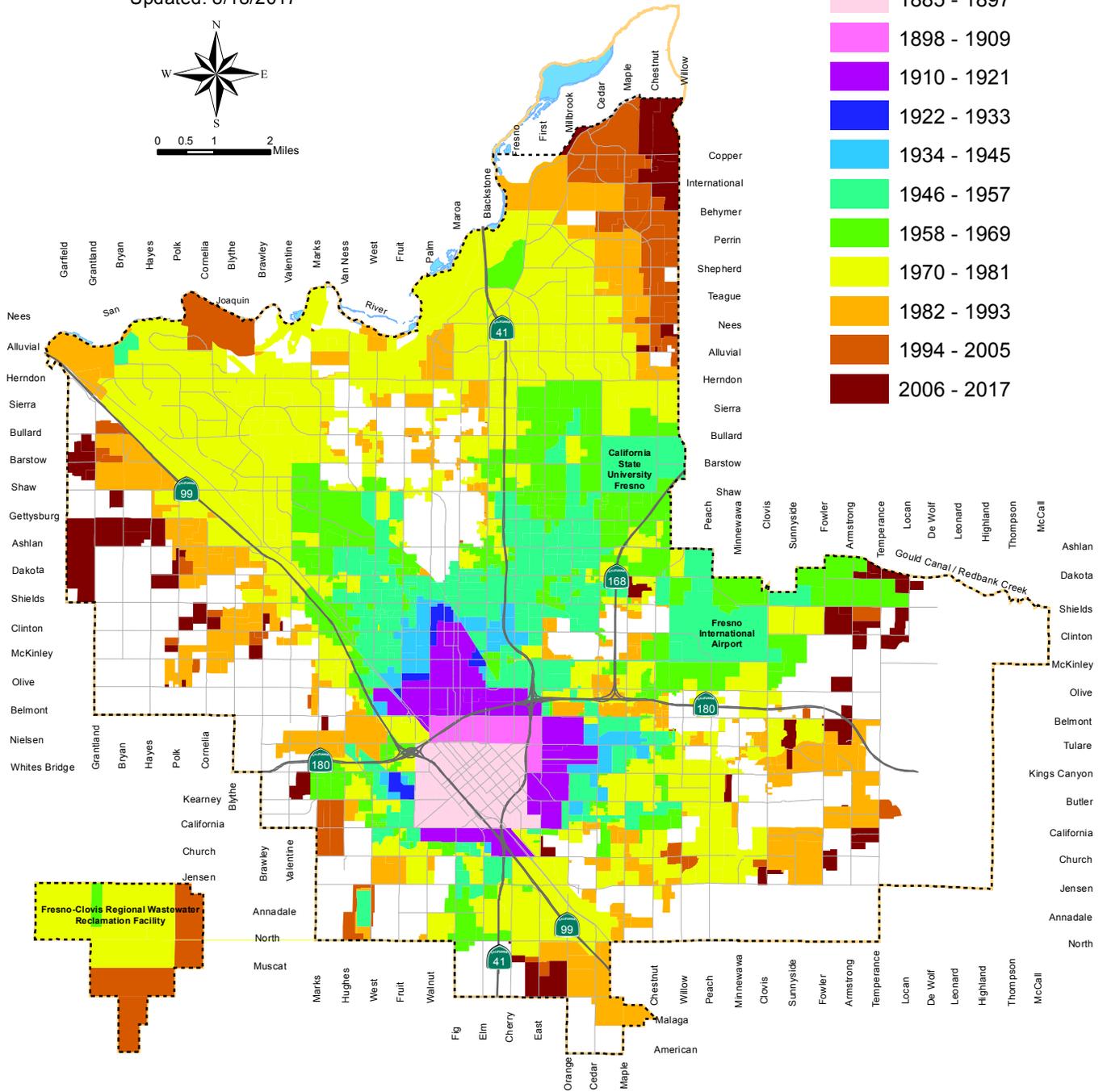
City of Fresno Annexation History

Updated: 8/18/2017



Annexations

- 1885 - 1897
- 1898 - 1909
- 1910 - 1921
- 1922 - 1933
- 1934 - 1945
- 1946 - 1957
- 1958 - 1969
- 1970 - 1981
- 1982 - 1993
- 1994 - 2005
- 2006 - 2017



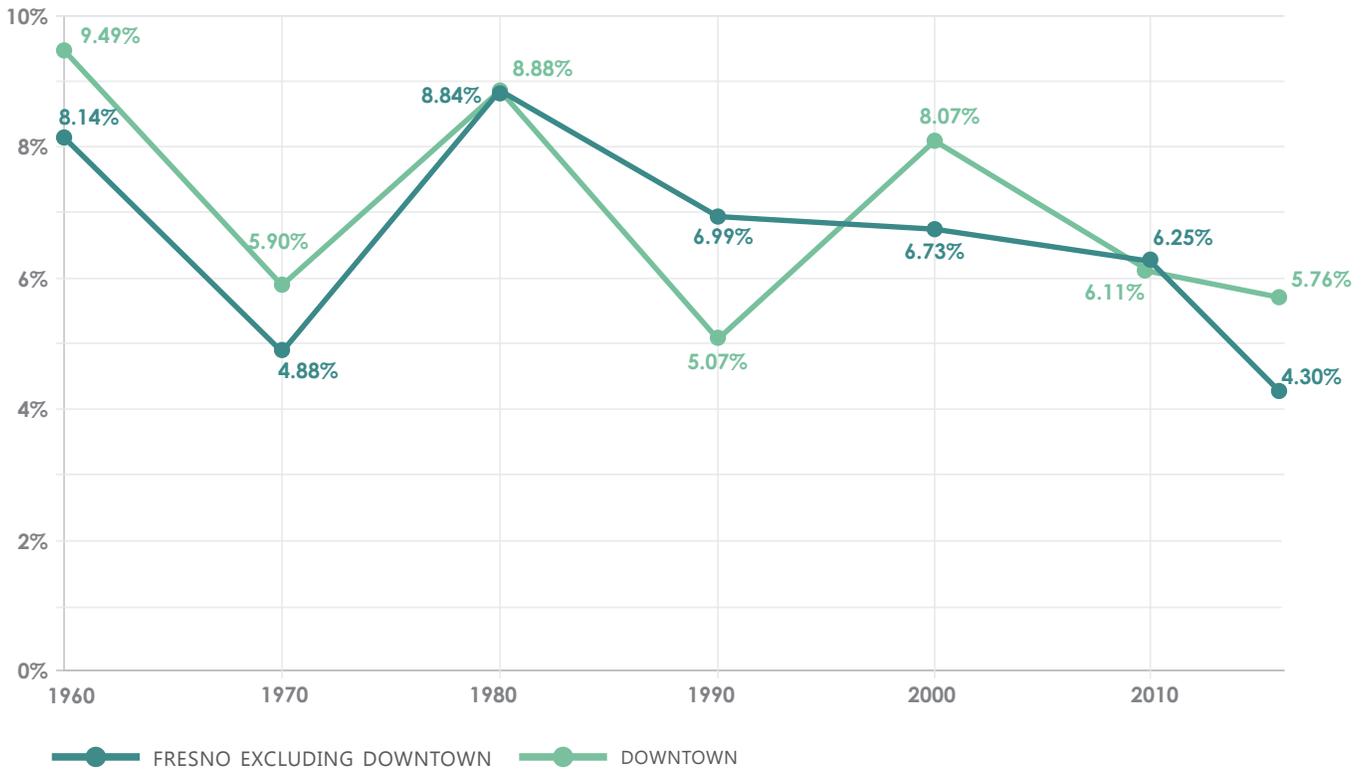
Legend

- Sphere of Influence
- Planning Area

RESIDENTIAL VACANCY

The residential vacancy rate is an indicator which measures the percentage of total housing units that are vacant. This number is calculated separately for housing units for sale and those for rent, known as the homeowner vacancy rate and the rental vacancy rate, respectively. A healthy rental vacancy rate is considered to be between 7 and 8 percent; a vacancy rate between 8 and 12 percent or between 4 and 7 percent is not ideal but not concerning, and a vacancy rate above 12% or below 4% is concerning. A healthy homeowner vacancy rate is much lower, between 1.3% and 2%.¹¹

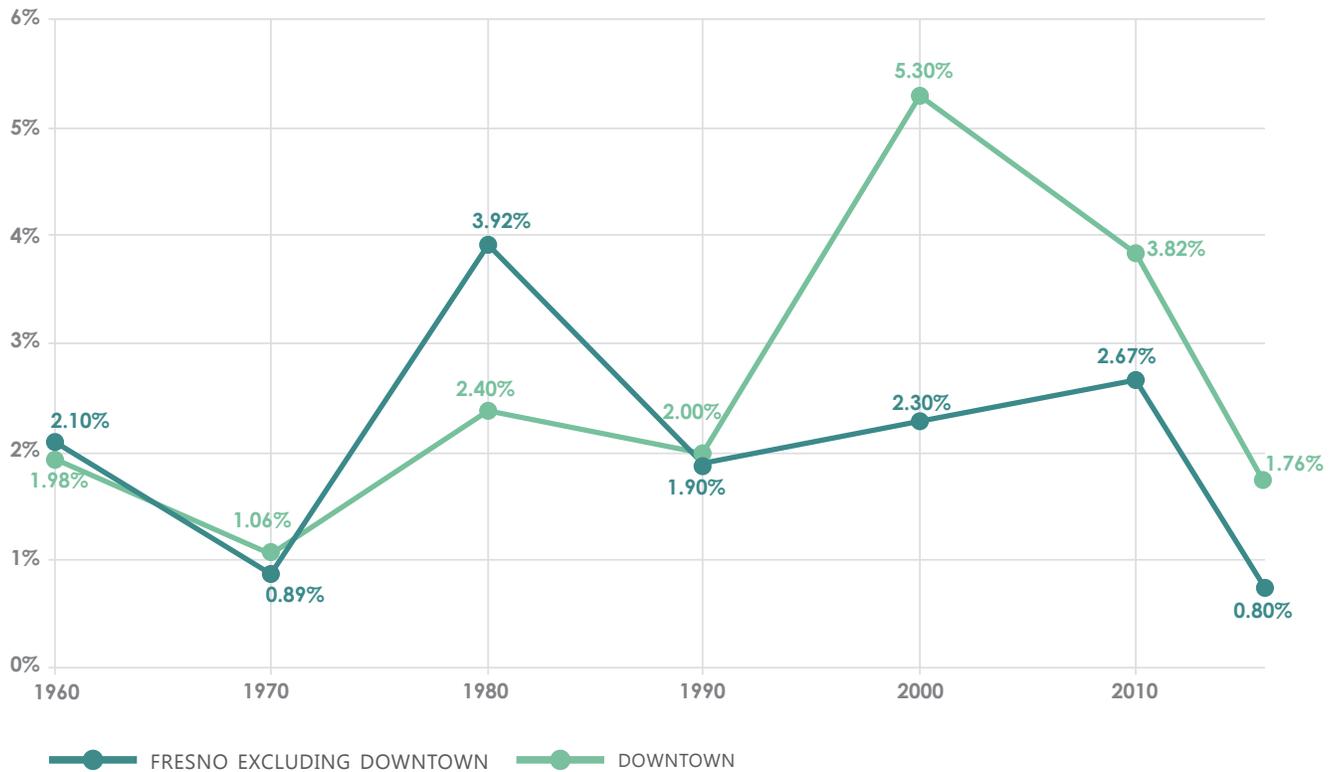
RENTAL VACANCY RATE 1960-2017



Source: Source: US Census 1960-2000 (IPUMS NHGIS, University of Minnesota, www.nhgis.org), American Community Survey Data, 2006-2010 American Community Survey and 2013-2017 American Community Survey 5 year estimates

The homeowner vacancy rate for Downtown has been higher than the rest of Fresno since 2000, when Downtown’s homeowner vacancy rate spiked dramatically from a healthy 2% in 1990 to 5.3% in 2000. During the same time period the rest of Fresno went from 1.9% to 2.3%. Since 2000, the homeowner vacancy rate has declined, and in 2017 was 1.8%.

HOMEOWNER VACANCY RATE 1960-2017



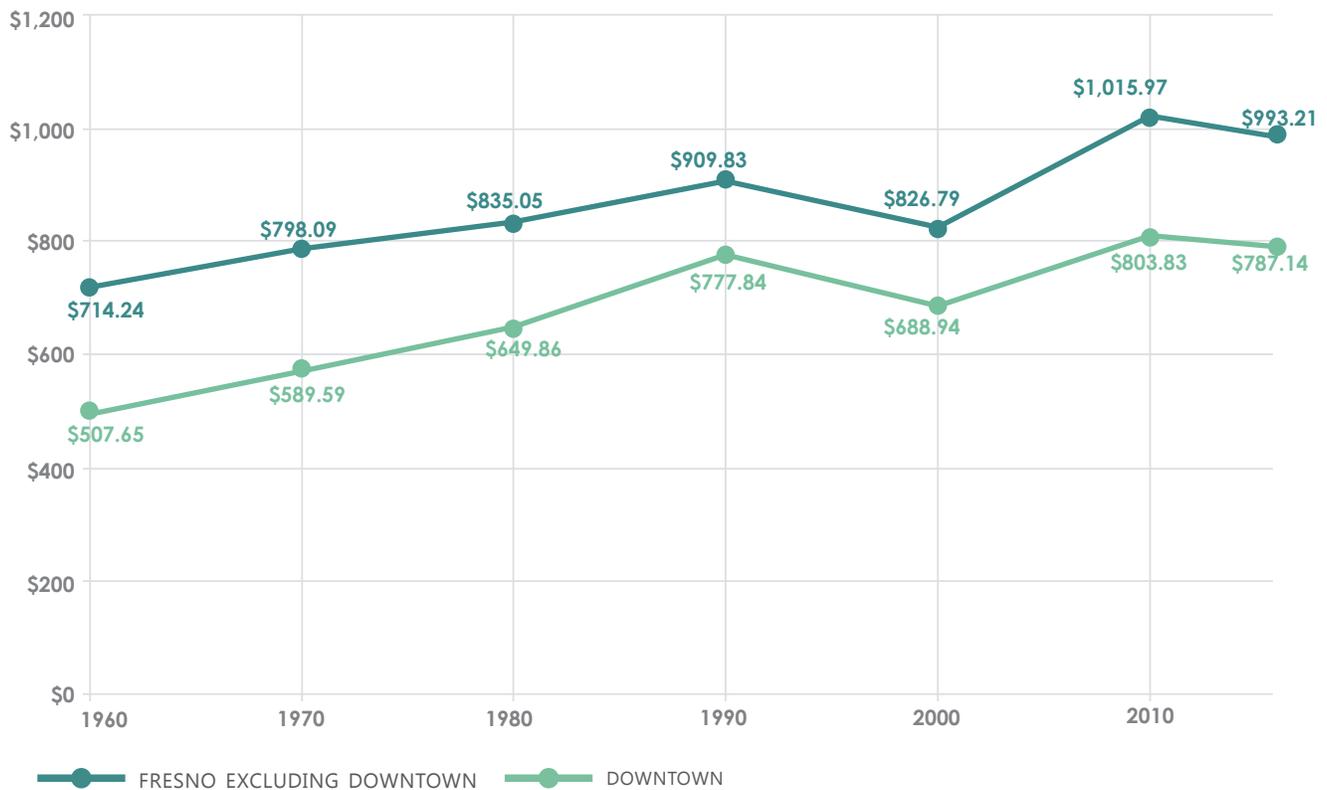
Source: Source: US Census 1960-2000 (IPUMS NHGIS, University of Minnesota, www.nhgis.org), 2006-2010 American Community Survey and 2013-2017 American Community Survey 5 year estimates

Given the high percentage of renters within Downtown, the rental vacancy rate is a significant indicator. Fresno outside of Downtown has been experiencing a decline in rental vacancy since 1980 and was 4.3% in 2017. The Downtown rental vacancy has had a slightly different trajectory, starting with a dramatic drop from 1980 to 1990 and then a significant increase from 1990 to 2000. Since 2000 the Downtown vacancy rate has been steadily decreasing and was 5.8% in 2017— although slightly higher than the 2017 rate for Fresno outside of Downtown and not officially “low,” the trend in Downtown vacancy is noteworthy.

MEDIAN GROSS RENT

Gross rent statistics provides information on the monthly housing cost for renters. Gross rent is the contract rent (the monthly rent agreed to) plus average monthly cost of utilities. Gross rent is used as an indicator as a way to eliminate differences in how utilities are incorporated into contract rent. The median gross rent value is the middle point of the data; half of households pay more than the median gross rent and half pay less.

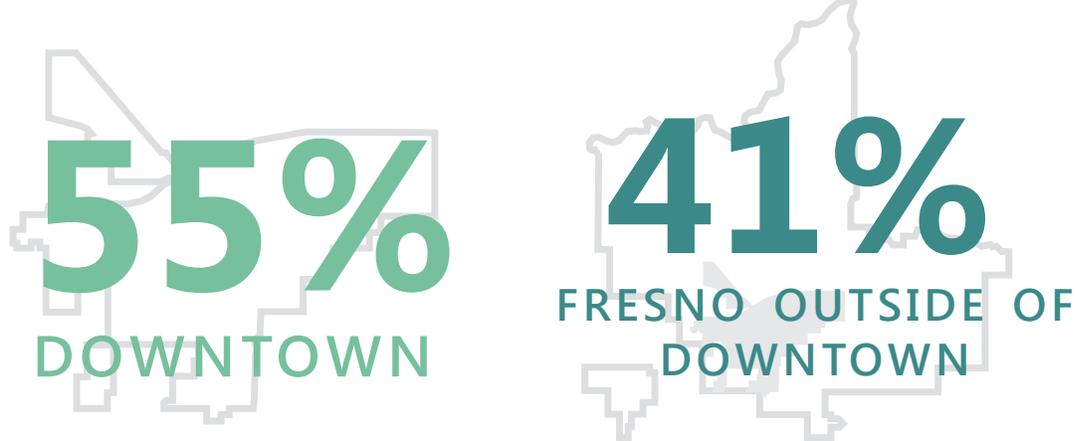
ESTIMATED MEDIAN GROSS RENT 1960-2017



Source: US Census 1960-2000 (courtesy of IPUMS NHGIS, University of Minnesota, www.nhgis.org), American Community Survey Data, 2010 and 2017, inflation calculated using BLS CPI Inflation Calculator

Rents are more expensive across the rest of Fresno than in Downtown, although rents in both areas have increased. As a general trend across the last 50 years, rents have increased more in Downtown than in Fresno outside of Downtown and this remains true when adjusting for inflation. The more recent trend is that Fresno's residential rental market experienced a drop from 2010 to 2017, in the same time period rent remained relatively flat Downtown.

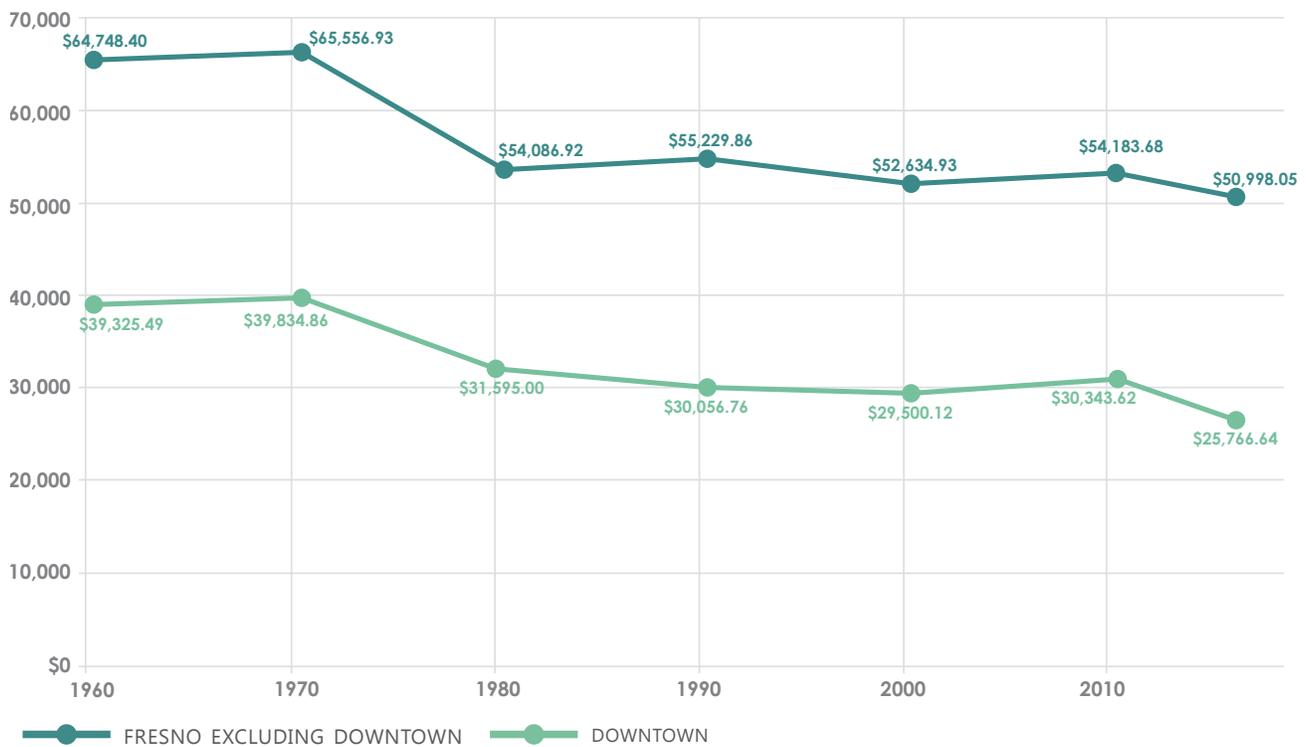
ADJUSTED FOR INFLATION MEDIAN GROSS RENT HAS INCREASED



MEDIAN HOUSEHOLD INCOME

Household income is the amount of income of the householder and all other individuals 15 years old and over in the household earned in the past 12 months. Median household income is the middle value of the data; half of households make more than the median household income, and half make less.

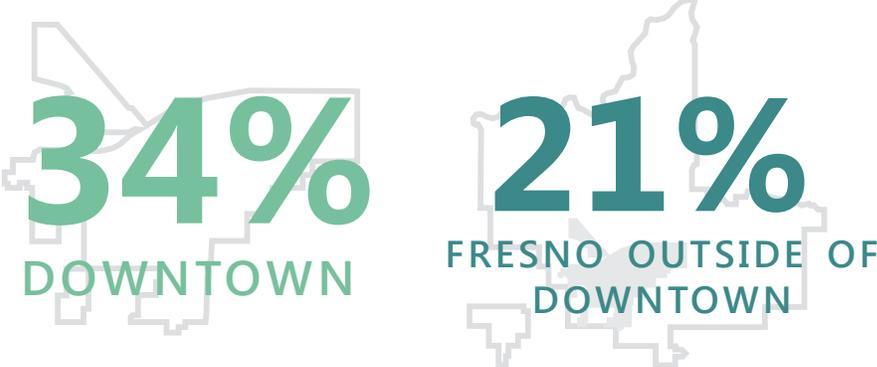
ESTIMATED MEDIAN HOUSEHOLD INCOME 1960-2017



1960-2000 Census Data (IPUMS NHGIS, University of Minnesota, www.nhgis.org) and the 2006-2010 American Community Survey and 2012-2017 American Community Survey 5 year estimates. 1960 and 1970 data only includes Family Income (not total household income)

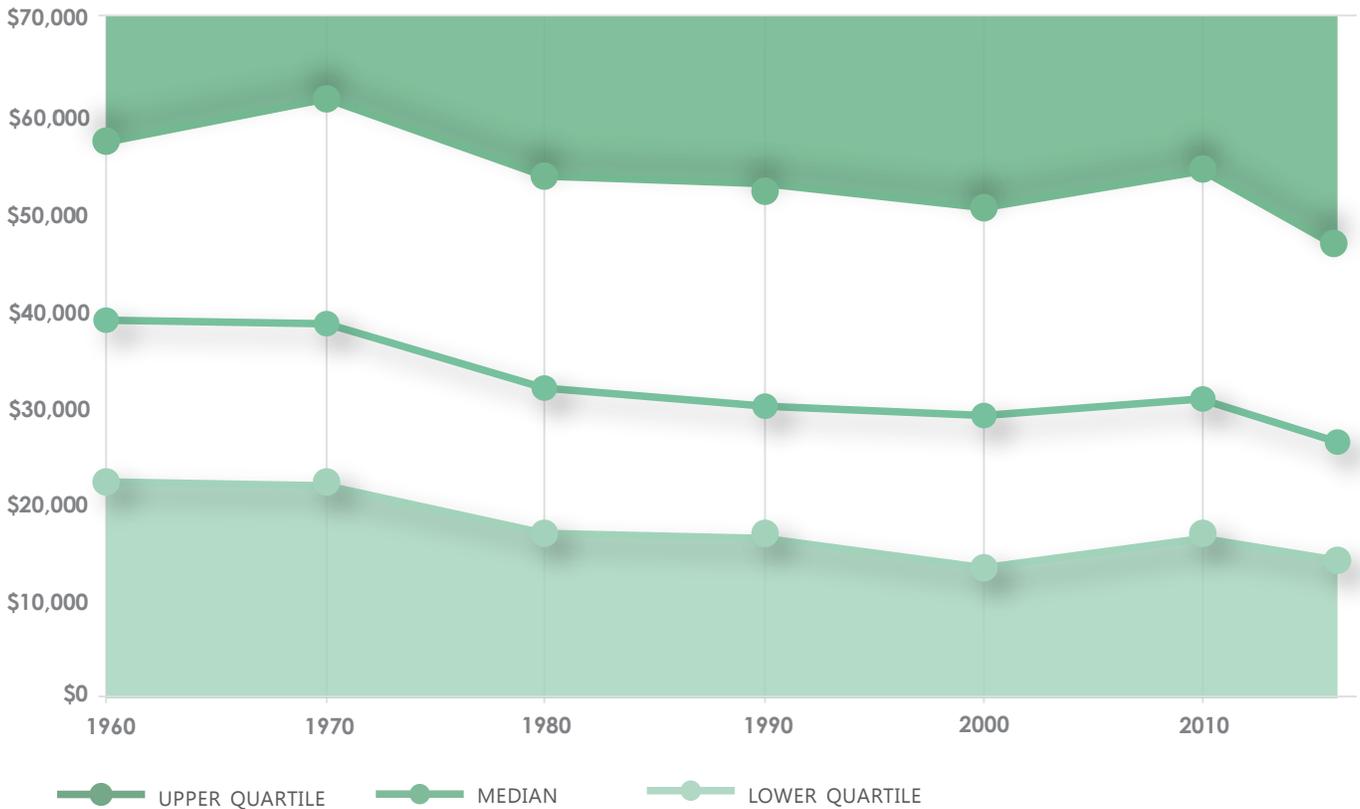
Adjusted for inflation, median household income in Fresno has declined since 1960, with the most significant drops happening 1970-1980 and 2010-2016. During the past 50 years Downtown median household income has always been lower than the rest of Fresno, and the median household income has decreased at a greater rate for Downtown households than non-Downtown households.

ADJUSTED FOR INFLATION MEDIAN HOUSEHOLD INCOME HAS DECREASED



Dividing the data into fourths (quartiles) provides more information as to the distribution of household incomes in Downtown and in Fresno outside of Downtown. The household income of the bottom 25% of households in Downtown Fresno (adjusted for inflation) has steadily declined since 1960. The bottom 25% of households in Fresno outside of Downtown have had their income drop significantly from 1960 to 2017, at the same time the upper 25% of households has generally increased with the exception of 1970- 1980 and 2010-2017.

ESTIMATED DOWNTOWN HOUSEHOLD INCOME DISTRIBUTION, BY QUARTILE 1960-2017



1960-2000 Census Data (IPUMS NHGIS, University of Minnesota, www.nhgis.org) and the 2006-2010 American Community Survey and 2013-2017 American Community Survey 5 year estimates (Courtesy of NHGIS) 1960 and 1970 data only includes Family Income (not total household income)

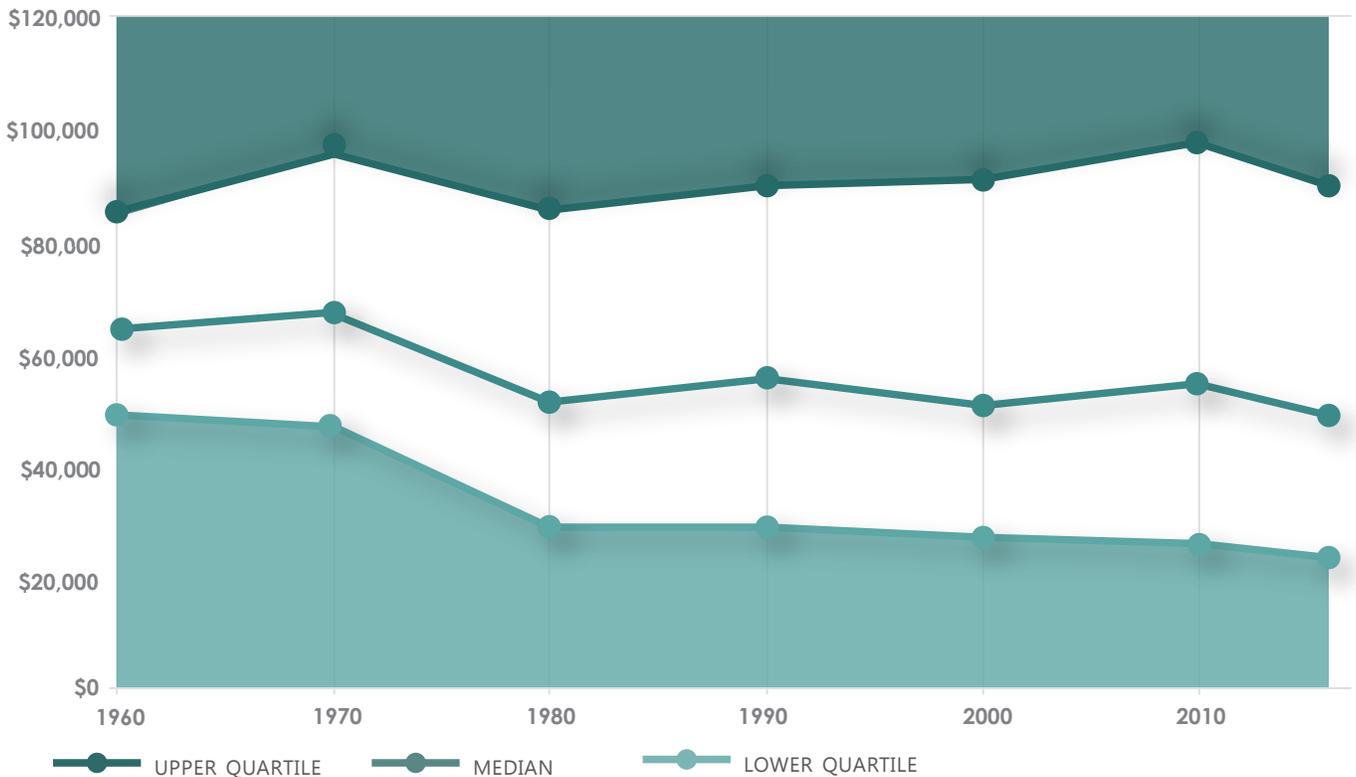
2017 DOWNTOWN HOUSEHOLDS

1/4 MAKE LESS THAN
\$13,644 1/4 MAKE MORE THAN
\$47,682

2017 FRESNO OUTSIDE OF DOWNTOWN HOUSEHOLDS

1/4 MAKE LESS THAN
\$24,535 1/4 MAKE MORE THAN
\$92,458

ESTIMATED (FRESNO OUTSIDE OF DOWNTOWN) HOUSEHOLD INCOME DISTRIBUTION FOR, BY QUARTILE 1960-2017



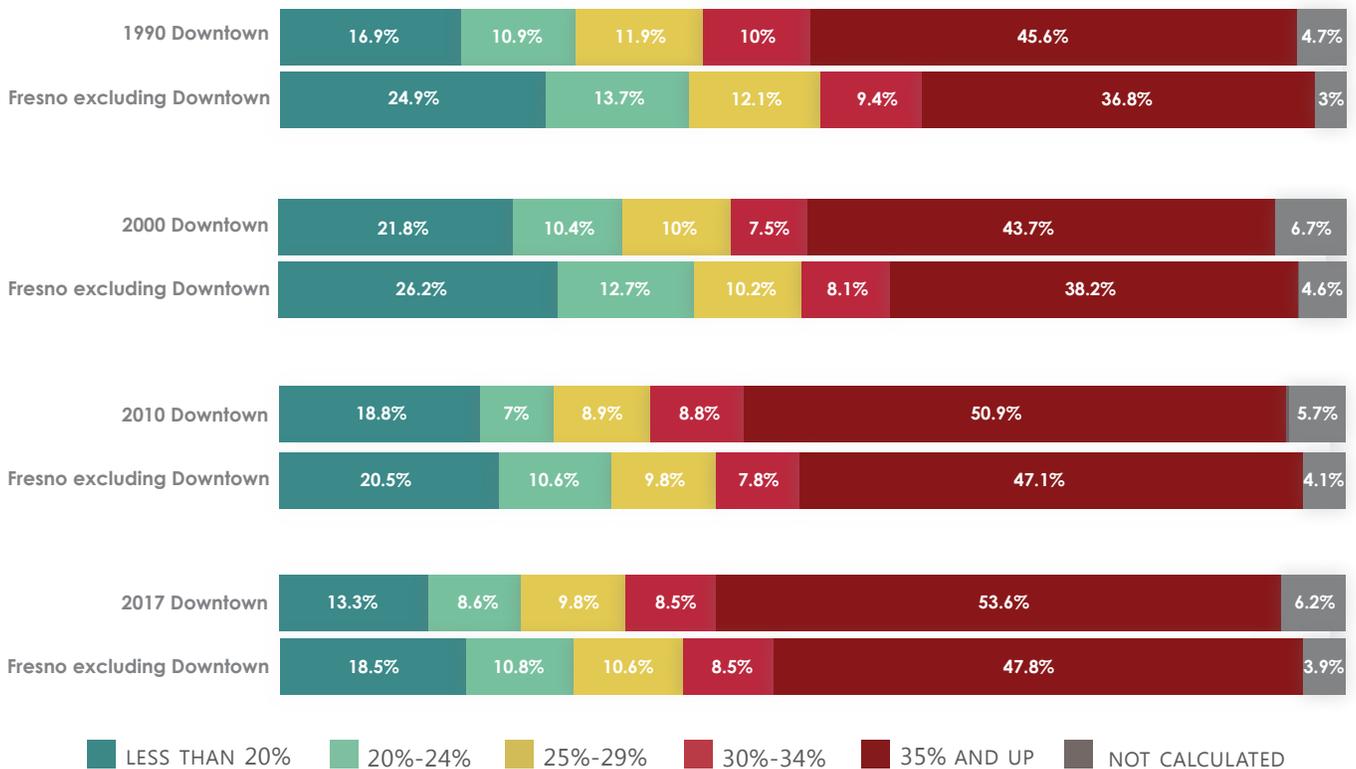
1960-2000 (IPUMS NHGIS, University of Minnesota, www.nhgis.org) Census Data and the 2006-2010 American Community Survey and 2013-2017 American Community Survey 5 year estimates (Courtesy of NHGIS) 1960 and 1970 data only includes Family Income (not total household income)

RENT BURDEN

When a household is spending more than 30% of their monthly income on rent, they are considered to be rent burdened.¹² Comparing gross rent as a percentage of household income is a good metric for evaluating rent burden.

The 50 year trend of increasing rent and decreasing household income has combined to increase the percentage of Fresno households that are rent burdened. In 1990 (the earliest date that comparable statistics are available), 55.6% of Downtown households were rent burdened, compared to 46.2% of households outside of Downtown. In 2017, 62.1% of Downtown households were rent burdened, compared to 56.2% of households outside of Downtown. Rent burden is a significant issue in Downtown Fresno.

GROSS RENT AS A PERCENTAGE OF INCOME 1990-2017 (PERCENTAGE OF TOTAL HOUSEHOLDS)



Source: US Census 1960-2000 (courtesy of IPUMS NHGIS, University of Minnesota, www.nhgis.org), 2006-2010 American Community Survey and 2013-2017 American Community Survey 5 year estimates.

CONVERSION OF AFFORDABLE UNITS

Affordable housing covenants are deed restrictions that require property to remain affordable for a set number of years. At the end of their affordability period, such units may convert to market-rate housing. Every year as part of the Housing Element Annual Progress Report, the City of Fresno reports on the status of any HUD receipt or approval of Notices of Intent and Plans of Action filed by property owners to convert to market-rate units. In the past ten years, although two properties have changed hands (King’s View Estates and the Village at Kings Canyon Apartments) the City has not received notice of any affordable housing units converting to market rate housing.

| NAME | ADDRESS | ASSISTED | MARKET | TOTAL | OPT OUT DATE | OWNER | PROGRAM |
|-------------------------------|---------------------------------------|----------|--------|-------|--------------|------------|----------------|
| Bigby Villa | 1329 E. Rev Chester Riggins Ave | 177 | 3 | 180 | 2038 | For Profit | LMSA/ LIHTC |
| Silvercrest Fresno | 1824 Fulton St | 158 | | 158 | 2036 | Non Profit | 202 |

Source: HUD Multi-family Assistance and Section 8 Database and California Tax Credit Allocation Committee (TCAC) Database. Accessed November 5, 2018.

The Housing Element identified a list of 15 HUD Federally assisted projects with opt-out dates falling within 2015-2025; seven of these projects had opt-out dates in the years 2015-2018, and one, Bigby Villa (1329 E. Rev Chester Riggins Ave) is located in Downtown. All five of these projects have entered into new agreements to remain affordable. The covenant for the Silvercrest Fresno (located Downtown at 1824 Fulton St) was set to expire in 2019; however, has been recently renewed until 2036.

Currently covenanted affordable housing units within Fresno do not appear to be converting to market rate housing. The City of Fresno will continue to monitor for at-risk affordable housing.

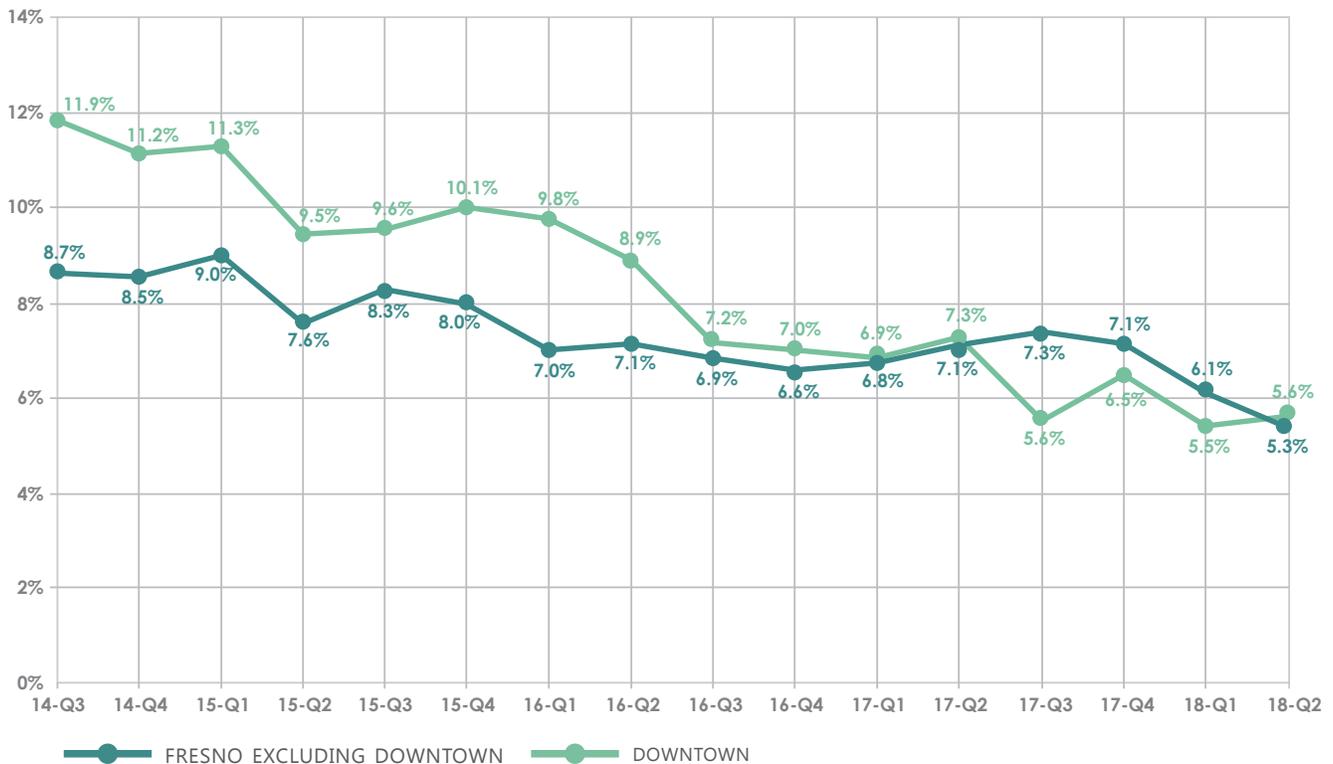
COMMERCIAL DATA

There has also been concern raised about the potential displacement of Downtown merchants. Like residential renters, commercial renters can be negatively impacted by increases in property values in the form of rising rents. However, unlike residents, commercial businesses can also benefit from increased sales. This report compares vacancy rates and lease rates for retail businesses inside Downtown to those outside of Downtown.

VACANCY RATES

The retail vacancy rate is an indicator which measures the percentage of retail square footage that is vacant. A healthy retail vacancy rate is considered to be 5%. A substantially low vacancy rate Downtown would indicate that there is a high demand for businesses to be located Downtown, which in turn would drive up lease rates and potentially displace existing businesses if those businesses were unable to realize higher sales from the higher desirability of the area.

RETAIL VACANCY RATES 2014-2018



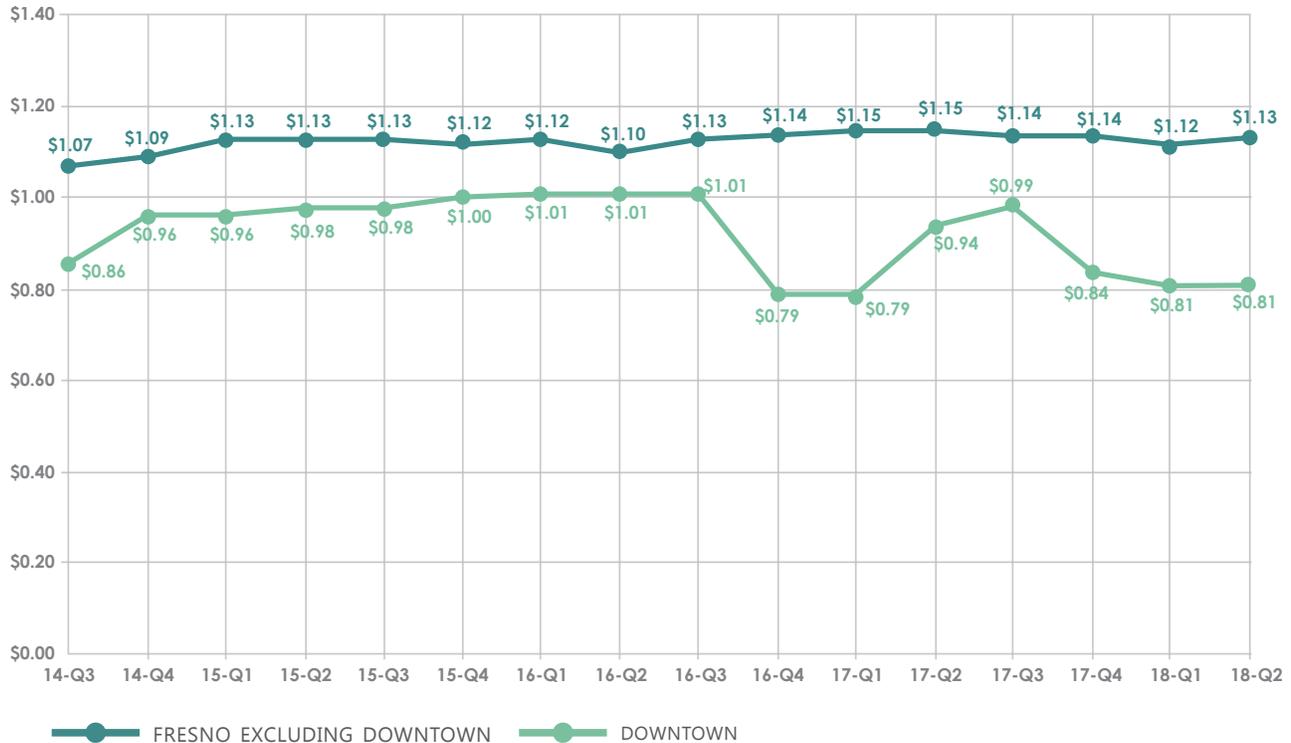
Source: CoStar Group Inc.

Although four years ago the retail vacancy rate for Downtown was significantly higher than the rate for Fresno outside of Downtown, more recently both have dropped to near 5%. Additionally, data collected by the Downtown Fresno Partnership shows that as of the end of 2018, 12% of the ground floor space in the Fulton District is vacant and ready to be leased.¹³ At the moment the retail market in Fresno as a whole appears to be healthy and there is not a higher demand to be located Downtown.

LEASE RATES

The average retail lease rate is an indicator that measures the average quoted cost per square foot. Quoted rental rates may differ from actual rates paid by tenants following negotiation of terms and conditions in a specific lease. A trend of increasing average retail lease rates Downtown would indicate that merchant displacement may be occurring.

QUOTED RETAIL RENTAL RATES (PER SQFT) 2014-2018



Source: CoStar Group Inc.

The average retail rental rate Downtown has been consistently lower than the average retail rental rate outside of Downtown. The recent trends in the retail market Downtown do not at this point suggest that conditions are ripe for displacement, although that might change in the future. Because of the data limitations for commercial statistics, developing other qualitative data tools may be helpful in capturing this information.

CONCLUSIONS

The data gathered in this report is intended to establish baseline conditions which will be used to compare to future conditions as the Downtown area develops.

An examination of the available data indicates that there may be reasons to be concerned about the effect that increased investment and development might have on vulnerable residential populations in Downtown. Downtown median household income is a little over half that of the median household income outside of Downtown. Seven out of ten residential units in Downtown are renter occupied and three out of five households in Downtown are rent burdened. Rental vacancy rates Downtown have fallen to 5.8%; this number is slightly higher than the 4.3% rental vacancy rate outside of Downtown, which indicates that there is a need for more rental housing in Fresno as a whole. Although residential rents Downtown are going up, they are increasing more slowly Downtown and are overall less than for Fresno outside of Downtown. At the moment Downtown is not experiencing substantial and sustained increases in rent that would signify that displacement is occurring.

The Downtown retail market has recently gone from a high level of vacancy (11.9%) to a healthy vacancy rate (5.6%). At the same time quoted rental rates have gone up and down, now resting at around \$0.81 a square foot. With healthy vacancy rate and a low asking rent at the moment the Downtown retail market does not appear to be experiencing a high level of demand that would be an indicator for displacement.

Because many of the current residents of Downtown would be susceptible to displacement this is the optimal time to explore policies and programs that could ensure that as revitalization efforts continue in Downtown that existing residents and small businesses are able to remain and take advantage of the benefits, if they so choose.

ENDNOTES

¹ George W. Grier and Eunice S Grier, *Urban Displacement: A Reconnaissance* (Washington D.C.: United States Department of Housing and Urban Development, 1978),8.

² Armenian immigrants to Fresno originally settled west of the tracks in the 1880s, but were able to later move to what is considered historical Armenian Town west of the tracks and south of downtown in the 1910s. See City of Fresno, South Van Ness Industrial District Historic Survey, Fresno, California, prepared by Karana Hattersley-Drayton and Architecture+History in association with Watson Heritage Consulting and Jody Stock (Fresno: City of Fresno, September 1, 2015), 18.

³ Paul Vandor, *History of Fresno County, with Biographical Sketches of the Leading Men and Women of the County who have been identified with its Growth and Development from the Early Days to the Present* (Los Angeles: Historic Record Company, 1919), 329-330.

⁴ Racially restrictive covenants are deed restrictions which prohibit non-white people from purchasing, leasing or occupying a property. In Fresno the groups of people explicitly excluded by racially restricted covenants included African American, Chinese, Japanese, South Asian, and Armenian residents. Enforcement of these covenants was found to be unconstitutional in 1948 in the U.S. Supreme Court case *Shelley v. Kraemer*, and the covenants themselves were made officially illegal in 1968 with the passage of the Fair Housing Act. For more information about racially restrictive covenants in Fresno see Uziel B. Jimenez, "Fresno's Long Hot Summer of 1967: An Examination of Housing and Employment Discrimination (M.A. Thesis, California State University- Fresno, 2017), 34-38.

⁵ Robert K. Nelson, LaDale Winling, Richard Marciano, Nathan Conolly, et al., "Mapping Inequality," *American Panorama*, ed. Robert K. Nelson and Edward L. Ayers, accessed October 17, 2018, <https://dsl.richmond.edu/panorama/redlining/#loc=13/36.7505/-119.7765&opacity=0.8&city=fresno-ca>

⁶ Jimenez, "Fresno's Long Hot Summer of 1967", 19.

⁷ Smithsonian American Art Museum, "After the War: Blacks and G.I. Bill," accessed October 17, 2018, <http://americanexperience.si.edu/historical-eras/post-war-united-states/pair-untitled-library/>

⁸ Earle Taylor, "The New Look: Fresno Working on Pattern of Highways," *California Highways and Public Works* 35, no. 7-8 (July-August 1957): 10-13.

⁹ Digital Scholarship Lab, "Renewing Inequality," *American Panorama*, edited by Robert K. Nelson and Edward L. Ayers, accessed October 17, 2017, <https://dsl.richmond.edu/panorama/renewal/#view=0/0/1&viz=cartogram&city=fresnoCA&loc=14/36.7398/-119.7825>

¹⁰ Although the majority of California and U.S. households are homeowners, Fresno is not unique in becoming a majority renter city. Looking at U.S. decennial census and American Community Survey data for the top ten largest cities in California (Los Angeles, San Diego, San Jose, San Francisco, Fresno, Sacramento, Long Beach, Oakland, Bakersfield and Anaheim), the number of majority renter cities went from 5 out of 10 in 2000 to 8 out of 10 in 2017. San Jose and Bakersfield remain majority homeowner household cities.

¹¹ Alan Mallach, "The Empty House Next Door: Understanding and Reducing Vacancy and Hyper Vacancy in the United States," (Cambridge: Lincoln Institute of Land Policy, 2018) 11.

¹² The 30% metric has only been in use since the 1980s. From 1968 to 1981 HUD used 25% as the limit for rent burden. This is why census data from 1970 and 1980 include households spending 25%-34% of their income on rent together; at the time that entire cohort would have been considered rent burdened.

¹³ This number does not include vacant spaces that are not leasable, or need extensive renovations; the ground floor area of the Bank or Italy building, Gottschalks building, and 887 Fulton St. See Downtown Fresno Partnership, *Property Inventory Report: Fulton District*, December 2018.

APPENDIX A

DOWNTOWN NEIGHBORHOODS COMMUNITY PLAN (2016) POLICIES

7.12 As Downtown and the downtown neighborhoods grow in population, ensure that existing residents and small businesses have opportunities to remain.

Intent: To avoid the displacement of long time residences and merchants that sometimes occurs as formerly distressed areas are improved.

7.12.1 The Mayor and City Council shall convene a displacement task force to explore ways to provide opportunities for low income residents and merchants to remain in their neighborhoods if displacement is observed due to substantial and sustained increases in rent. The task force should work in conjunction with low income residents, community organizations serving low income residents, experts on displacement, low income business owners and property owners in the plan area.

7.12.2 City staff shall annually gather data on lease rates, vacancy rates, rent burden rental rates, restricted affordable housing covenant expirations and, if applicable, displacement for use by the task force. An annual report on data gathered shall be released for public review and input. Staff should also study neighborhoods in other cities which have experienced displacement to assist the task force in identifying similar displacement patterns within the plan area.

7.12.3 The task force should identify a set of actions that give displaced persons or businesses the opportunity to remain in the area if they wish to do so. Acceptable thresholds should be developed by the task force for factor which may include sustained rent increases, extremely low vacancy rates, a pattern of increased displacement, or other data that may point towards a local housing market that does not promote a diversity of incomes. If data shows that the thresholds are exceeded in a significant and sustained manner, additional policies shall be evaluated for adoption by the City Council, including an affordable housing set aside within new housing projects, requiring affordable housing with the sale or contribution of city-owned property within the plan area, policies to address issues that are causing tenants to move involuntarily, or in-lieu fee for new construction to be set aside for an affordable housing trust fund.

7.12.6 The City shall create and maintain a webpage where it will post information provided by staff to the task force, task force minutes, reports issues by the task force, and other relevant materials.

Program 12A Downtown Displacement Prevention-

The City will implement Policy 7.12.1 of the DNCP which calls for the convening of a displacement task force to explore ways to provide opportunities for low income residents and merchants to remain in their neighborhoods if displacement is observed due to substantial and sustained increases in rent.

The task force should work in conjunction with low income residents, community organizations serving low income residents, experts on displacement, low income business owners, and property owners in the plan area. The intent of the displacement task force is to establish measures and collect data on those measurements that can identify gentrification and/or displacement of residents or businesses in Downtown.

The data gathering measures are intended to establish baseline conditions which will be used to compare to future conditions as the Downtown area develops. The following action items are included in the Plan:

- Convening a displacement task force to explore ways to provide opportunities for low-income residents and merchants to remain in their neighborhoods if displacement is observed. The Task Force shall be convened in 2018, within 3 months of the release of the first annual report on displacement.
- Annually gathering data on lease rates, vacancy rates, rent burden, rental rates, restricted affordable housing covenant expirations, and if applicable, direct displacement for use by the task force. An annual report on data gathered shall be released for public review and input.
- Identifying a set of actions that give displaced persons or businesses the opportunity to remain in the area if they wish to do so within 6 months of the Task Force finding that displacement is occurring, which will be carried out within one year of identifying the actions.
- Seeking funding for mixed income and affordable housing within the plan area, including potential set-asides for affordable housing for tax increment generated within any future Enhanced Infrastructure Financing Districted formed or a future citywide affordable housing trust fund.
- Working with the owners of affordable housing properties to ensure that affordability is maintained over the long term.
- Creating and maintaining a webpage to post information provided by staff to the task force, task force minutes, reports issued by the task force, and other relevant materials.

Responsibility: Development and Resource Management Department, Planning Division

Timeframe/Objective: Annually gather data on lease rates, vacancy rates, rent burden, rental rates, restricted affordable housing covenant expirations, and if applicable, displacement as part of the annual reporting process, starting in 2018. Convene Task Force within 3 months of release of first annual report on displacement in 2018. If displacement is observed, within 6 months identify a set of actions that give displaced persons or businesses the opportunity to remain in the area if desired.

SOUTHWEST FRESNO SPECIFIC PLAN (2017) POLICIES

Goal LU-4 Maintain the use and character of existing residential neighborhoods, while improving the quality of housing and encouraging home ownership, and remediate Southwest Fresno's blighting conditions to improve the community's image, attract private investment, and create a pleasant living environment

Policy LU-4.8 Establish an anti-displacement strategy and an anti-displacement and relocation program to minimize and avoid the displacement of existing residents outside of the plan area caused by new development.

Because of historical census tract splitting, census data from 1960-2000 will also include census tract 25.01, 13.03 and 13.04.

Data for Fresno excluding Downtown is an estimate derived from taking U.S. Census Bureau place level data for Fresno city and subtracting the Downtown totals. The limitation of this estimate is that census tracts can include households that are outside of the Fresno city limits.

CALCULATING MEDIANS AND QUARTILE DATA

Because the U.S. Census Bureau only includes aggregate data in fixed bins (or ranges), median and quartile data for derived geographies cannot be directly determined, only brought to the nearest bin. Therefore medians and quartiles have been estimated using the following formula that assumes a standard distribution of data within the bin:

$$\text{Median} = L + (n/2 - F) / f * w$$

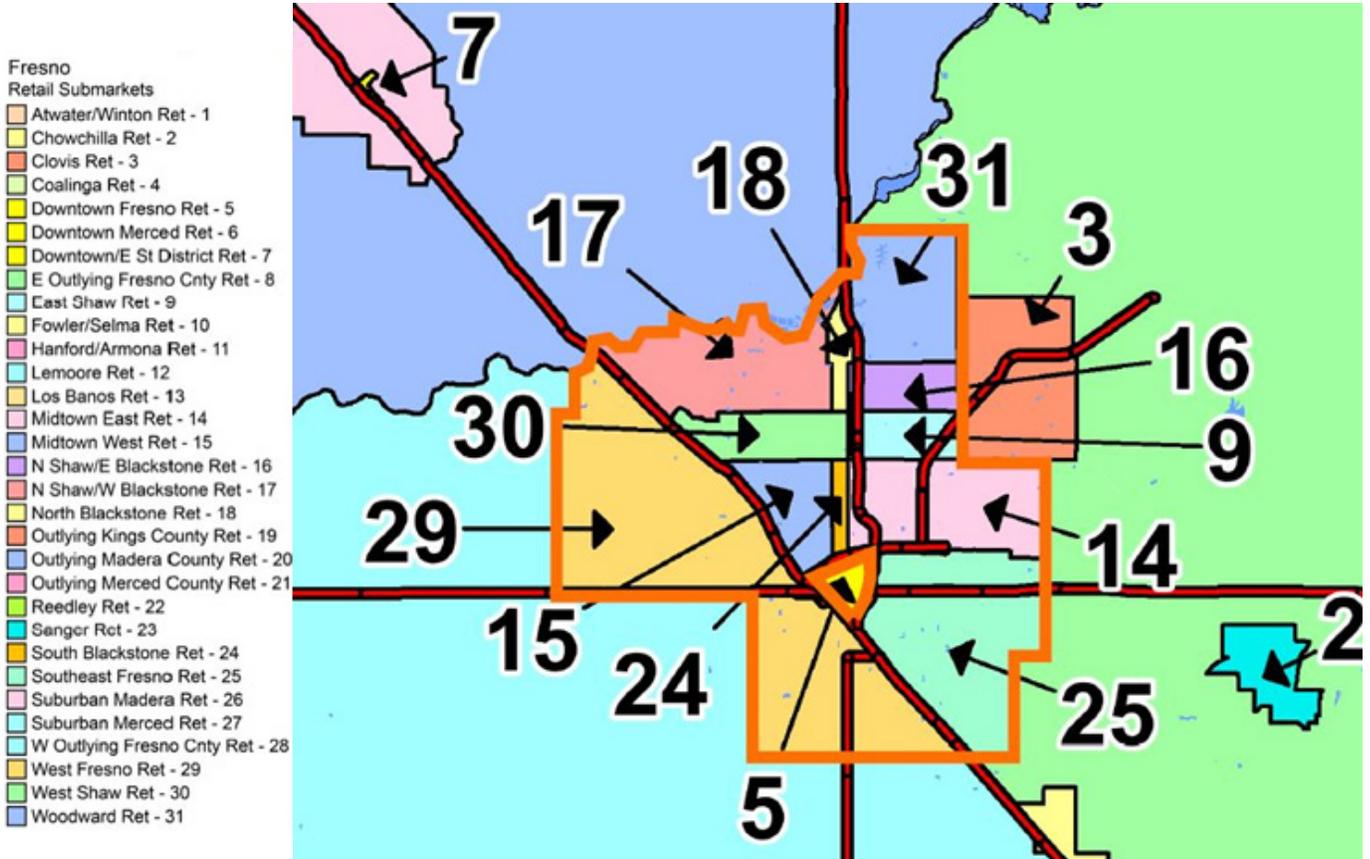
$$\text{Lower Quartile} = L + (n/4 - F) / f * w$$

$$\text{Upper Quartile} = L + (n * 3/4 - F) / f * w$$

Where L is the lower border of the median (or upper or lower quartile) bin, n is the total number of occurrences, F is the cumulative frequency up to the median (or upper or lower quartile) bin, f is the frequency of the median (or upper or lower quartile) bin and w is the width of the median (or upper or lower quartile) bin.

COMMERCIAL DATA

Commercial data was derived from CoStar Retail Statistics for the Fresno retail market from 2014-2018. Fresno Downtown statistics were taken from CoStar's Downtown Fresno Retail Market, which is bounded by SR-180, SR-41 and CA-99. Fresno outside of Downtown uses a combination of retail markets within Fresno (see map). Because CoStar's data is proprietary it is unclear from CoStar's data which retail buildings/square footage is included in a retail market (ie if all retail buildings or a representative sample is included).



Costar Retail Submarket Boundaries (2018).

APPENDIX C

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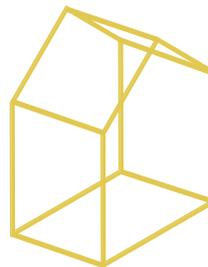
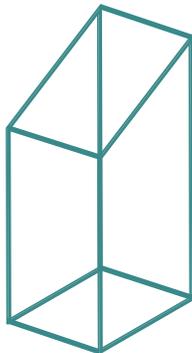
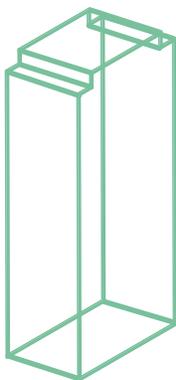


Exhibit H
Anti-Displacement Task Force Structure Resolution



RESOLUTION NO. 2018-277

A RESOLUTION OF THE COUNCIL OF THE CITY OF
FRESNO, CALIFORNIA, ESTABLISHING DISPLACEMENT
TASK FORCE OF THE CITY OF FRESNO

WHEREAS, the Downtown Neighborhoods Community Plan Policy 7.12 calls for the avoidance of displacement of long-time residents and merchants as formerly distressed areas are improved; and further calls for the creation of a displacement task force, annual gathering of data, the release of a public annual report on data gathered, and identification of a set of actions that give displaced persons or businesses the opportunity to remain in the area if displacement is observed; and further calls for seeking funding for mixed income and affordable housing within the affected areas, working with owners of affordable housing properties to ensure that affordability is maintained over the long term, and creating and maintaining a webpage to post information on the task force; and

WHEREAS, Program 12A of the Fresno General Plan Housing Element calls for exploration of ways to provide opportunities for low income residents and merchants to remain in their neighborhoods if displacement is observed due to substantial and substantial increases in rent; and, in addition to all the measures noted above calls for the Displacement Task Force to convene in 2018; and

WHEREAS, the Southwest Fresno Specific Plan Policy LU-4.8 calls for an anti-displacement strategy and an anti-displacement and relocation program to minimize and avoid the displacement of existing residents outside of the Plan Area caused by new development.

1 of 4

Date Adopted: 11/29/2018
Date Approved: 11/29/2018
Effective Date: 11/29/2018

Resolution No. 2018-277



NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Fresno as follows:

1. Displacement Task Force is hereby established.

2. The purpose of Displacement Task Force is to explore ways to provide opportunities for low income residents and merchants to remain in their neighborhoods if displacement is observed due to substantial and sustained increases in rent. The Displacement Task Force may analyze data and recommend resolutions related to all causes and areas of displacement beyond those called for in the Housing Element, so long as the requirements of Housing Element Program 12A are satisfied.

3. The Displacement Task Force shall continue to exist until the mission of the body is completed. The Displacement Task Force shall automatically terminate four years from its creation unless expressly provided for herein or extended by Council resolution.

4. The membership shall consist of:

a. ELEVEN members.

b. The members shall be appointed in the following manner: by Mayoral appointment, subject to approval by the Council.

c. The committee shall be composed of the following numbers and categories of members consistent with the qualifications as set forth below:

i. Three residential tenants:

a. One residing in the Fulton Corridor Specific Plan Area,

and



b. One residing in the Downtown Neighborhoods Community Plan Area, and

c. One residing in the Southwest Fresno Specific Plan Area.

ii. Two commercial tenants:

a. One located in the Downtown triangle, and

b. One in either Chinatown or Southwest.

iii. Three Developers:

a. One affordable housing developer, and

b. One market rate developer, and

c. One Community Development Corporation Developer;

iv. Three Advocates:

a. One non-profit organization, and

b. One representative of a neighborhood organization,

and

c. One individual/non-affiliate.

5. The term of office shall be at pleasure of the appointing authority.

6. There shall be no compensation.

7. The Staff Representative shall be appointed by the Mayor.

* * * * *



STATE OF CALIFORNIA)
COUNTY OF FRESNO) ss.
CITY OF FRESNO)

I, YVONNE SPENCE, City Clerk of the City of Fresno, certify that the foregoing resolution was adopted by the Council of the City of Fresno, at a special meeting held on the 29th day of November 2018.

AYES : Baines, Brandau, Bredefeld, Caprioglio, Chavez, Olivier, Soria
NOES : None
ABSENT : None
ABSTAIN : None

YVONNE SPENCE, CRM MMC
City Clerk

By: Yvonne Spence 12/11/18
Deputy Date

APPROVED AS TO FORM:
DOUGLAS T. SLOAN
City Attorney

By: Talia Kolluri-Barbick 12/11/2018
Date
Supervising Deputy City Attorney

Exhibit I
Community Engagement Plan

Transform Fresno Community Engagement Plan Narrative

FINAL

September 6, 2019



Prepared for the City of Fresno by Raimi + Associates.

Community Engagement Plan Summary

(SGC GUIDANCE QUESTION 1)

This Community Engagement Plan (CEP) builds on the significant citizen and community participation that occurred during the Transform Fresno project application process and in the ongoing work of City of Fresno staff and the Outreach and Oversight Committee. Further, this CEP is guided by the Strategic Growth Council requirements, as part of the Transformative Climate Communities (TCC) Implementation Grant, for preparation of an engagement plan to ensure that residents, workers, business owners, and other property owners and stakeholders continue to be engaged during implementation of the Transform Fresno efforts.

This CEP establishes a framework to maintain consistent contact with the community, coordinate communications on opportunities for community members to guide project implementation (such as contributing to decisions on the design of projects), and activities to program and activate investments (through attendance at events, being a community garden member, etc.). It is informed by a Sampling Plan that highlights demographic and economic characteristics of hard-to-reach population segments in the Project Area and is based on the outcomes of:

- Thirty stakeholder surveys evaluating the CEP Framework and identifying preferences for frequency of communication and methods of community engagement;
- One-on-one conversations with the twelve Project Partners;
- Five pop-up workshops with participation by 120 community members and stakeholders at high-traffic locations throughout the Project Area;
- A 30-day period for public review and written comments;
- Meetings with the Transform Fresno Outreach & Oversight Committee; and,
- Other comments and feedback received from City of Fresno staff and community stakeholders through other means, such as emails and comment letters

Key issues that emerged from this engagement process include: urgency to begin implementation activities to meet the needs of longtime residents and businesses; a strong desire for displacement avoidance safeguards and connections to workforce development opportunities; and concern for hard-to-reach populations, such as the elderly, those who are linguistically isolated or may have a distrust of local government, being considered and prioritized in development strategies for targeted outreach.

As a result, this Community Engagement Plan is designed to be rigorous and flexible—leveraging existing relationships with Project Partners, while creating space for formal

inclusion of new Community Partners and the next generation of leaders across the three neighborhoods and diversity of stakeholders and interests in Transform Fresno.

Key elements include: Centralization of communications and community engagement information on a redesigned project website; Funding local organizations for direct outreach to build the civic capacity infrastructure within the Project Area; Developing the next generation of leaders through a Youth Leadership Development Program that includes activities related to communication, governance, arts and culture, and participatory budgeting; and Collaboration with the Evaluation Team to ensure the application of the transparency and accountability measures sought by residents and key stakeholders.

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How to Navigate this Document

This document is a narrative recounting of the goals, objectives, values, and community engagement best practices set forth by Transform Fresno stakeholders. It is a supplement to the work plan and budget and responds to guidance questions from the Strategic Growth Council (SGC).



Terms and Definitions

The Community Engagement Plan makes references to stakeholders broadly and specifically:

- *Project Area* – The boundary for the Transform Fresno TCC Program Implementation Grant.
- *Transform Fresno Project* – One of the 24 projects with a unique TCC-funded work plan and budget.
- *Transform Fresno Plan* – The 24 projects, greenhouse gas reduction goals, and transformative elements (Community Engagement Plan, Displacement Avoidance Plan, Workforce Development Plan) as a whole.
- *Transform Fresno Collaborative* – The governance structure of the Transform Fresno Plan; inclusive of Lead Agency, Project Partners, the Outreach & Oversight Committee, and other entities named in the Fresno TCC Memorandum of Understanding (MOU).
- *Lead Agency* – Refers to City of Fresno as the awardee and administrator of funds from the Transformative Climate Communities Program.
- *Program Implementation Manager* – The staff person managing Transform Fresno efforts.
- *Project Partner* – An organization or entity receiving funds from the TCC Budget and signed on to Fresno TCC MOU.
- *Community Partner* – An organization or entity that is an essential part of building civic infrastructure in the Project Area, and has been identified as capable of leading community engagement within a specified category as outlined in CEP.
- *CEP Development Consultant* – The consultant team hired to develop the CEP.
- *Prime Community Partner* – An organization or entity that is an essential part of building civic infrastructure in the Project Area, and has been identified as capable of leading community engagement within the Transform Fresno Plan and will serve as the lead Community Partner for all community engagement categories.

Introduction

(SGC GUIDANCE QUESTIONS 2 AND 3)

Project Area Description

The Transform Fresno Project Area encompasses 4.9 total square miles within the Chinatown, Southwest Fresno and Downtown areas of the City. Census Tracts within the boundaries of these neighborhoods are in the top 5% of Disadvantaged Communities statewide, according to CalEnviroScreen 3.0, and 100% of the Project Area is categorized as low-income, as identified by AB1550. The implications of these rankings mean the project area faces a disproportionate share of environmental, health and economic burdens to include high pollution and asthma rates, low birth weights, increased cardiovascular disease rates, and high rates of exposure to toxins and pesticides. Compounding health and environmental burdens are high rates of linguistic isolation, low educational attainment and severe poverty. In the face of these challenges, community stakeholders have long been engaged and invested in the transformative process to reshape the Project Area.

History of Community Engagement in Project Area

Related Plans & Engagement Efforts

Engagement of community stakeholders during the formulation of the City of Fresno General Plan, Community Plans, and Specific Plans included discussion on a range of topics, such as increasing opportunity for economic development, achieving healthy air quality and reducing greenhouse gases, emphasizing and planning for various modes of transportation, and increasing a network of parks within the City. Public participation during the formulation of the General Plan consisted of over 160 stakeholder interviews, and over 100 presentations to neighborhood associations and business, educational, social, and non-profit sectors of the community. The General Plan Citizens Advisory Committee held over 24 meetings throughout the process. Outreach for both the Downtown Neighborhoods Community Plan and Fulton Corridor Specific Plan consisted of public meetings and an intense six-day, open, participatory design workshop. Community engagement for the Southwest Fresno Specific Plan included sixteen Steering Committee meetings, six community workshops, ten topic group meetings, and three community conversations.

Place-Based Civic Organizations

Over the past decade local community groups have been formed or have continued a legacy of community engagement in the TCC project area around issues as diverse as revitalizing neighborhoods of high concentrated poverty, brownfields remediation and development,

advocacy for parks and public spaces, community economic development, housing development, the re-establishment of a local middle school, the relocation of an environmentally unfriendly rendering plant, the development of a shopping center, and the reduction of gang violence, crime and homelessness.

These groups have included:

- Churches and church associations such as the West Fresno Ministerial Alliance;
- Community development and improvement organizations such as the Southwest Community Development Corporation, the Saint Rest Community Economic Development Corporation and the Golden Westside Planning Committee;
- Community and faith-based organizations such as Centro la Familia, West Fresno Family Resource Center, Every Neighborhood Partnership, and the National Association for the Advancement of Colored People (NAACP);
- Housing Development Organizations such as Self-Help Enterprises and Habitat for Humanity;
- Business improvement districts/organizations such as the Downtown Fresno Partnership, the Chinatown Foundation, and the Fresno Metro Black Chamber of Commerce; and
- Health improvement groups such as Fresno County Health Improvement Partnership and Fresno County Preterm Birth Collective Impact Initiative

These groups and many more have come together as stakeholders to build an on-the-ground foundation for the Transform Fresno initiative.

Community Organizing

In addition, local civic organizations, advocacy groups committed to issue-based community organizing have broadened and strengthened the stakeholder base behind Transform Fresno.

Leadership Counsel for Justice and Accountability (LCJA), Fresno Building Healthy Communities (FBHC) and Faith in Fresno (FIF) work with residents in the area through community organizing. LCJA provides research, legal representation, and policy advocacy to impact land use and transportation planning, shift public investment priorities, guide environmental policy, and promote the provision of basic infrastructure and services. FBHC works on local issues ranging from the improvement and expansion of parks and public spaces, to immigration services and housing quality and availability. Community members, working with these groups, have been involved in shaping the Southwest Fresno Specific Plan, the Transformative Climate Communities Program Guidelines, and other local environmental justice efforts in the Project Area. Through participation in statewide coalitions, like the California Environmental Justice Alliance, LCJA also connects Fresno residents to statewide advocacy on environmental justice policies. Faith in the Valley/Faith

in Fresno, has built on a base of local congregational members to train local leaders to advocate for these and similar issues. Communities for a New California Education Fund has promoted economic prosperity and community health for residents in West Fresno and rural areas of Central California, bringing valley residents together to champion the needs of poor and working-class families through community organizing, integrated leadership development, and mass non-partisan voter engagement.

History of Transform Fresno Efforts

The City of Fresno leveraged this civic infrastructure to shape the proposal for the Transformative Climate Communities (TCC) Implementation Grant from the California Strategic Growth Council (SGC). This included multiple community meetings, formation of a Community Engagement Collaborative, and ultimately development of the final proposal. Through this participatory process, Transform Fresno promoted and nurtured creative project ideas, developed local criteria to define the type of catalytic and collective impact projects should have, and provided the City with direction on the proposal of integrated projects to receive funding from California Climate Investment (CCI) Programs encompassed in the TCC Program Guidelines.

Anyone who lived, worked, or owned property in the community area consisting of Chinatown, Downtown and Southwest Fresno was encouraged to participate. The Collaborative met regularly from July 2017 through October 2017 and resulted in an active, engaged, 164-member Community Steering Committee. Collectively, this was the largest participatory budgeting process in the City of Fresno's history, and engaged residents in decision-making processes about projects in their community to an unprecedented extent. 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 Project Partners that will implement a suite of projects that reduce greenhouse gas emissions and maximize co-benefits to the stakeholders in the Project Area. These twenty-two projects include affordable housing, energy efficiency upgrades, solar panel installation, tree planting, bike lanes and trails, urban gardening and farming, parks, and clean transportation.

Development of this Plan

To develop this plan, the CEP Development Consultant, Raimi + Associates, conducted a series of participatory planning engagement activities in May and June of 2019. Project Area stakeholders evaluated and refined a goal, objectives, and community engagement strategy for the Transform Fresno CEP.

Framework

Overarching Goal

To enable residents, workers, business owners, other property owners, and stakeholders in Chinatown, Downtown, and Southwest Fresno to be knowledgeable of and active participants in the Transform Fresno efforts.

Objectives

The primary community engagement objectives are as follows:

- Provide clear, consistent, and accessible communication to residents, businesses, and other stakeholders throughout the implementation.
- Build trust through transparency in implementation updates and budgeting.
- Utilize local knowledge and expertise in the community.
- Develop civic capacity in the project area.
- Foster the next generation of community leaders.
- Enable active participation in project implementation.
- Create opportunities to provide input on design and implementation decisions.
- Document the implementation process.
- Celebrate accomplishments.

Participatory Engagement Activities

Coordination with City of Fresno

The CEP Development Consultant received guidance, through comments and feedback, from City of Fresno staff and community stakeholders throughout the development of this plan.

One-on-One Conversations

One-on-one conversations with each of the twelve Project Partners were conducted in mid-May, both via telephone on May 13th and 14th, and in person on May 15th, to develop an understanding of the scope and scale of community engagement activities, greenhouse gas reduction strategies, and implementation timelines of each of the twenty-two projects. A meeting was also held on May 15th with several members of the Outreach and Oversight Committee. From this baseline information, the CEP Development Consultant produced a Draft Framework for the CEP and outlined a strategy to engage community members in providing feedback.

Public Review Period

The Draft Framework for the CEP was posted to the Transform Fresno website on Friday, May 24th, for a thirty-day comment period where any person or group could access the document for review and provide comments. An email was also sent out to the nearly 500 person Transform Fresno listserv to notify stakeholder of the opportunity to comment. The public comment period for the CEP ended on Sunday, June 23rd. During this period, one letter was received by the City of Fresno and CEP Development Consultant team from Leadership Counsel for Justice and Accountability.



COME SHARE YOUR IDEAS

TRANSFORM FRESNO

 A project to catalyze economic and environmental transformation in Downtown, Chinatown, and Southwest Fresno.

for more information: www.transformfresno.com
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Pop-up Public Workshops

Given the desire to allow the greatest number of people to participate and provide input into the goals, objectives, and methods included in the CEP, combined with the large geographic size of the TCC Project Area, a recommendation was made to conduct a series of workshops to supplement the public comment period.

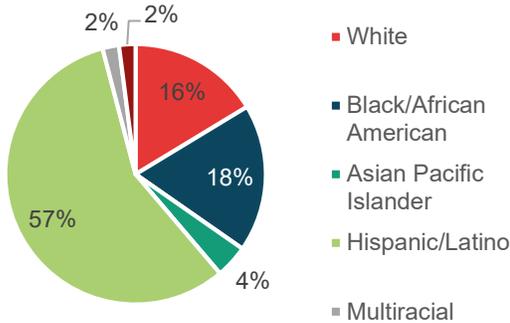
Five pop-up public workshops created an opportunity to formalize interaction between the community stakeholders and the CEP Development Consultant team at high-traffic locations throughout the Project Area. The locations included two in Southwest Fresno, one in Chinatown and two in Downtown Fresno. Each pop-up workshop lasted approximately 2 hours, with at least two Raimi + Associates staff members present, and stakeholders were invited to share their ideas and preferences through conversations with staff and interaction with display boards. During the pop ups, about 120 stakeholders identified preferred

methods of engagement and shared demographic information with the CEP Development Consultant team. In addition to the CEP Framework Draft, a descriptive list of the projects and a map of the Transform Fresno Project Area, with the location of the various projects, were available on site.

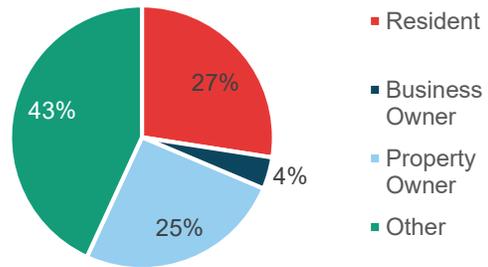
POP-UP PUBLIC WORKSHOPS SUMMARY DATA

The figures below highlight key outcomes from the pop-up public workshops, including: Participant Race or Ethnicity; Participant Affiliation with Neighborhood; Preferences for learning about Transform Fresno efforts; and Likelihood of participation in various types of community engagement events.

Race or Ethnicity of Participants

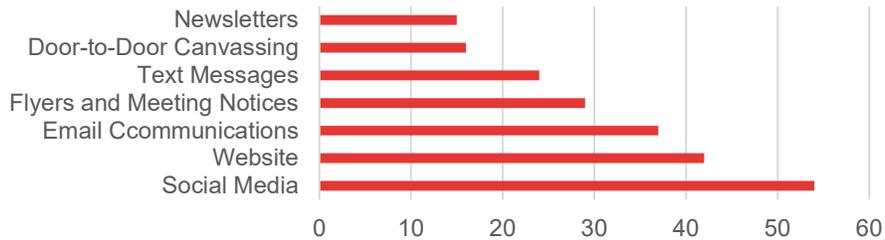


Participant Affiliation with Neighborhood



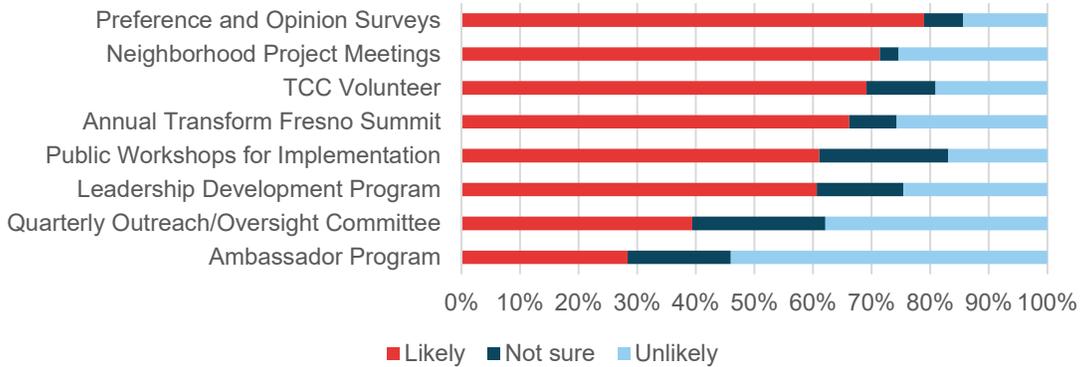
What are the best ways to learn about TCC?

Sum of votes from five workshops in late May



Likelihood of Participation in CEP Activities

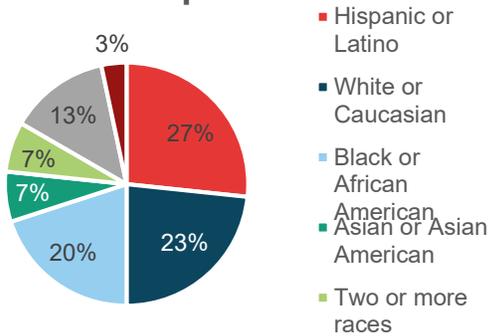
Percentage of votes, per activity, over five workshops in late May



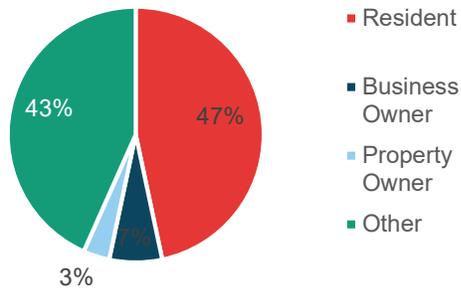
ONLINE AND HARD-COPY SURVEY SUMMARY DATA

The figures below highlight key findings from the Survey Data, including: Respondent Race or Ethnicity; Respondent Affiliation with Neighborhood; Preferences for learning about Transform Fresno efforts; and Likelihood of participation in various types of community engagement events.

Race or Ethnicity of Respondents



Affiliation with Project Area (Surveys)

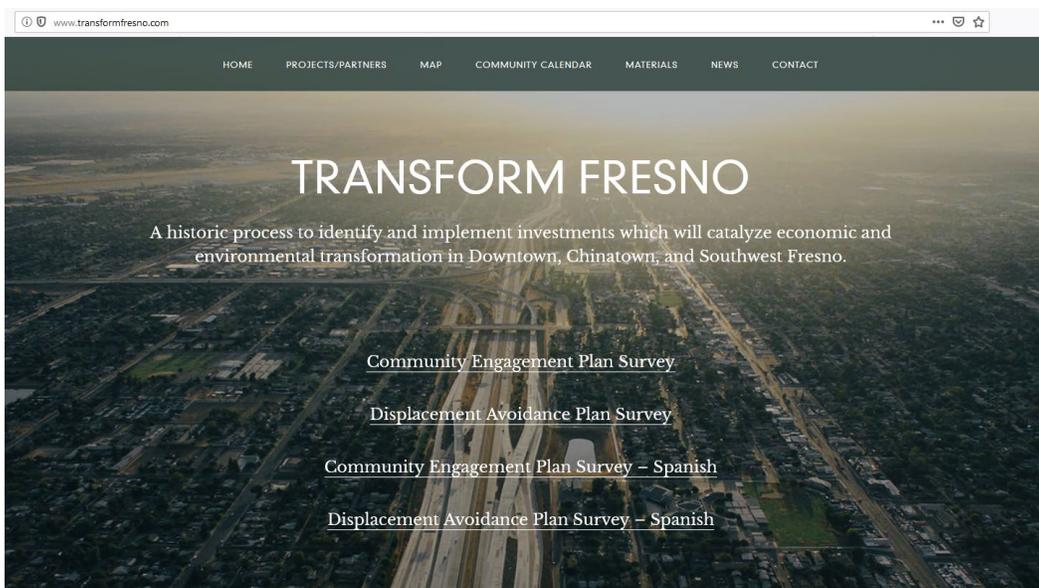


Outreach & Oversight Committee

A summary of the outcomes and findings from the five pop-up workshops was presented as part of the quarterly meeting of the Outreach & Oversight Committee on June 12, 2019.

Stakeholder Surveys

To reach segments of the community that were not engaged through the public review period, pop-up workshops, or meetings of the Outreach and Oversight Committee, a stakeholder survey was developed. The form was available online, in English and Spanish, through the Transform Fresno website and hard copies were made available for stakeholders with limited access to internet.



The CEP Survey was available through the Transform Fresno Website.

At the end of the survey period, on June 23, 2019, responses from thirty stakeholder surveys evaluating the Draft Framework and identifying preferences for frequency of communication and methods of community engagement were analyzed.

Respondents were asked to rank six options from 1 to 6, with 1 being the most important and 6 being the least important. For those who completed this question, there was a clear preference for email or newsletter updates and an almost 50-50 split in terms of importance of Door-to-Door, Text Messaging, and Website methods (see Figure 1).

Participatory Engagement Outcomes

From these participatory engagement activities, the CEP Development Consultant observed the following:

- Urgency to begin implementation activities to meet the needs of longtime residents and businesses;
- A strong desire for displacement avoidance safeguards and connections to workforce development;
- Strong preferences for interactive site-specific activities, such as volunteering or learning about efforts in neighborhoods, and less interest in traditional formalized activities, such as ambassador program and committee meetings; and
- Concern for hard-to-reach populations, such as the elderly, those who are linguistically isolated, or those who may have a distrust of local government, being prioritized and included in development strategies for targeted outreach.

Community Engagement Plan

(SGC GUIDANCE QUESTION 4.A – 4.F)

Outreach Strategy

The Transform Fresno Community Engagement Plan is designed to be rigorous and flexible—leveraging existing relationships with Project Partners, while creating space for formal inclusion of new Community Partners and the next generation of leaders across the three neighborhoods and the diversity of stakeholders and interests in the Project Area. This section describes the logic, timeline, and methods for implementation of the Transform Fresno Community Engagement Plan. This CEP is designed to add meaningful community engagement in the Transform Fresno Project Area in addition to the required community engagement activities identified in each Project and being conducted by each of the Project Partners.

The below table outlines the roles of each implementing party within the Transform Fresno Community Engagement Plan:

| Party | Outreach Method | Deliverables |
|--------------------------------|---|---|
| Program Implementation Manager | Coordination with the Outreach and Oversight Committee; Community Partners; and other stakeholders | Quarterly Community Meeting documentation |
| Prime Community Partner | Translation Services; Annual Transform Fresno Summit; Community Engagement Updates; Community Meetings; Quarterly Newsletters; Text, Email and Direct Outreach; Coordination with other Community Partners; Update the Outreach and Oversight Committee on all engagement | Coordination with Lead Agency, other Community Partners, and Project Partners; Expense Reports; Annual Summit Documentation; Community Meeting Videos and Agendas; Coordination of Community Engagement; Quarterly Newsletters; Coordinated communications activities |

| | | |
|--|--|---|
| Data and Reporting Community Partner | Coordinate with Project Partners; Consolidate and Analyze Survey Data; General Reporting; Coordinate with Evaluation Team; Semi-Annual Metric Reports; Produce Annual Reports; Produce Final Engagement Summary Report | Coordination with Lead Agency, other Community Partners, and Project Partners; Coordinated Community Engagement Activities; Database of Community Engagement; Coordination with Evaluation Team; Semi-Annual Reports; Annual Reports, Final Engagement Summary Report |
| Direct Outreach Community Partner | Print Materials for Distribution; Distribute Transform Fresno Flyers; Distribute Transform Fresno mailers; Maintain a Volunteer Interest Database; Maintain Online Community Engagement Calendar; Administer Surveys | Coordination with Lead Agency, other Community Partners, and Project Partners; Materials for Distribution; Flyers' Mailers; Database for Volunteers; Calendar of Community Engagement; Surveys |
| Leadership Development Community Partner | Coordinate Transform Fresno Youth Leadership Development Program | Coordination with Lead Agency, other Community Partners, and Project Partners; One cohort of up to 12 students trained per year |
| Media and Communications Community Partner | Create Branding; Update and Maintain Website; Share Informational Videos; Share Media for Transform Fresno and Project Progress; Coordinate Radio Updates; Coordinate with Partners for Project-Wide Style Guide | Coordination with Lead Agency, other Community Partners, and Project Partners; Logo Design; Branding Style Guide; Website Redesign and Update; Videos and Social Media; Documentation Sessions; Public Service Announcements; Presentations to Partners |
| Event Coordination Community Partner | Coordinate 1-2 Cultural or Arts Specific Community Events; Coordinate Project Milestone Events | Coordination with Lead Agency, other Community Partners, and Project Partners; Project Milestone Events; Cultural or Arts Specific Events |

All parties identified above play an integral role in the implementation of this CEP. The Prime Community Partner, under direction from the City of Fresno, will be responsible for providing regular updates to the Outreach and Oversight Committee utilizing the metrics, semi-annual and annual reports completed by the Data and Reporting Community Partner. As you can see, all community partners will maintain communication with each other and the City of Fresno to ensure meaningful engagement is occurring at all levels.

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. This includes, but is not limited to:

- Residents
- Workers
- Business Owners
- Arts and Cultural Organizations
- Other Property owners
- Outreach and Oversight Committee
- City of Fresno Staff
- Project Partners
- Community Partners
- Educational Facilities and Institutions
- Organizations focused on Chinatown, Downtown, or Southwest Fresno
- Citywide organizations (e.g. Chamber, Building Healthy Communities, LCJA)
- Potential Investors and Funders

Transform Fresno leaders understand that in order to achieve community-led transformation, it will be necessary for all stakeholders to be informed about, have opportunities to engage in, and take on a leadership and guidance roles—whether this is at the individual project level or in the long-term vision for each neighborhood. With the establishment of a variety of Community Partners completing community engagement activities that they are qualified for and have an expertise in, we hope to capture the attention and support of every member in the community. Community Partners will not only actively engage the community in various ways including inform, educate, and highlight the Transform Fresno activities, but these activities will also help build capacity in our local organizations. By building on these agency’s connections to the community, each will serve as voices for Transform Fresno - connecting the projects to the people.

Broad Overview of Timeline

The TCC Program establishes a 60-month term for Implementation and all TCC-funded Transform Fresno activities will be conducted during that term. Each of the 12 Project Partners has established a work plan and budget, with timelines inclusive of Project-specific community engagement activities.

The Community Engagement Plan, which covers overarching Transform Fresno activities, was developed during Months 1-3 of the grant term. After approval by the Lead Agency, Outreach & Oversight Committee, Project Partners, Strategic Growth Council, and any other reviewers, Transform Fresno will identify a CEP Prime Community Partner and five other

Community Partners who will be eligible to receive funding to conduct the activities outlined in this document. It is expected that the timeline for implementation will begin by Month 6 of the grant term and will continue through Month 60. Below is a broad overview of this expected timeline and tasks outlined in the Work Plan and Budget workbooks of the Community Engagement Plan.



Overview of Resources and Budget for the CEP

To administer and guide the process the City has created a dedicated staff position, with the title of Transform Fresno Program Implementation Manager, and formed the 16 member Outreach and Oversight Committee. In addition to these dedicated administration bodies, Transform Fresno will work together to contract a Prime Community Partner agency that will serve as oversight for all community engagement activities. The Prime Community Partner will implement strategies, events, and activities that integrate stakeholders as local resources to ensure success in community engagement. Five additional Community Partners will be selected to carry out tasks within each of the following categories: Data and Reporting Community Partner, Direct Outreach Community Partner, Leadership Development Community Partner, Media and Communication Community Partner. There is also an opportunity for Community Partners to collaborate and/or submit multiple proposals for one or more identified categories.

Of the roughly \$846,529 budget allowed by SGC for community engagement activities, the majority is allocated directly to staffing the outreach and communications efforts and developing the capacity of residents and local organizations to lead and implement outreach and engagement, with the intended goal of building long-term civic infrastructure. The budget was developed by the CEP Development Consultant and the City of Fresno, to align with expressed community priorities heard during participatory engagement activities. The

below table outlines the division of funding for implementation per category and as established in the attached Work Plan and Budget (Attachment A).

| | *Resources for CEP Implementation | Funding over Five Years | Share of Total |
|---|--|-------------------------|----------------|
|  | CEP Prime Community Partner | \$227,000 | 27% |
|  | Data and Reporting Community Partner | \$120,000 | 14% |
|  | Direct Outreach Community Partner | \$164,200 | 19% |
|  | Leadership Development Community Partner | \$70,000 | 8% |
|  | Media and Communications Community Partner | \$144,000 | 17% |
|  | Event Coordination Community Partner | \$77,200 | 9% |
|  | City of Fresno Community Resources | \$44,129 | 6% |

*Subject to change pending final RFQ process

Scope and Scale of Methods

To meet the goals of the Transform Fresno, there will be a variety of engagement methods over the four-and-a-half years of implementation of this Community Engagement Plan. The combined scope of the methods of these plans will cover the collaborative and capacity-building activities that together will contribute to transformation, while cultivating long-term civic infrastructure development. Reaching this scope and scale of community engagement will address key concerns voiced by community members in development of the CEP.

The Data and Reporting Community Partner will coordinate with the Evaluation Technical Assistance Provider and each of the other Community & Project Partners to help collect the needed data and metrics outline in the Indicator tracking tables and any other evaluation activities identified in the grant. The Prime and Community Partners, the Transform Fresno Lead Agency, Project Partners, and other stakeholders will take community engagement of each Transform Fresno Project to a bigger scale by combining efforts through methods that are divided into three broad categories, as described below:

1. *Information-Sharing and Communication* - These methods inform the community and general public about Transform Fresno implementation 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* - These methods document the outcomes, successes and lessons learned, of Transform Fresno and the projects through a variety of mediums.

Information-Sharing and Communication

- 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, a method to sign up for texting or email notifications, and any videos, images, or multimedia.
- Social Media - Current City Social media accounts on Facebook, Twitter, and Instagram are used to share information. Additional accounts may be created to share information and updates on project implementation. Updates can include text, images, videos, and other accessible media. To engage all segments of the population, it will be necessary to translate TCC materials and solicit input from representatives of stakeholder groups on cultural relevancy and accessibility.
- 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 Project Partner organizations, members of other community organizations active in the area, local business owners, and participants in the various projects.
- Text messages - This method can be used to provide reminders about important upcoming events such as the quarterly meetings 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 includes when projects are being initiated and input is being requested on 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.
- 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. Information will also be routed to local Community Based Organizations, schools and through Council District 3 outlets.
- Regular Updates of Community Engagement Activities - All Community Partners will work together with the support of the City of Fresno to provide regular updates of all

community engagement activities through a variety of mediums to include: Community Meetings, Email updates, Newsletters, Project Partner Meetings, Outreach and Oversight Committee Meetings, and through posts on the Transform Fresno website.

Participation

- Outreach and Oversight Committee meetings - The O&O Committee quarterly meetings provide a regular opportunity to discuss community issues and identify what types of engagement are needed. Additionally, the meetings provide an in-person means for the community to learn about project updates and for the Project Partners to coordinate their respective outreach and recruitment efforts.
- 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 is envisioned as a combination of project presentations, breakout sessions on important and emerging topics, panel discussions, and activities for adults and children, recruitment for project volunteers and development of future leaders, and identification and prioritization of funding needs and opportunities identified through the Transform Fresno efforts.
- 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.
- TCC Fresno Youth Leadership Development Program - A Transform Fresno Leadership Fellowship Program would cultivate approximately 25 new community leaders per year to support the community engagement efforts. This group of middle and high school students would receive both education and training on community organizing, facilitation, public speaking, and local government procedures, such as the budget process and types of investment programs. Participants should lead “high-touch” direct project information and engagement at the community level through attendance at local events, door-to-door outreach, and assistance in the Story Corps program. They may develop and implement proposals for community engagement strategies and events, to be decided upon by their cohort, through a model of participatory budgeting like that which was used to develop the Transform Fresno slate of projects. Transform Fresno stakeholders should be involved in identifying a Community Partner to be the lead organization to implement this program in conjunction with City Staff.
- 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 Village Permaculture Community Garden & Urban Farm, tree planting on several of the urban greening projects, etc.
- *Integration of Arts and Culture* - A rapidly growing method in community engagement is the use of Creative Placemaking, through the intentional integration of historic or contemporary aspects of arts and culture. This can include capturing stories about the community, collectively designing and painting murals, building markers or memorials related to significant events or people in the community, or documenting arts and culture of contemporary populations in a neighborhood. By working together to make something of unique value that is shared with the broader community, people are provided with a different type of opportunity to share their perspectives on place and how improvements related to the climate or economic development that is future-driven can be respectful of the past and present.

Documentation

- *Documentary Videos of events and project implementation (Video History)* - The videos can be both short 30 to 90-second capture of projects being implemented, interviews with participants, or summaries of community workshops or other events. A longer 5-10 minute 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 Corps" 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 engaged 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.

Specific Application of Methods

The Prime and Community Partners will be responsible for working with Transform Fresno stakeholders to identify the specific times and locations for application of the methods described above. The CEP Work Plan and Sampling Plan for Hard-to-Reach Populations are tools intended to guide those determinations.

TCC CEP Work Plan

The work plan outlines tasks, subtasks, and deliverables that are connected to the overall budget for the CEP. It is summarized here for reference, though a more accurate copy is available from the Lead Agency.

Task 1. Coordination with SGC

Task 2. Coordination with CEP Consultant

Task 3. Prime Community Partner

Task 4. Data and Reporting Community Partner

Task 5. Direct Outreach Community Partner

Task 6. Leadership Development Community Partner

Task 7. Media and Communications Community Partner

Task 8. Event Coordination Community Partner

Task 9. City of Fresno Related Community Engagement

Sampling Plan for Hard-to-Reach Populations

Barriers to Participation

Potential barriers to community participation can be categorized into two broad categories of access and trust. For many residents and stakeholders in the Project Area, access to participation in City-led activities, such as those planned for Transform Fresno efforts, has been historically limited due to language, time and location, and format of the activities. When left unaddressed, accessibility barriers can be interpreted by stakeholders to mean that they are not welcome to participate in City-led activities.

In the development of the CEP, we heard many people express their distrust of the engagement process being inclusive of everyone and of their own ability to shape the outcomes of the efforts. In conversations and surveys, stakeholders shared concerns about population-specific barriers and ideas for how to address them. These barriers to participation, and suggestions for steps or approaches to facilitate broad community participation, are described in the Sampling Plan. This tool is intended as a guide in identifying Community Partners, who may be eligible to receive subgrants for CEP implementation activities. It will also identify who may be instrumental in determining, with stakeholder input, the best methods to apply for direct outreach activities.

| Target Group | Project Area** | Barriers to Participation | Engagement Activities and Strategies |
|--|--|---|--|
| Latino Population | 63% of population | May lack trust in government Misconceptions about their immigrant status Concern over deportation | Door-to-Door Outreach Neighborhood Meetings Arts and Culture Events Radio Broadcasts |
| Black Population | 19% of population | May lack trust in government Need to first see government address pressing inequities Historically Disenfranchised | Door-to-Door Outreach Neighborhood Meetings Arts and Culture Events |
| Asian Population | 10% of population | May lack trust in government Ethnic, Linguistic Diversity Misconceptions about their immigration status | Neighborhood Meetings Arts and Culture Events Radio Broadcasts Door-to-Door Outreach |
| Young Children (less than 10 years old) | 19% of population | Too young for formal civic life Parents determine activities May not be taken seriously when giving opinions | Hands-on Volunteering Arts and Culture Events School-Based Activities Health & Fitness Events Visuals and Graphics |
| Older People (65 years and older) | 7% of population | Limited mobility May not be taken seriously when giving opinions Other accessibility issues May have historical distrust of government or formal process | Door-to-Door Outreach Neighborhood Meetings Story Corps Narratives Visuals and Graphics Accessibility |
| Low Educational Attainment (less than high school) | 46% of population older than 25 years | Traditional formats of public meetings may be too technical Disenfranchised | Visuals and Graphics Hands-on Volunteering Introductory Education on Issues and Strategies |
| Living in Poverty (below two times the federal poverty level) | 79% of population | Disenfranchised Work at multiple jobs at times Limited time to participate Housing instability Too many stressors | Cost-saving Incentives Door-to-Door Outreach Pop-Up Workshops at Employment / Transit or Social Service Sites Meetings accessible via transit |
| Limited English Proficiency | 15% of population | Language barriers Limited knowledge of technical language | Door-to-Door Outreach Simultaneous Interpretation |
| Workers Commuting to Project Area | 35,000 overall to City Center | Not as invested in local work Limited time, busy, or in transit into or out of area Limited knowledge of area | Flyers and Posters Web and Social Media Pop-Up Workshops at Central Lunch Locations |
| Potential Community Partners: Fresno BHC, Fresno Barrios Unidos, Leadership Counsel for Justice and Accountability, Black Lives Matter, Fresno EOC Street Saints, Health Providers, Tenants Together, Jakara Movement, Hmong Innovating Politics, Fresno Center, Communities for a New California, Head Start, School Districts, Every Neighborhood Partnership, Local Churches, Resources for Independences Central Valley, Foster Grandparent Program, Senior Centers, Faith in Fresno, Social Service or Mental Health Providers, Central California Legal Services, City Agencies, Transit Providers, Local Businesses. <i>(not an exhaustive list)</i> | | | |

* This table is meant to be adapted to address needs and priorities identified by Transform Fresno stakeholders.

** Data points pulled from CalEnviroScreen and Transform Fresno Implementation Grant Application.

Governance and Leadership

(SGC GUIDANCE QUESTION 5)

Collaborative Stakeholder Structure Development

During the proposal development process, there were several residents who became integral in the process by organizing, speaking out, and representing on behalf of their community. For example, at Community Steering Committee #5, several Southwest Fresno residents, including Mary Curry and Pastor B.T. Lewis, organized a resident-only meeting in which they discussed the priorities for Southwest Fresno. It was out of this meeting, and with the leadership of Mrs. Curry and Pastor Lewis, that a fifth alternative project package was drafted. In Chinatown, life-long resident and business owner of Central Fish Company, Morgan Doizaki wanted to ensure that Chinatown would band together to support projects that would benefit Chinatown. Mr. Doizaki organized business owners and residents and they worked with City staff to create two proposals for streetscape improvements as well as negotiated the inclusion of the Chinatown PBID to continue the investment long after TCC. While Downtown has an established Downtown Fresno Partnership and has seen some investments recently in the Fulton and Downtown areas, business owners banded together to ensure that their new businesses would continue to receive the support that they need.

As these partnerships were forming and collaborating, the people behind the movement shifted from business owners and residents to community leaders. These leaders were appointed to the Outreach & Oversight Committee along with others with the same vision and commitment in the TCC process. In addition to the Outreach & Oversight Committee, the Collaborative Stakeholder Structure (CSS) called for the creation of a Memorandum of Understanding (MOU) that would facilitate stakeholder participation in the implementation of Transform Fresno. The MOU sets the governance and organizational structure to include the Lead Applicant, Project Partners, Outreach & Oversight Committee and local community stakeholders.

Proposed Governance Structure for Implementation

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 a 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 comes from creating formal structures to engage 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.

Established Roles and Responsibilities

City of Fresno

As Lead Agency, the City of Fresno is tasked with the responsibility of implementation of the Master Grant Agreement with the Strategic Growth Council. The agreement includes: compiling and submitting all invoices and reporting documents; monitoring transformative requirements; implementing the transformative plans which include community engagement, workforce development and displacement avoidance; serving as the primary fiscal agent; ensuring a fair, transparent, accountable, and participatory implementation process; and ensuring continuation of the public participation process structure of the CSS, including public meetings, public website, channels for receiving public comment via email, phone and in person. The City of Fresno will demonstrate the use of inclusive and meaningful engagement methods that will address the barriers to participation identified in this plan,

Project Partners

Project Partners shall be responsible for implementation of the transformative requirements and project delivery, as well as evaluation and reporting for individual Projects; Ensure delivery of Projects in accordance with Program Guidelines and Grant Agreement; Monitor Transformative Requirements, indicator tracking and reporting; and Providing Project-related information and data to the Third-Party Evaluator to identify additional indicators for tracking and monitoring based on selected Project types. All the Transform Fresno Project Partners should coordinate efforts through targeted meetings and through the Quarterly meetings. Tasks outlined in this CEP are in addition to what is identified in the Project Partners scope of work for each project. The Prime Community Partner, City of Fresno, and the Direct Outreach Community Partner will work cohesively to ensure meaningful community engagement occurs throughout the Transform Fresno project.

Outreach and Oversight Committee

The Outreach & Oversight Committee is the advisory committee that shall be a resource for community collaboration and feedback, provide overall guidance on implementation and the transformative plans and material changes to the projects including major budget or programmatic changes. This committee will need to evolve over time as members cycle in and out. There is a current structure in place where when a vacancy occurs; nominations from the community are solicited. Committee members are chosen based on

recommendations from the current committee, a panel interview, and at the direction of the Mayor of Fresno. Members must have participated in the development of the Transform Fresno projects, a voting member on the original Community Steering Committee and either work, live or own property in the Transform Fresno Project Area.

Next Generation of Civic Leaders

Community Partners

Community Partner Agencies that will support building long-term civic infrastructure can be defined as an organization or entity that: (1) is an essential part of building civic infrastructure in the Project Area, as identified by stakeholders; (2) has been identified as capable of leading community engagement activities within the specified category; and (3) is not yet receiving TCC grant funding. The City of Fresno will follow its established procurement process in the form of issuing a Request for Qualifications (RFQ) through its Planet Bids system. Community Partners will be required to demonstrate the use of inclusive and meaningful engagement methods that will address the barriers to participation identified in this plan, RFQs will also be sent to members of the Outreach and Oversight Committee for referrals, sent to known potential interested agencies, and posted on the Transform Fresno website. There will be a total of six RFQs that will be published to include: Prime Community Partner, Data and Reporting Community Partner, Direct Outreach Community Partner, Leadership Development Community Partner, Media and Communications Community Partner, and Event Coordination Community Partner. Once all proposals are received and the submission date is closed, the City move forward with panel interviews for Community Partner selection. The panel will be made up of representatives from the City, Outreach and Oversight Committee, and Project Partners. Each chosen Community Partner must submit a conflict of interest form, agree to the standard City Contract, and carry the mandated insurance policies to contract with the City of Fresno. Final contracts will be presented to the Fresno City Council for ratification. Once each contract is executed, work can begin by each of the Community Partners.

Leaders

Community leaders will emerge from engagement activities that successfully create space for understanding, guiding, and projecting outcomes from the Transform Fresno efforts. Community Leaders should have opportunities to present their, knowledge and experience of community perceptions to a range of audiences. Leaders will also be developed through the Youth Leadership Development Program coordinated by the Leadership Development Community Partner in order to build the capacity, knowledge and skills of the community's future civic leaders.

Participants

There are multiple opportunities for residents to participate in the Transform Fresno efforts; whether directly through programs, such as those offered by Grid Alternatives or Self-Help Housing, or by volunteering for various project activities, such as tree planting, urban farming, or solar panel installation. Participants should be provided with opportunities to share their experiences with the Project Partners and with the larger Transform Fresno community to shape the outcomes and outputs of the investments in the Project Area.

Transparency and Accountability

(SGC GUIDANCE QUESTIONS 5 AND 6)

Measuring and Reporting Effectiveness

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

- Number of community members participating in community events and activities (by geography, age/race/ethnicity/language, and number of times involved)
- Number of people engaged in surveys, 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

Each Community Partner will be responsible for tracking their specified community engagement activities as identified in the Indicator Tracking Plan produced by the TCC Evaluation Team and will be required to share the information with the Data and Reporting Community Partner. The Data and Reporting Community Partner will then compile the metrics and incorporate those into the semi-annual and annual reports (Task 4). The Prime and Community Partners shall work closely with the Evaluation Team to ensure measuring and reporting consistency, as appropriate for the Community Engagement Plan and Indicator Tracking Plans.

Public Information

General Public Information-Sharing

Public information will be available on the Transform Fresno website. The Transform Fresno Project Partners and Community Partners will collaborate with the Lead Agency to centralize information on events, progress, and reports measuring effectiveness.

Process to Collect and Address Public Complaints

The Lead Agency has established several methods to address comments, questions, and concerns which include:

- A publicly accessible website which provides the public opportunity to submit feedback or request information through an online contact form. All requests received by the Lead Agency via the website online contact form will be responded to within 48 hours;
- A dedicated phone number at 559-621-7799 and email address at transformfresno@fresno.gov. All requests received via the phone number and email address will be responded to within 48 hours;
- Input from community members received in writing at the Quarterly meetings will be evaluated with the Outreach & Oversight Committee and reported back via the monthly newsletter, publically accessible website, and subsequent Quarterly meetings; and
- Any disputes which arise out of the implementation of the projects will be facilitated by the Lead Agency in consultation with the Outreach & Oversight Committee.

Attachments:

- Attachment A – Work Plan
- Attachment B – Budget
- Attachment C – CEP Draft Framework
- Attachment D - Pop-Up Public Workshop Materials and Photos
- Attachment E – Survey Results Summary
- Attachment F – Public Comments
- Attachment G – SGC Guidance Questions

Attachment A – Work Plan

Lead Entity: City of Fresno
 Grantee: City of Fresno
 TCC Project Name: Transform Fresno

Grant #: SC18119
 Round #: 1

Community Engagement Plan

WORK PLAN

Project Description: (500 character limit)

The Community Engagement Plan describes methods and efforts that will be used to engage residents and key stakeholders during implementation of the Transform Fresno grant and projects in Downtown, Chinatown and Southwest Fresno communities. The City and the Outreach & Oversight Committee will work closely with Consultants to engage stakeholders and Community Partners in development and implementation of the plan over the term of the grant.

Character Count 444

TASK 1. Coordination with SGC

| Subtask | Description (150 character limit) | Deliverables/Milestones | Responsible Parties [e.g. Lead Applicant, Co-Applicant, Subcontractor, etc.] | Timeline [e.g. Month 1 - Month 6] |
|--------------------------------|--|-----------------------------|---|--------------------------------------|
| A. Update Work Plan and Budget | Update work plan and budget for completion of Community Engagement Plan, submit for SGC approval | Revised Documents Submitted | Lead Applicant | End of Week 2 |

TASK 2. Coordination with CEP Consultants

| Subtask | Description | Deliverables/Milestones | Responsible Parties | Timeline |
|---|---|--|--|-------------------|
| A Draft RFQ | Draft RFQ for Community Engagement Consultant to draft the CEP | Complete draft RFQ for Community Engagement | Lead Applicant and Outreach & Oversight Committee | Month 1 |
| B Interview Consultants | Interview potential Consultants | Develop interview panel; Summary of consultant selection criteria and process | Lead Applicant and Outreach & Oversight Committee | Month 1 |
| C Award Contract | Contract Award | Award contract to Consultant | Lead Applicant | Month 1 - Month 2 |
| D Community Workshops | Host 5 Community Workshops targeting the TCC Project Area stakeholders and residents. Notices will be sent to the TCC listserv (over 500 people). | Host 5 Community Engagement Plan Development Workshops; community outreach materials (including public notice), summary of results and materials | Lead Applicant and Consultant | Month 2 - Month 3 |
| E Incorporate Public Comments | Commence 30 day comment period | Incorporate public input and finalize the CEP. Log of public comments and draft CEP | Lead Applicant | Month 2 - Month 3 |
| F Submit CEP to SGC | Final CEP | Submit Final CEP to SGC for approval; plan outline | Lead Applicant | Month 3 |
| G. Retain Community Partner Agencies for CEP Implementation | Develop RFQ and work with Outreach & Oversight Committee and Stakeholders to select Consultant for CEP Implementation | Executed Contracts with uapproximately 6 Community Partner Agencies for CEP Implementation | Lead Applicant and Outreach & Oversight Committee and Community Partner Agencies | Months 4-6 |

TASK 3. RFQ 1 Prime Community Partner

| Subtask | Description | Deliverables/Milestones | Responsible Parties | Timeline |
|---|--|-------------------------|-------------------------|-------------|
| A. Coordinate translation and accessibility services, as needed | Prime will work with stakeholders to identify and meet translation and other accessibility needs for CEP communications and activities | Expense Reports | Prime Community Partner | Months 6-60 |

| | | | | |
|---|--|--|--|-------------|
| B. Coordinate 1 Transform Fresno Summit per year | The annual Transform Fresno Summit is a celebration day full of recognitions, updates, workshops, and engagement of the community | 4 total annual summits over 4.5 years | Consultant, with support from Lead Applicant and Project Partners | Months 6-60 |
| C. Agency Resources | Resources for agency to coordinate and produce materials/activities (i.e. office supplies, travel/mileage, printing costs, etc.) | Coordination with Lead Agency, other Community Engagement Agencies, and Project Partners | Prime Community Partner | Months 6-59 |
| D. Coordinate regular community engagement updates | Prime will work with stakeholders to develop and implement protocols for regular and transparent flow of information to community stakeholders | Community Meeting Videos | Prime Community Partner, with support from Lead Applicant, other Community Partners (RFQs 2-6), and Project Partners | Months 6-60 |
| E. Coordinate with Community Partners | Build civic infrastructure in Project Area through subgrants and technical assistance to Community Partners for direct outreach, surveys, etc. | As Prime Agency, take a lead role in overall community engagement. Coordinate all Community Engagement Activities through Transform Fresno | Prime Community Partners and Community Partners (RFQs 2-6) | Months 6-60 |
| F. Coordinate Community Meetings | Work with Outreach and Oversight committee to coordinate community meetings, promoting functional, inclusive, and valuable information to the community. | Community Meetings Agenda and Video | Prime Community Partner, with the support from Lead Applicant | Months 6-60 |
| G. Coordinate Quarterly Newsletter Development | Consolidate project updates and information on general implementation of Transform Fresno | 12-15 Quarterly Newsletters over the course of the CEP Implementation | Prime Community Partner, with support from Lead Applicant, other Community Partners (RFQs 2-6), and Project Partners | Months 6-60 |
| H. Coordinate other text, email, or direct outreach | May include additional needs and communications campaigns identified by stakeholders throughout implementation | Coordinated communications activities across Transform Fresno | Prime Community Partner, with support from Lead Applicant | Months 6-60 |
| I. General Coordination of events | General coordination of Agency described Transform Fresno events | Completion of Tasks | Prime Community Partner | Months 6-60 |

TASK 4. RFQ 2 Data and Reporting Community Partner

| Subtask | Description | Deliverables/Milestones | Responsible Parties | Timeline |
|--|---|---|--|-------------|
| A. Agency Resources | Resources for agency to coordinate and produce materials/activities (i.e. office supplies, travel/mileage, printing costs, etc.) | Coordination with Lead Agency, other Community Engagement Agencies, and Project Partners | Data and Reporting Community Partner | Months 6-60 |
| B. Coordinate with Project Partners | Broaden reach and build capacity of Project Partners through communications collaboration and engagement assistance | Coordinated Community Engagement activities and general reporting across Transform Fresno | Data and Reporting Community Partner, with support from Lead Applicant | Months 6-60 |
| C. Consolidate and analyze survey data | Consolidate any survey data collected by Community Partners (Task 5.G) and Community Engagement Plan related data collected by Project Partners | Database of Community Engagement Data | Data and Reporting Community Partner, with support from Prime, other Community Partners and Project Partners | Months 6-60 |
| D. Coordinate with Evaluation Team | Consolidate engagement metrics data tracked by Evaluation Team to supplement surveys (Task 5.G) and inform dashboard (Task 4.E) | Coordination with Evaluation Team | Data and Reporting Community Partner, with support from Evaluation Team | Months 6-60 |

| | | | | |
|--|--|--|--|--------------|
| E. Produce semi-annual metrics reports | Develop, implement, and report, every six months, on dashboard metrics for Community Engagement Plan | Approximately 8 semi-annual reports over grant term | Data and Reporting Community Partner, with support from Prime, other Community Partners and Project Partners | Months 12-60 |
| F. Produce annual reports | Provide narrative summary, major outcomes, and semi-annual metric report (Task 4.E) | Approximately 4 annual reports over grant term | Data and Reporting Community Partner, with support from Prime, other Community Partners and Project Partners | Months 12-60 |
| G. Produce Final Engagement Summary Report | Similar to annual report, consolidating analysis over project term | 1 Final Engagement Summary Report at project close out | Data and Reporting Community Partner | Month 60 |
| H. General Coordination of events | General coordination of Agency described Transfrom Fresno events | Completion of Tasks | Data and Reporting Community Partner | Months 6-60 |

TASK 5. Direct Outreach Community Partner

| Subtask | Description | Deliverables/Milestones | Responsible Parties | Timeline |
|---|--|---|--|-------------|
| A. Agency Resources | Resources for agency to coordinate and produce materials/activities (i.e. office supplies, travel/mileage, printing costs, etc.) | Coordination with Lead Agency, other Community Engagement Agencies, and Project Partners | Direct Outreach Community Partner | Months 6-60 |
| B. Print materials for distribution, as needed | Flyers, postcards/mailers, and other materials will be printed, or printing will be coordinated by, the subcontractor | Materials printed at least four times per year, at about \$1,475 per order | Direct Outreach Community Partner | Months 6-60 |
| C. Distribute Transform Fresno flyers | Develop and distribute flyers for events, programs, or project engagement in the three neighborhoods | At least 3,000 flyers distributed through posting or door-to-door outreach per year | Direct Outreach Community Partner | Months 6-60 |
| D. Distribute Transform Fresno mailers | Develop and distribute mailers for events, programs, or project engagement in the three neighborhoods | Approximately 20,000 pieces mailed per mailing; Mailing coordinated at least 2 times per year | Direct Outreach Community Partner, with support from Prime and Lead Applicant | Months 6-60 |
| E. Maintain a volunteer interest database | Consolidate interest forms from web, surveys, Partner engagement activities, and other events | Database of volunteer interest for Lead Agency and Project Partners | Direct Outreach Community Partner, with support from the Lead Applicant, and other Community Partners | Months 6-60 |
| F. Maintain an online Community Engagement calendar | Consolidate information on all community engagement events and activities led by Lead Agency, Project Partners, and all Community Partners | Calendar of Community Engagement | Direct Outreach Community Partner, with support from Lead Applicant, Prime, other Community Partners, and Project Partners | Months 6-60 |
| G. Administer surveys | Develop and administer preference and opinion surveys in Project Area | At least 50 surveys collected by each Community Partner per sub-grant (Task 5.A) | Direct Outreach Community Partner | Months 6-60 |
| H. General Coordination of events | General coordination of Agency described Transfrom Fresno events | Completion of Tasks | Direct Outreach Community Partner | Months 6-60 |

TASK 6. Leadership Development Community Partner

| Subtask | Description | Deliverables/Milestones | Responsible Parties | Timeline |
|---|---|---|--|--------------|
| A. Agency Resources | Resources for agency to coordinate and produce materials/activities (i.e. office supplies, travel/mileage, printing costs, etc.) | Coordination with Lead Agency, other Community Engagement Agencies, and Project Partners | Leadership Development Community Partner | Months 6-60 |
| B. Coordinate Transform Fresno Youth Leadership Development Program | Work with stakeholders to identify strategic partnership for, develop goals for, and implement Youth Leadership Development Program | year to complete the Youth Leadership Development Program, building the capacity, knowledge and skills of the community's future civic leaders. | Direct Outreach Community Partner, with support from Lead Applicant, other Community Engagement Agencies, and Project Partners | Months 12-60 |
| C. General Coordination of events | General coordination of Agency described Transfrom Fresno events | Completion of Tasks | Leadership Development Community Partner | Months 6-60 |

| TASK 7. Media and Communications Community Partner | | | | |
|--|--|---|---|-----------------|
| Subtask | Description | Deliverables/Milestones | Responsible Parties | Timeline |
| A. Agency Resources | Resources for agency to coordinate and produce materials/activities (i.e. office supplies, travel/mileage, printing costs, etc.) | Coordination with Lead Agency, other Community Engagement Agencies, and Project Partners | Media and Communications Community Partner | Months 6-60 |
| B. Update branding | Design a logo and develop style guide and/or templates with colors, fonts, and other visual elements | 1 Logo Designed and 1 Branding Style Guide Developed | Media and Communications Community Partner | Months 6-12 |
| C. Update website | Redesign website, with branding updates, and update content | Website Redesign; and approximately 1 update per year | Media and Communications Community Partner | Months 6-60 |
| D. Share informational videos | Develop videos of each project and Transform Fresno to share on web and social media | 30 total videos (30sec each) for Web and Social Media: 1 per project (22) and 8 general | Media and Communications Community Partner | Months 6-18 |
| E. Share media of Transform Fresno and project progress | Document, through film or other media, the progress of Transform Fresno and projects to share through various mediums | At least 4 documentation sessions per year | Media and Communications Community Partner, with support from the Lead Partner and Project Partners | Months 6-60 |
| F. Coordinate radio updates | Develop PSAs and other updates to share through radio | At least 2 PSAs or other radio broadcasts per year | Media and Communications Community Partner | Months 6-60 |
| G. Coordinate with Partners for consistency with Transform Fresno project-wide style guide | Media and Communications Partner will present the style guide and logo to Project Partners, Lead Agency, and other Stakeholders | One (1) presentation to partners and Lead Agency on final products; Presentations on updates to the style guide as needed | Media and Communications Community Partner | Months 6-60 |
| C. General Coordination of events | General coordination of Agency described Transform Fresno events | Completion of Tasks | Media and Communications Community Partner | Months 6-60 |

| TASK 8. Event Coordination Community Partner | | | | |
|---|---|--|--|-----------------|
| Subtask | Description | Deliverables/Milestones | Responsible Parties | Timeline |
| A. Agency Resources | Resources for agency to coordinate and produce materials/activities (i.e. office supplies, travel/mileage, printing costs, etc.) | Coordination with Lead Agency, other Community Engagement Agencies, and Project Partners | Event Coordination Community Partner | Months 6-60 |
| B. Coordinate approximately 4 project milestone events per year | May include ground breaking, ribbon cutting, project activation (e.g. bike rodeo) or other project-specific milestone events | Approximately 18 project milestone events over 4.5 years | Event Coordination Community Partner, with support from Lead Applicant, other Community Partners, and Project Partners | Months 6-60 |
| C. Coordinate 1-2 cultural- or arts-specific Transform Fresno Community Events per year | May include events connected to local community celebrations, such as Juneteenth, Chinese New Year, Cinco De Mayo or other similar events | Approximately 8 cultural- or arts-specific events over 4.5 years | Event Coordination Community Partner, with support from Lead Applicant, other Community Partners, and Project Partners | Months 6-60 |
| D. General Coordination of events | General coordination of Agency described Transform Fresno events | Completion of Tasks | Event Coordination Community Partner | Months 6-60 |

| TASK 9. City of Fresno related Community Engagement | | | | |
|--|--|--|----------------------------|-----------------|
| Subtask | Description | Deliverables/Milestones | Responsible Parties | Timeline |
| A. Agency Resources | Resources for agency to coordinate and produce materials/activities (i.e. office supplies, travel/mileage, printing costs, etc.) | Coordination with Lead Agency, other Community Engagement Agencies, and Project Partners | City of Fresno | Months 6-60 |

Attachment B – Budget

Attachment C - CEP Draft Framework

A six-page draft framework for the CEP was shared with Transform Fresno Stakeholders for review and feedback. It was available on the Transform Fresno website and presented through participatory engagement activities.

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

Attachment D - Pop-Up Public Workshop Materials and Photos

What is Transform Fresno? ¿Qué es Transformar Fresno?

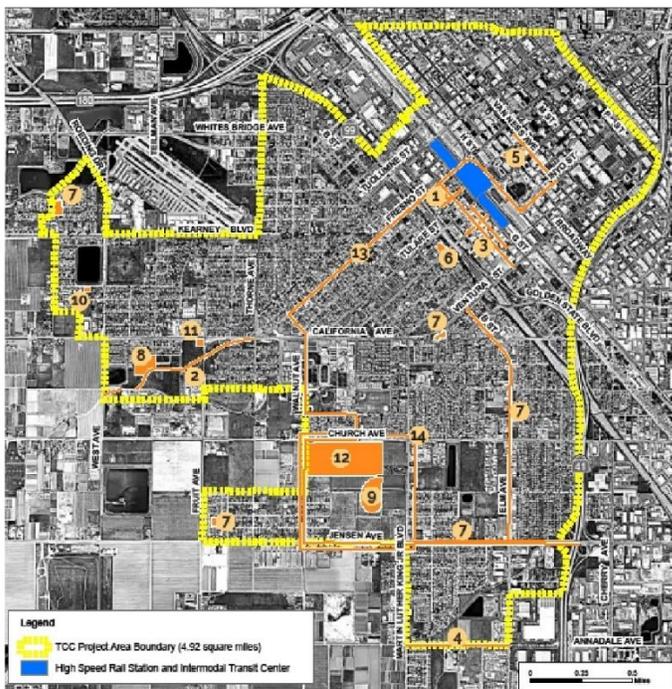
Transform Fresno is a five-year collaborative effort to revitalize Downtown, Chinatown, and Southwest Fresno. The goal is to improve public health and the environment, expand economic opportunities, and reduce greenhouse gas emissions. Twelve organizations are working with the City of Fresno to complete 22 projects, through a \$66.5 million grant from the State of California Transformative Climate Communities program (TCC). The projects funded by the grant were identified through a community process that included people that live, work, or own property in the project area. Twenty of these projects are listed below.

Continuing to inform and involve the community is an important part of Transform Fresno. Over the next five years, there will be multiple opportunities to stay involved. We need your help to understand the best ways to keep you aware of what is happening.

Transformar Fresno es un esfuerzo de colaboración de cinco años para revitalizar Downtown, Chinatown y Southwest Fresno. El objetivo es mejorar la salud pública y el medio ambiente, ampliar las oportunidades económicas, y reducir las emisiones de gases de efecto invernadero. Doce organizaciones están trabajando con la Ciudad de Fresno para completar 22 proyectos, a través de una subvención de \$ 66.5 millones del programa de Clima Transformativo de Comunidades del Estado de California (TCC). Los proyectos financiados por la subvención fueron identificados a través de un proceso comunitario que incluía personas que viven, trabajan o son propietarias de propiedades en el área del proyecto. Veinte de estos proyectos se enumeran a continuación.

Continuar informando e involucrando a la comunidad es una parte importante de Transformar Fresno. Sobre los próximos cinco años, habrá múltiples oportunidades para mantenerse involucrado. Necesitamos su ayuda para entender las mejores maneras de mantenerse al tanto de lo que está sucediendo.

Funded Projects *Proyectos financiados*



1. Chinatown Housing Project (57 units)
2. Southwest Fresno Trail
3. Chinatown Urban Greening
4. Annadale Mode Shift (sidewalks, bikelanes)
5. Mariposa Plaza (trees, paving, rainwater capture)
6. ERP Green Toddler Park
7. Southwest Urban Forest Expansion
8. Yosemite Village Permaculture Community Garden and Urban Farm
9. Park at MLK Magnet Core
10. Inside Out Community Garden
11. Southwest Fresno Community Food Hub
12. Fresno City College: West Fresno Satellite Campus (bike and ped paths)
13. TCC Connector (improved bus service)
14. Southwest Offsite Improvements (trails, sidewalks, bikelanes)

NOT MAPPED

15. EOC Partnership for Energy Savings & GHG Reductions in SW Fresno
16. GRID Solar Collaborative Single-Family Partnership
17. GRID Solar Collaborative Multi-Family Partnership
18. Clean Shared Mobility Network
19. Chinatown Property Based Improvement District
20. EOC Partnership for Energy Savings & GHG Reductions in SW Fresno

What are the engagement objectives? ¿Cuáles son los objetivos de participación?

1. Provide clear and consistent communication to residents, businesses, and other stakeholders throughout the implementation of TCC projects. *Proveer comunicación clara y coherente a los residentes, empresas, y otros partes interesados durante la implementación del proyecto TCC.*
2. Enable active participation in project implementation. *Habilitar la participación activa en la implementación del proyecto.*
3. Ensure ownership over the process and its outcomes. *Asegurar la propiedad sobre el proceso y sus resultados*
4. Develop local leadership and civic capacity. *Desarrollar el liderazgo local y la capacidad cívica.*
5. Foster the next generation of community leaders. *Fomentar la próxima generación de líderes comunitarios.*
6. Create opportunities to provide input on design and implementation decisions. *Crear oportunidades para aportar información sobre decisiones de diseño e implementación.*
7. Document the implementation process. *Documentar el proceso de implementación.*
8. Celebrate accomplishments. *Celebrar logros.*

What else should we add? ¿Qué más debemos agregar?



What are the best ways to learn about TCC? ¿Cuáles son las mejores maneras de aprender sobre TCC?

Vote for the top 3 ways below with your dots. *Vota por los 3 primeros maneras abajo con tus pun-*

| | |
|--|--|
| Newsletters (printed) <i>Boletines (impresos)</i> | |
| Website <i>Sitio web</i> | |
| Text messages <i>Mensajes de texto</i> | |
| Email communications <i>Comunicaciones por correo electrónico</i> | |
| Door-to-door canvassing <i>Encuesta puerta a puerta</i> | |
| Social media <i>Medios de comunicación social</i> | |
| Flyers and meeting notices <i>Volantes y avisos de reuniones</i> | |
| Other (please list) <i>Otro (por favor listar)</i> | |

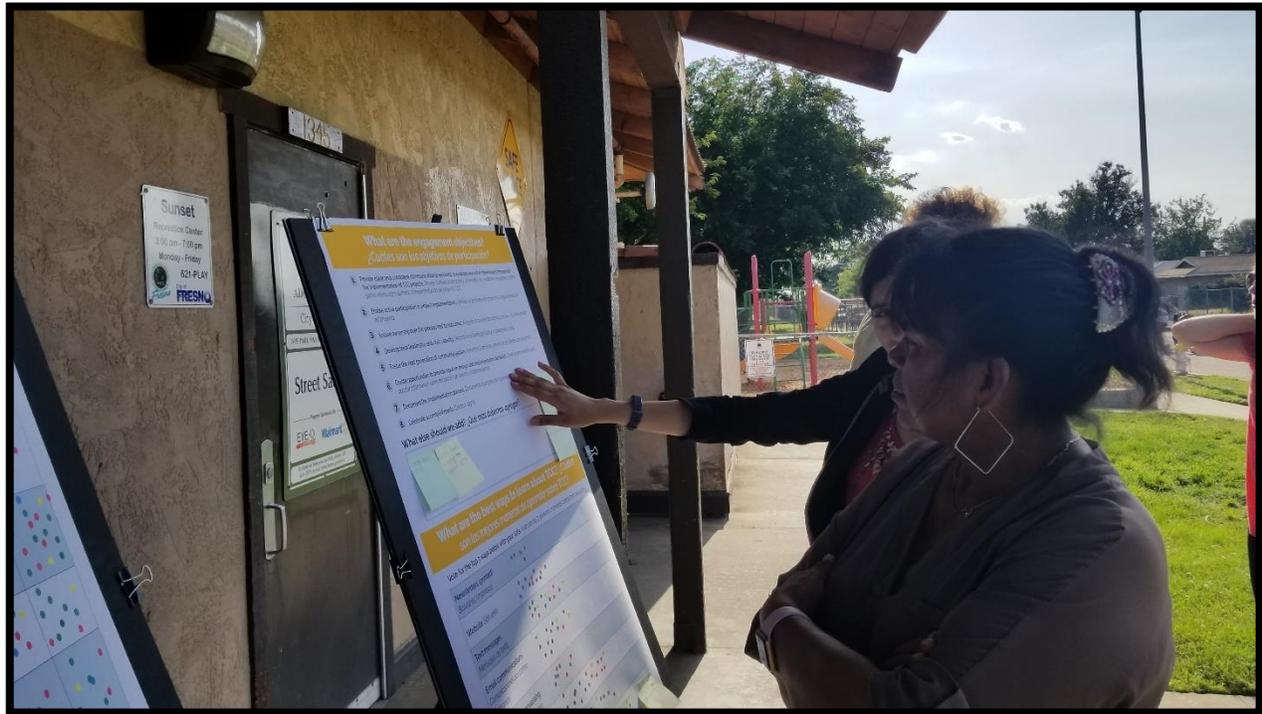
How likely would you be to participate in the following activities? ¿Qué tan probable es que participes en las siguientes actividades?

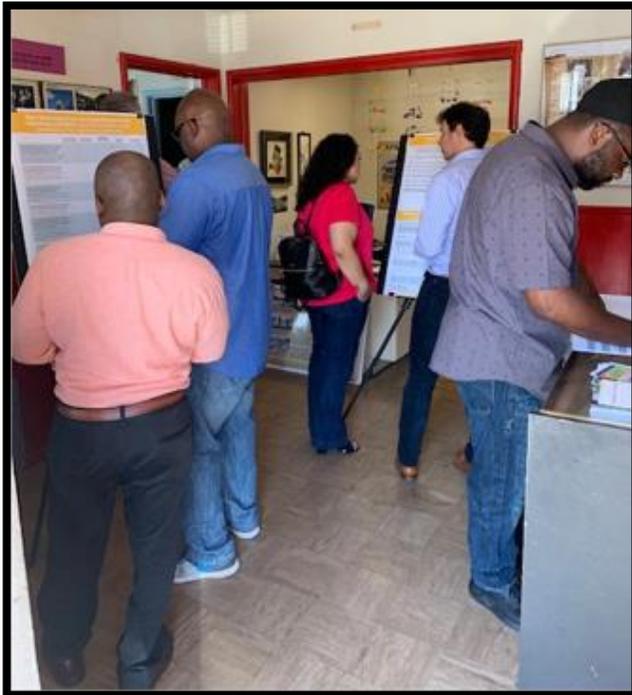
| | Very Unlikely <i>Muy improbable</i> | Not Likely <i>No es probable</i> | Neutral/ Don't Know <i>Neutral / No sé</i> | Likely <i>Probable</i> | Very Likely <i>Muy probable</i> |
|--|--|-------------------------------------|--|---------------------------|------------------------------------|
| Attend quarterly Outreach/Oversight Committee meetings to learn about future engagement opportunities <i>Asista a las reuniones trimestrales del Comité de Alcance/Supervisión para aprender sobre futuras oportunidades de participación</i> | | | | | |
| Join the Ambassador Program and help engage community members in the TCC program <i>Únase al programa Ambassador y ayude a involucrar a los miembros de la comunidad en el programa TCC</i> | | | | | |
| Attend annual Transform Fresno summit to celebrate project achievements <i>Asiste a la cumbre anual Transformar Fresno para celebrar los logros del proyecto</i> | | | | | |
| Attend public workshops to guide the implementation of specific projects <i>Asistir a talleres públicos para orientar la implementación de proyectos específicos.</i> | | | | | |
| Participate in the Transform Fresno Leadership Development Program, a program to train the next generation of community leaders <i>Participe en el Programa de Desarrollo de Liderazgo Transformar Fresno, un programa para capacitar a la próxima generación de líderes comunitarios</i> | | | | | |
| Attend neighborhood project update meetings to learn about the progress of a project <i>Asista a las reuniones de actualización del proyecto del vecindario para conocer el progreso de un proyecto</i> | | | | | |
| Take preference and opinion surveys <i>Realiza encuestas de preferencia y opinión.</i> | | | | | |
| Participate as a TCC volunteer to help implement a project (e.g. tree planting) <i>Participar como voluntario en TCC para ayudar a implementar un proyecto (por ejemplo, plantación de árboles)</i> | | | | | |

**What other ideas do you have to engage residents in TCC implementation?
¿Qué otras ideas tiene para involucrar a los residentes en la implementación de TCC?**



Pictures from Pop-Up Workshops





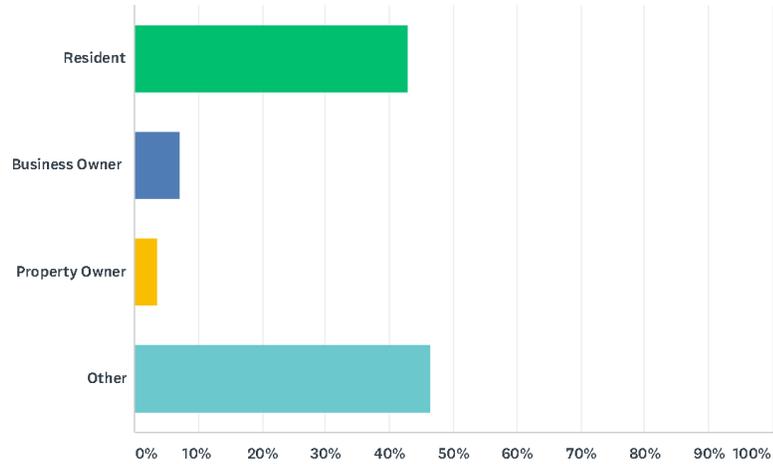
Attachment E - Survey Results Summary

Figures illustrating summary of survey responses; Excludes open-ended questions 8, 9, 10, and 12.

Community Engagement Plan Survey

Q1 The Transform Fresno area includes Downtown, Chinatown, and Southwest Fresno. Please let us know if you are a:

Answered: 28 Skipped: 0

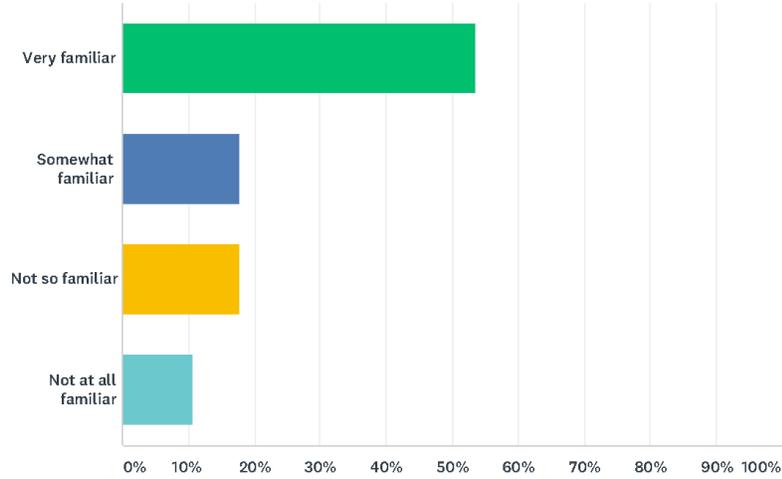


| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Resident | 42.86% | 12 |
| Business Owner | 7.14% | 2 |
| Property Owner | 3.57% | 1 |
| Other | 46.43% | 13 |
| TOTAL | | 28 |

Community Engagement Plan Survey

Q2 How familiar are you with the Transform Fresno project?

Answered: 28 Skipped: 0

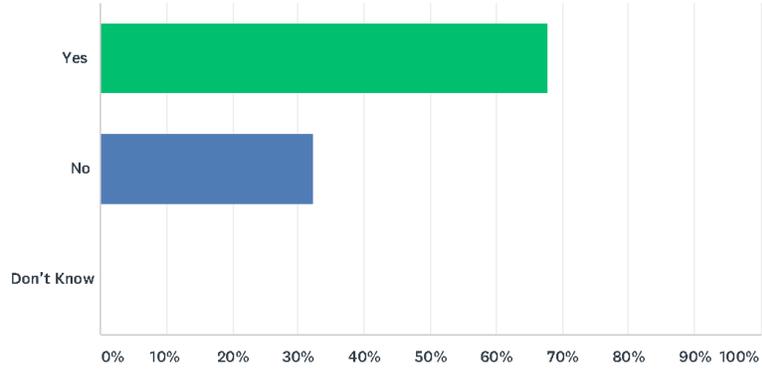


| ANSWER CHOICES | RESPONSES | |
|---------------------|-----------|----|
| Very familiar | 53.57% | 15 |
| Somewhat familiar | 17.86% | 5 |
| Not so familiar | 17.86% | 5 |
| Not at all familiar | 10.71% | 3 |
| TOTAL | | 28 |

Community Engagement Plan Survey

Q3 Did you participate in the process of creating Transform Fresno?

Answered: 28 Skipped: 0

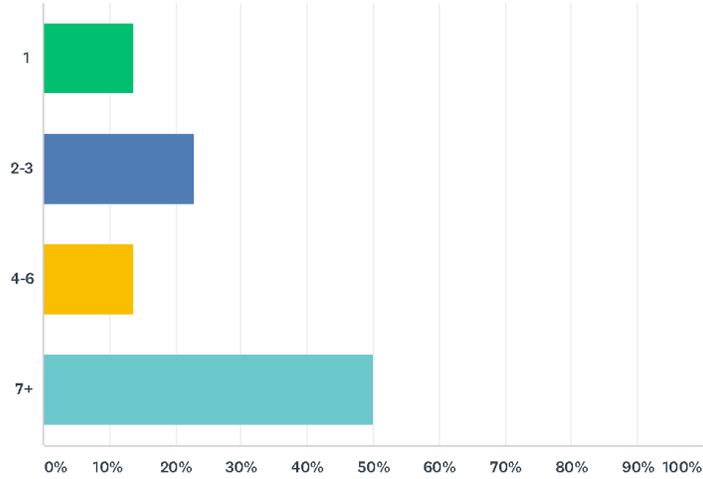


| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 67.86% | 19 |
| No | 32.14% | 9 |
| Don't Know | 0.00% | 0 |
| TOTAL | | 28 |

Community Engagement Plan Survey

Q4 If yes, how many events did you participate in?

Answered: 22 Skipped: 6

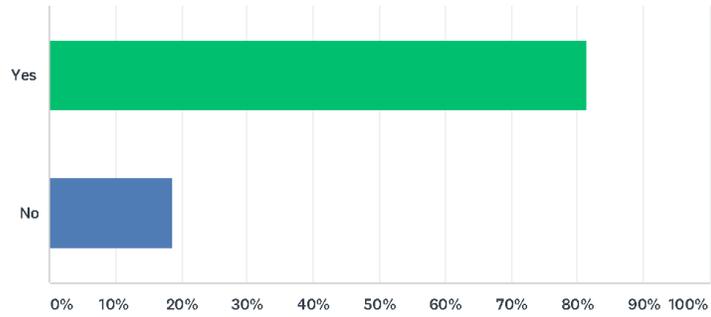


| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| 1 | 13.64% | 3 |
| 2-3 | 22.73% | 5 |
| 4-6 | 13.64% | 3 |
| 7+ | 50.00% | 11 |
| TOTAL | | 22 |

Community Engagement Plan Survey

Q5 Do you participate in any organizations that are active in the community?

Answered: 27 Skipped: 1

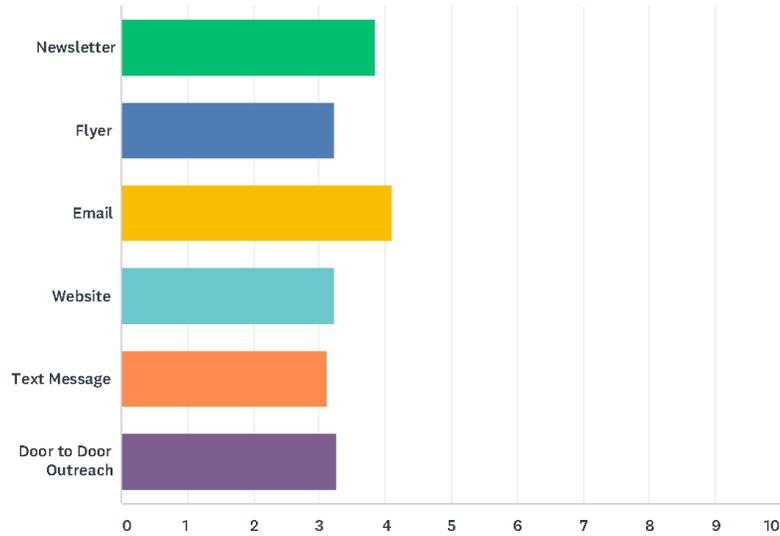


| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 81.48% | 22 |
| No | 18.52% | 5 |
| TOTAL | | 27 |

Community Engagement Plan Survey

Q6 How important are the following on a scale of 1 to 6? Please rank in order of preference.

Answered: 28 Skipped: 0

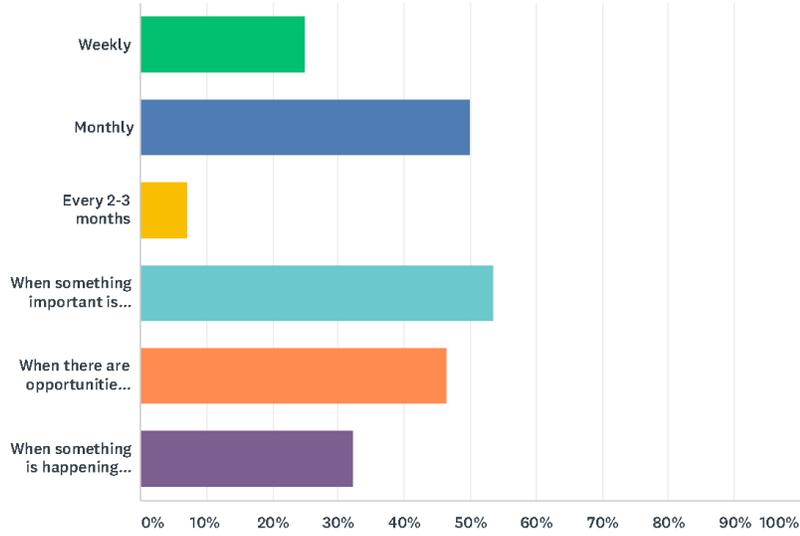


| | 1 | 2 | 3 | 4 | 5 | 6 | TOTAL | SCORE |
|-----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------|-------|
| Newsletter | 23.08% 6 | 19.23% 5 | 19.23% 5 | 7.69% 2 | 19.23% 5 | 11.54% 3 | 26 | 3.85 |
| Flyer | 0.00% 0 | 23.08% 6 | 19.23% 5 | 23.08% 6 | 26.92% 7 | 7.69% 2 | 26 | 3.23 |
| Email | 22.22% 6 | 25.93% 7 | 14.81% 4 | 22.22% 6 | 7.41% 2 | 7.41% 2 | 27 | 4.11 |
| Website | 11.54% 3 | 19.23% 5 | 11.54% 3 | 19.23% 5 | 15.38% 4 | 23.08% 6 | 26 | 3.23 |
| Text Message | 15.38% 4 | 7.69% 2 | 15.38% 4 | 19.23% 5 | 19.23% 5 | 23.08% 6 | 26 | 3.12 |
| Door to Door Outreach | 25.93% 7 | 3.70% 1 | 18.52% 5 | 7.41% 2 | 11.11% 3 | 33.33% 9 | 27 | 3.26 |

Community Engagement Plan Survey

Q7 How often would you like to receive information?

Answered: 28 Skipped: 0

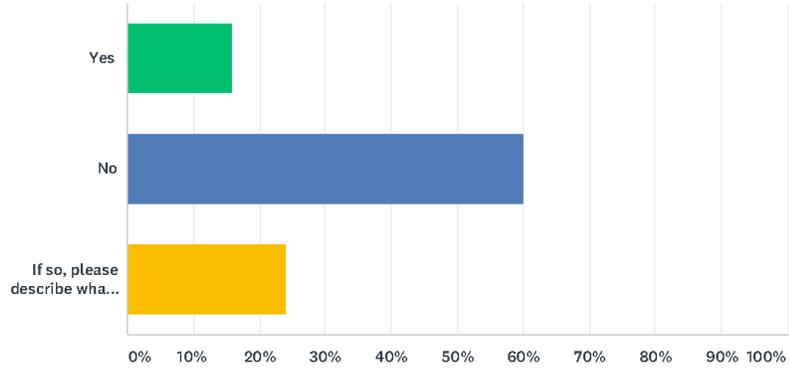


| ANSWER CHOICES | RESPONSES | |
|--|-----------|----|
| Weekly | 25.00% | 7 |
| Monthly | 50.00% | 14 |
| Every 2-3 months | 7.14% | 2 |
| When something important is happening | 53.57% | 15 |
| When there are opportunities to participate | 46.43% | 13 |
| When something is happening in my neighborhood | 32.14% | 9 |
| Total Respondents: 28 | | |

Community Engagement Plan Survey

Q11 Should additional objectives be added?

Answered: 25 Skipped: 3

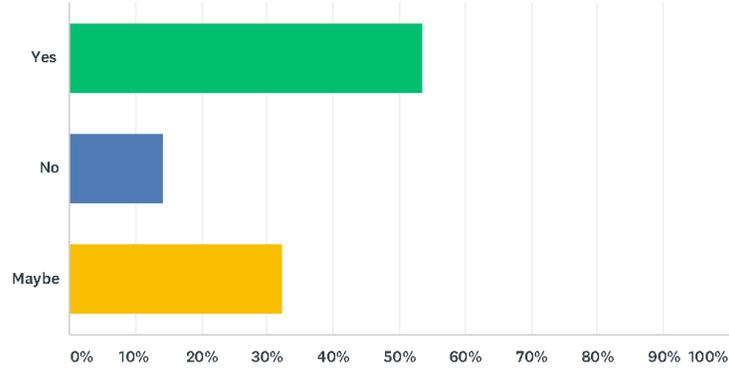


| ANSWER CHOICES | RESPONSES | |
|--|-----------|----|
| Yes | 16.00% | 4 |
| No | 60.00% | 15 |
| If so, please describe what should be added. | 24.00% | 6 |
| TOTAL | | 25 |

Community Engagement Plan Survey

Q13 Are you interested in opportunities to participate in Transform Fresno projects or leadership opportunities?

Answered: 28 Skipped: 0

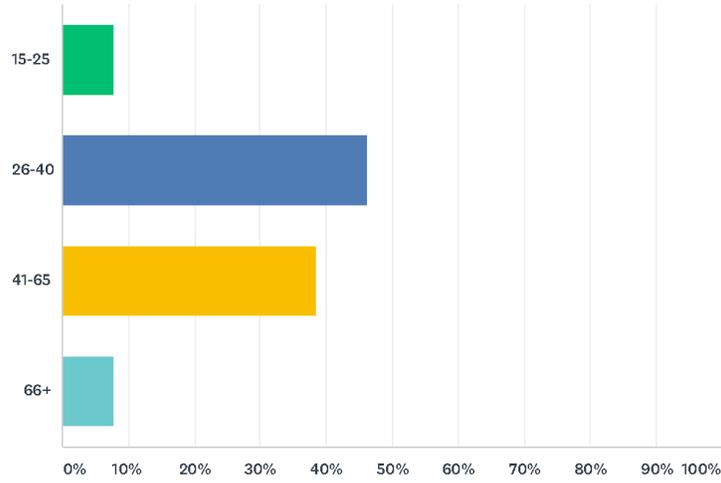


| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 53.57% | 15 |
| No | 14.29% | 4 |
| Maybe | 32.14% | 9 |
| TOTAL | | 28 |

Community Engagement Plan Survey

Q14 If you are comfortable doing so, please provide us with the following information that helps us make sure we are reaching out to the entire Transform Fresno community: What is your age group?

Answered: 26 Skipped: 2

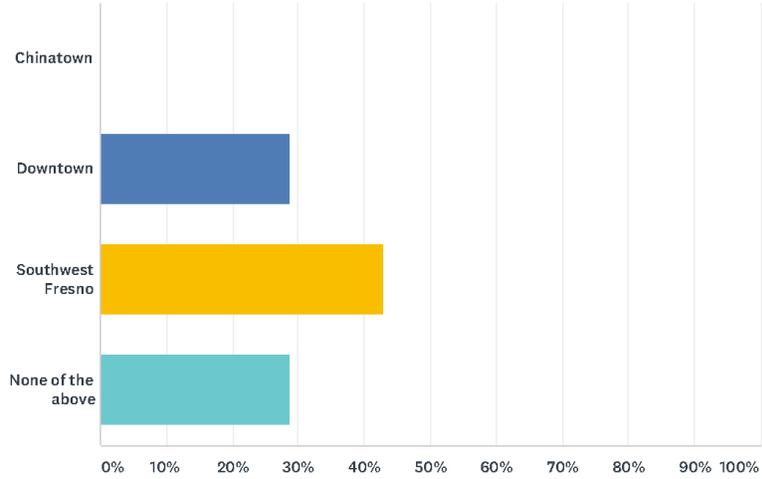


| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| 15-25 | 7.69% | 2 |
| 26-40 | 46.15% | 12 |
| 41-65 | 38.46% | 10 |
| 66+ | 7.69% | 2 |
| TOTAL | | 26 |

Community Engagement Plan Survey

Q15 Which neighborhood are you a part of?

Answered: 28 Skipped: 0

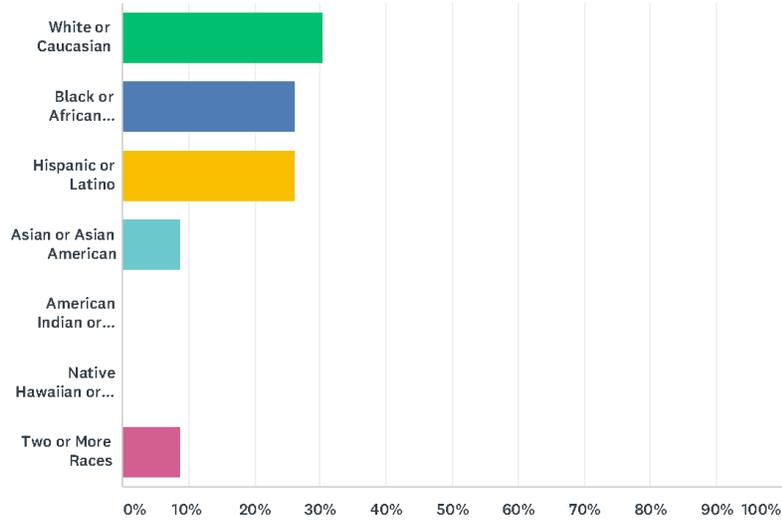


| ANSWER CHOICES | RESPONSES | |
|-------------------|-----------|----|
| Chinatown | 0.00% | 0 |
| Downtown | 28.57% | 8 |
| Southwest Fresno | 42.86% | 12 |
| None of the above | 28.57% | 8 |
| TOTAL | | 28 |

Community Engagement Plan Survey

Q16 What is your ethnicity?

Answered: 23 Skipped: 5

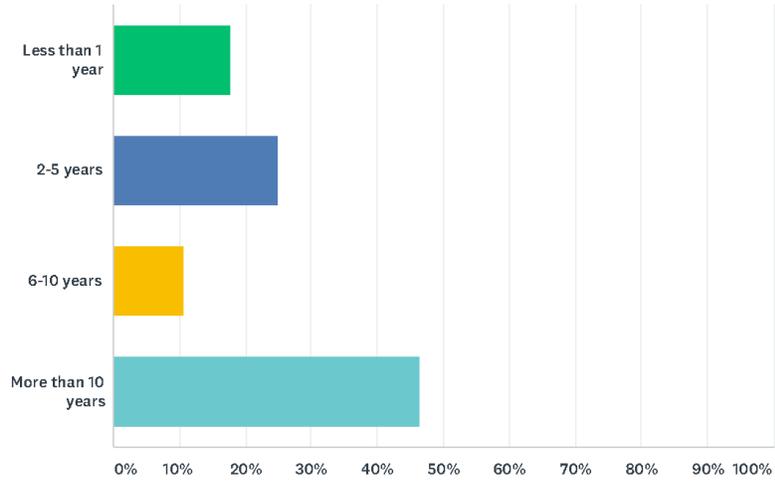


| ANSWER CHOICES | RESPONSES |
|---|-----------|
| White or Caucasian | 30.43% 7 |
| Black or African American | 26.09% 6 |
| Hispanic or Latino | 26.09% 6 |
| Asian or Asian American | 8.70% 2 |
| American Indian or Alaska Native | 0.00% 0 |
| Native Hawaiian or other Pacific Islander | 0.00% 0 |
| Two or More Races | 8.70% 2 |
| TOTAL | 23 |

Community Engagement Plan Survey

Q17 How long have you lived or worked in the Transform Fresno Project Area?

Answered: 28 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|--------------------|-----------|----|
| Less than 1 year | 17.86% | 5 |
| 2-5 years | 25.00% | 7 |
| 6-10 years | 10.71% | 3 |
| More than 10 years | 46.43% | 13 |
| TOTAL | | 28 |

Attachment F - Public Comments



June 23, 2019

Courtney Espinoza
2600 Fresno Street
Fresno, CA 93721

RE: Transform Fresno's Draft Displacement Avoidance Plan and Draft Community Engagement Plan

Dear Ms.Espinoza,

Thank you for the opportunity to comment on Transform Fresno's Draft Displacement Avoidance Plan (DAP) and the Draft Community Engagement Plan (CEP). We are a community-based organization working alongside low-income residents and disadvantaged neighborhoods in Fresno. We have been engaged in the Transform Fresno process to ensure authentic community participation and adherence to AB 2722 requirements and the 2017 Transformative Climate Communities (TCC) program guidelines. We offer these comments to further strengthen and expand upon the draft Displacement Avoidance Plan (DAP) and Community Engagement Plan (CEP). We welcome the opportunity to work with the City of Fresno and its consultants to ensure compliance with TCC program requirements and overall success of Transform Fresno.

Draft Displacement Avoidance Plan Comments

As written in the 2017 TCC Guidelines section under *Transformative Requirements* subsection 2. *Avoid the Displacement of Existing Households and Small Businesses*, it is unequivocal the lead applicant must adopt new policies or programs found within Tables 2 and 3. While the City of Fresno intends to fulfill requirements listed below, there is significant opportunity to further strengthen proposed policies and ensure compliance with task iii in identifying "additional policies and programs... [from] the policy categories included in Table 2... [and] Table 3".

The City of Fresno has a responsibility to adhere to TCC program requirements as laid out in the 2017 Final TCC guidelines adopted by the Strategic Growth Council. Community residents and advocates have repeatedly requested the City to develop, adopt, and implement strong policies and programs that will protect families and small businesses from physical and economic displacement. Documented evidence exists of displacement when significant investment is made in communities home to lower income, minority and immigrant populations without protective measures in place. As currently written, the Draft DAP does not meet the basic minimum



requirements put forth in the 2017 TCC guidelines and would not protect families and businesses in the Transform Fresno plan area.

Throughout several of Leadership Counsel's regularly held community meetings, and through participation in the DAP Workshop, community residents have been clear and explicit about which type of policies they want to see prioritized and adopted. Discussions centered around increasing rents, stagnant wages, lack of good quality jobs, retaliatory evictions, millions in tax incentives to multi-billion dollar companies and none for affordable housing, creating opportunities for home ownership, or protecting senior citizens from displacement. While City staff did capture most of those policies including a version of Rent Control or Stabilization, 'Just Cause' Evictions, and home ownership opportunities, the draft plan does not include Inclusionary Zoning Incentives despite having the third most points from the DAP Workshop. Additionally, the proposed policies in draft DAP were chosen based off of which category received the most points, rather than which specific policy or program received the most points. As a participant at the DAP Workshop on May 15th, we do not recall Staff making this distinction in how they would select the final policies. Our understanding and presumably the understanding of other participants was that the policy with the most points per category would be chosen. Instead, the City added the total points per category and then chose the highest scoring policy, thus potentially undermining community priorities.

Below, we provide comments to strengthen proposed policies and programs, and also suggest an additional policy as prioritized by community members.

Policy: Rent Control, Stabilization, Ordinances, and Rent Review Board

This draft policy puts forth the following tasks which are italicized followed by our comments below:

1. *Maintain the City of Fresno Mobilehome Park Rent Review and Stabilization Commission.*
 - a. Though we appreciate the City having Task 1 in place, it is our understanding that there currently are no Mobile Home Parks in the TCC Plan Area and thus, making Task 1 irrelevant as it does not apply here.
2. *Hire a consultant to develop qualitative and quantitative data to inform policies specific to the TCC Project Area.*
 - a. We are supportive of hiring an academic institution with demonstrated experience of working directly with impacted communities to develop protective measures and tools against displacement and gentrification. If implemented correctly and in partnership with community this task will allow the City to begin gathering baseline data before any potential significant displacement occurs. An academic partner



should be in place ready to work with community leaders within 3 months of DAP adoption.

3. *Gather quantitative data specific to rent levels and how fast they are changing comparative to rent levels and changes outside of the TCC Project Area.*
 - a. If methodology is developed in partnership with community residents and interested stakeholders, this task will allow the City of Fresno to develop and adopt a policy framework to guide adoption of key policies and programs necessary to meaningfully address the housing crisis in Fresno. We recommend this task be completed within the first three months of DAP adoption and in coordination with an academic institution as identified above.
4. *Conduct 1 informational workshop explaining the pros and cons of rent control.*
 - a. We recommend this task be eliminated as it does not in any way address concerns and feedback identified by community members at the May 15th DAP Workshop, nor what organizations like Leadership Counsel hears on a consistent basis.

Instead, we urge the City, as the lead applicant, to meaningfully respond to community by adding the following task:

Implement a community driven process to develop a rent control or rent stabilization policy for further consideration and adoption by the Fresno City Council.

This task would be consistent with community concerns, comments, and priorities voiced throughout the Transform Fresno process. Doing so will also help the City comply with task iii in establishing a new policy or program to avoid displacement.

Policy: First time homeowner incentive and protection

This draft policy puts forth the following tasks which are italicized followed by our comments below:

1. *Research and compile which homeowner incentive programs are available to the public.*
 - a. Though it is useful to have research and a compilation of data sources, without any clear outcome or goals, there is no clear connection as to how this will assist tenants at risk of displacement. Additional language should be added about how the City of Fresno will make this data easily available to the public outside of a web page and physical copies in a library. Locations should include, but not limited to community centers, social services departments, Fresno Housing Authority, informational boards at laundromats, with organizations working with tenants. This



information should be presented in a variety of languages including, but not limited to Spanish, Hmong, Punjabi, Lao, and Thai.

2. *Provide an annual educational workshop to potential first time home buyers based on available incentive programs.*
 - a. Providing one annual educational workshop for first time home buyers in a city with a population of half a million individuals and a homeownership rate of 47%¹ is insufficient. City Staff should either lead or work with non-profit organizations, financing institutions, or other agencies working in this subject area to host 3-4 workshops a year. These workshops must be in easily accessible locations where community members already congregate, at an accessible time, with qualified translators. The City should go beyond its status quo outreach methods. This can include, but not limited to working with organizations with ties to communities, media outlets like Radio Bilingue or Arriba Valle Central, working with community leaders, working with the Fresno Housing Authority (FHA), and/or working with banks who provide low-interest home loans for first-time homebuyers.

Furthermore, we recommend the addition of another task to this section regarding the financing of a down payment assistance program for first-time or low-income homebuyers program. For instance, Program 8 in the City's Housing Element requires the City of Fresno to "continue to pursue funds" from the Housing and Community Development Department's (HCD) first-time homebuyer program to assist households. This program has been previously made available to Fresno City residents, but this contract ended in 2017 with HCD. However, a NOFA was issued and awards announced in 2018 for the CalHome Program, which the City of Fresno did not seem reapply. The City should actively pursue a variety of financing options for down payment assistance for low-income homebuyers. Several cities within and beyond California have successful programs the City should look into. Additionally, the City should provide counseling sessions to assist families in navigating the homeownership process. We encourage the City to seek partnerships in implementing these sessions with organizations or agencies who have expertise in this area.

Policy: 'Just Cause' Eviction Policies

'Just Cause' Eviction has been voiced as a priority by community since the beginning of this process. In fact, this was a priority identified in October 2017 City staff, led by Mr. Spees, held a meeting in City Hall about DAP requirements. . At the most recent May 15th workshop, this

¹ US Census Bureau. *Owner-occupied housing unit rate, 2013-2017.*
<https://www.census.gov/quickfacts/fact/table/fresnocitycalifornia/HSG445217#HSG445217>



priority once again rose to the top as someone in the room who brought it up was in the process of being evicted because she called code enforcement on her landlord. Unfortunately, this isn't an isolated incident and several people in the room have heard this story before and have asked City staff to address in more permanent, solution oriented ways.

We urge the City to work with community leaders through a thorough public process to develop a 'Just Cause' Eviction policy for consideration and approval by the Fresno City Council.

Policy: 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

This draft policy puts forth the following tasks which are italicized followed by our comments below:

1. *Work with business development agencies to provide 10 one-on-one sessions with existing or potential entrepreneurs in the TCC Project Area*
 - a. Additional language should be added to this task to ensure access to these sessions by diverse, small minority owned businesses. Proper translation during these one-on-one sessions, including but not limited to materials, paperwork, and experts providing the sessions. Additionally, existing and potential entrepreneurs should be provided the opportunity to have follow up visits if needed. The City of Fresno should instead strive to assist at least ten entrepreneurs with these sessions and not place a cap so as to ensure that it is supporting as many interested individuals as possible. As these spots are very limited, these resources should be limited to low-income individuals from minority populations. Advertisement of these resources should be done extensively through various methods including, but not limited to local chambers of commerce, social services assisting unemployed and underemployed individuals, and nonprofit organizations.

Policy: Rental Subsidies for local, minority owned small businesses

This draft policy puts forth the following tasks which are italicized followed by our comments below:

1. *Hire a consultant to provide qualitative and quantitative data specific to business rental levels and the potential of business subsidies with the TCC Project Area.*
2. *Put together an informational workshop regarding the availability of business rental subsidies for local, minority owned small businesses within the TCC Project Area.*



- a. As written, this policy makes the assumption that the City of Fresno already has existing rental subsidies for small businesses and this information will be shared at this workshop. If that is not so, there should be another task added where staff explore the creation of a policy or program to assist local, minority owned small businesses as we recommended for the Rent Control and 'Just Cause' Eviction Policies. As for having a singular workshop, this is simply not enough to share this information with all of the small, minority owned local businesses. Staff should work with local chambers offices and other organizations or agencies working with businesses.

Policy: Incentives for Inclusionary Zoning

Instead of replacing one policy or program with another, we recommend the City go beyond the minimum requirements of three residential policies or programs and also include a policy for Incentives for Inclusionary Zoning. This policy and its subsequent tasks would be similar to the 'Just Cause' Eviction Policies. City Staff would begin by gathering information and relevant data based off what other cities are doing, gather more information through group discussion with experts and stakeholders, develop policy language through an extensive public process, and ultimately present this before the City Council for a vote. Doing so would also ensure the City is responsive and meaningfully addressing community priorities.

Draft Community Engagement Plan Comments

AB 2722 and the 2017 TCC program guidelines are clear in their intent to ensure meaningful community participation in all phases of Transform Fresno process. While the City of Fresno has hired consultants to develop a draft CEP, we have yet to see an actual draft for public review and comment. To date, we have seen the PowerPoint presentation provided at the last TCC quarterly meetings which merely describes outreach events and feedback gathered through these events and an online survey. We offer these comments in an effort to inform the development of the CEP.

TCC Requirements:

As a preliminary matter the 2017 TCC Guidelines find that at a minimum, the CEP should include:

- i. *Description of key stakeholders and residents, including any existing neighborhood organizations or advisory councils serving the Project Area;*



- ii. *Description of recent history of resident engagement in neighborhood issues of the proposed Project Area, including involvement in any planning or community development activities administered by the local government or other administrative entities;*
- iii. ***Description and timeline of proposed community engagement activities (see Table 4 for list of recommended activities to ensure meaningful community engagement);***
- iv. *Application before they are finalized.*
- v. *The process to be used to identify the needs of residents and other stakeholders during the TCC Proposal development phase and, if applicable, the relationship of this process to any pending planning activities or public improvements for the Project Area within the time frame of implementation;*
- vi. ***How the public will be informed of implementation progress, including updates on project performance and other indicators being tracked, as well as implementation progress on the Displacement Avoidance and Community Engagement Plans; and***
- vii. *Justification for the community engagement activities as a budget line item.*

Public Process to Date:

The development of a CEP is a key cornerstone to robust community participation in ensuring the success of Transform Fresno. Outreach to inform its development was minimal and fell short of ensuring robust, authentic participation due to delayed and limited opportunities to gather public input. For example, notice for pop up workshops was sent out Friday evening before Memorial Day weekend with the first pop up workshop occurring that same week. This did not provide sufficient time for organizations and stakeholders to properly notice and conduct outreach to large segments of the community.

While we commend consultants for their efforts and hosting workshops in generally well trafficked areas, we note that participation was not representative of demographics in the plan area. We welcome the opportunity to work with consultants to draft the CEP to ensure robust community participation.

A more collaborative partnership with formal and informal organizations, churches, and community leaders would ensure more representative outcomes. We appreciate the consultants recognizing these limitations and finding that diverse methods of outreach are needed to ensure robust participation. We offer the following principles to guide development of the CEP and look forward to reviewing a near final version in the coming days.

Information Sharing and Communication



A variety of communication methods should be utilized to ensure robust participation including: newsletters, frequently visited web pages, text messaging, email list serves, door to door canvassing, social media, flyers and partnership with local organizations working in the project area.

The following recommendations should be considered and included in the final CEP:

- Language accessibility: all communications and material need to be translated and available in languages spoken by residents in the project area including Spanish, Hmong, Punjabi, Lao and Thai and others as requested by residents.
- Utilize radio, television and newspaper media outlets to reach large segments of project area residents:
 - Hmong TV
 - Radio Bilingue, Univision and other Latino stations in Fresno area
 - Community Alliance
 - Fresno Bee
 - Vida en el Valle
 - Fresno Punjabi Radio: KWRU 1300 AM radio
 - Fresno City College and CSU Fresno, Fresno Pacific University student newspapers
 - Local news stations of ABC, NBC, CBS, Fox
- City of Fresno press releases/conferences, in partnership with City Council, Council District 3 to inform the public of key decision making points and events occurring in close time frame to each other
- Fresno Unified School District communication system called “PeachJar” can be used to reach parents and families of students that attend the schools within the TCC area.
- Engage Fresno Unified and State Center Community College to reach students and parents in the TCC Area as one of the cornerstones of Transform Fresno is the construction of the West Fresno Community College satellite campus.
- Partner with local community based organizations working with community residents in the project area and hosting regular monthly meetings in schools and neighborhoods.

Robust Public Participation

To ensure successful participation in proposed summits, workshops, meetings and development programs, the aforementioned communication tools in combination with outreach tools below will improve participation.



- Development of community outreach calendar to allow for coordination across various important local efforts occurring in the project area such as TCC, AB 617 South Central Fresno air quality monitoring and community emission reduction plans, South Industrial Priority Area Specific Plan and meetings of the Anti-Displacement Task Force. Residents want to be involved and aware of changes that affect their community. The city has continued to schedule community workshops/meetings for many of these efforts, on the same evenings or at conflicting times. This is then perceived by the community as a strategic move to keep residents unaware of the City's plans.
- Workshops/community meetings should always be scheduled at the most convenient time (5:30pm-8pm) and accessible locations for community residents. All meeting locations must be easily accessible by public transit.
- Child care and dinner should always be provided to show appreciation of residents' valuable time and to improve turn out of community members with families.
- Meet and engage with community members in creative ways:
 - Set up information tables for surveys and outreach in the most frequented areas:
 - Laundromats,
 - C Street / Fresno Street. shopping center in Southwest Fresno in front of the only large grocery store- Food 4 Less.
 - Churches in the community on Sundays
 - Local community sporting events, farmers markets, cherry Auction swap meet
 - Back to school nights
 - Neighborhood block events
- Partner with volunteer youth canvassers/ Mayors' Youth Commission to do door to door outreach. In return, youth leaders receive civic engagement and leadership skills and a volunteer letter/recognition certificate which can help build resumes for employment and higher education admission.
- Partner with trusted local organizations to host community meetings, workshops and events.
- Ensure that each project lead has a documented plan in place to inform community leaders of all project phases.

We thank the City of Fresno for its efforts in developing a Draft Displacement Avoidance Plan and a Draft Community Engagement Plan. We look forward to working with the City of Fresno to ensure the success of the Transform Fresno project informed by community residents living in the



TCC Project Area. If any questions should arise, do not hesitate to contact us at (559)369-2790 or gelenes@leadershipcounsel.org.

Sincerely,

Grecia Elenes

Senior Policy Advocate

Leadership Counsel for Justice and Accountability



August 5, 2019

Courtney Espinoza
2600 Fresno Street
Fresno, CA 93721

RE: Transform Fresno's Final Displacement Avoidance Plan and Final Community Engagement Plan

Dear Ms. Espinosa,

We appreciate this opportunity to comment on the Final Displacement Avoidance Plan (DAP) and the final Community Engagement Plan (CEP). Leadership Counsel for Justice and Accountability is a community-based organization working alongside low-income residents and disadvantaged neighborhoods in south Fresno. We have engaged in the Transform Fresno process to ensure authentic community participation and adherence to AB 2722 requirements and the 2017 Transformative Climate Communities (TCC) program guidelines. On June 23, 2019 we submitted a written letter providing comments in response to the Draft DAP and CEP, and recommendations to improve the policies and programs listed therein. In reviewing the Final DAP and CEP, several of our original concerns still remain with the DAP. As such, we are re-submitting our original letter along with additional comments below.

Final Displacement Avoidance Plan

It was our hope that the City of Fresno would have included suggestions that were made in the June 23, 2019 Comment Letter in response to the Draft Displacement Avoidance Pan, and also concerns elevated at the May 15th workshop. For instance, the Rent Control, Stabilization, Ordinances, and Rent Review Boards needs to have more proactive steps that could lead to an ordinance that will protect and benefit tenants. This policy should go past solely gathering data, holding informational workshops, and "discuss[ing] potential policies". During the May 15th workshop, residents voiced their concerns of rising rents, often in retaliation for calling the City's Code Enforcement. Frustrations heard during this workshop are similar to the experiences organizations like ours and partner organizations working with communities hear on a regular basis. Thus, in order to protect tenants we request a responsive draft Rent Control/Stabilization ordinance be developed through a comprehensive public process by January 2020. This draft ordinance shall then be put before the City Council for a vote no later than March 2020.



Similar to our concerns regarding Rent Control and Stabilization, the tasks defined under the 'Just Cause' Eviction are insufficient to have any meaningful impact on people's lives. Tenants are unjustly evicted often in response to Code Enforcement being called because of the unhealthy and unsafe conditions a rental unit is found. Just as the City is holding landlords accountable through the Rental Housing Inspection Act (RHIA), it must ensure tenants feel safe and protected when reporting unsafe conditions. Ensuring the success of RHIA and the ultimate goal of safe and affordable housing for all, will only function if there are tenants who feel protected to report these issues. As such, a similar comprehensive public process to those mentioned above should be put in place to develop a 'Just Cause' Eviction policy by January 2020, that shall then be put before the City Council to vote.

Additionally, the First Time Homeowner and Incentives program ignores the City's responsibility to seek and apply for state and federal funds to facilitate homeownership especially for low-income households. Program 8 in the City's Housing Element already requires the City to "continue to pursue funds". In previous comment letters in response to the Housing Element's Annual Action Plan and our initial letter to the draft DAP, we've recommended the City continue to apply for the CalHome Program, which it did until 2017. The CalHome Program is a state program meant to assist local jurisdictions to provide down payments for homebuyers. The City could also go further by creating a sustainable source of funding to assist households in their pursuit of homeownership. The City should evaluate what other jurisdictions have done in creating successful programs and develop similar programs here. Conducting such extensive research may take time, however, the City should aim to have accumulated this data by May 2020.

During the May 15th workshops an Inclusionary Zoning policy was voted as the third most valued policy or program to avoid displacement, however, this is not reflected in the final DAP. As recommended in our first letter, developing this policy would be similar to the development of the 'Just Cause' Eviction and Rent Control/Stabilization ordinances. The City of Fresno should work to go beyond the minimum threshold set by the TCC guidelines to protect the vulnerable populations in Southwest Fresno, Chinatown, and Downtown.

Lastly, the tasks identified to protect retail tenants will not meaningfully protect the low-income minority business owners in the area. These small mom and pop shops are the backbone to a community that typically remain in the community for generations. We encourage the City of Fresno to create a meaningful public process that reaches these small businesses and is responsive to their needs.



Final Community Engagement Plan

We appreciate the Final Community Engagement Plan developed for the City of Fresno. It includes outreach strategies that we had previously suggested and additional ideas to facilitate robust meaningful community engagement. As the Transform Fresno project enters into the implementation phase of the CEP, we provide the following comments to ensure implementation of the plan remains true to the intent set forth in TCC:

- *Participation:* The City of Fresno must hold each specific project accountable to their individual community outreach. While one of the outreach methods of participation states that projects hold charrettes and community workshops to obtain community input, this should be required of all projects. Also, all project leads should continue to give public updates at the Community Quarterly Meetings to answer directly any questions that community may have. Additionally, we strongly agree using a variety of groups to reach the diverse groups found in the TCC Project Area such as informal community groups, community based organizations, churches, Community Development Corporations, etc.
- *Information Sharing and Communication:* We agree with the CEP's findings that outreach strategies need to go beyond social media, use of websites, and emails. In order to engage hard to reach populations we cannot emphasize enough using other strategies such as door to door canvassing, mailers, partnering with community based organizations etc.

When Transform Fresno does use media communications including the website, the website should be user-friendly and the information displayed clearly for anyone of the public to be able to find the following:

- Dedicated links to each project that answers: the current status of construction; events of charrettes and community meetings, programs to be involved and volunteer, etc .
 - A link to the documentation of the Transform Process and its timeline.
- *Documentation:* Documentation should be actively ongoing to include community concerns as the process of TCC unfolds and the City and project leads' responses and solutions to the community's needs and concerns. This should include a Q & A section that is updated as important questions arise.



We thank the City of Fresno for its efforts in developing a Displacement Avoidance Plan and a Community Engagement Plan. We look forward to working with the City of Fresno to ensure the success of the Transform Fresno project informed by community residents living in the TCC Project Area. If any questions should arise, do not hesitate to contact us at (559)369-2790 or gelenes@leadershipcounsel.org.

Sincerely,

Grecia Elenes

Leadership Counsel for Justice and Accountability

Attachment G - SGC Guidance Questions

Transformative Climate Communities Program – Implementation Grant
Community Engagement Plan Questions (*adapted from the Round 1 application questions*)

Community Engagement Plan components

1. Community Engagement Plan Questions (Word)
2. Community Engagement Workbook (Excel)
 - Budget
 - Work Plan

Community Engagement Plan Questions

Instructions: Answer the questions below describing the Community Engagement Plan for the Project Area. The description should identify the activities that will be undertaken by the Grantee and Partners to engage residents of the Project Area during project implementation.

- 1) In 2-3 paragraphs, summarize the overall community engagement plan that will be undertaken as part of the TCC Project Implementation.
- 2) Provide a history of community engagement in the last five years in the Project area around issues related to climate impacts. Identify stakeholders, organizations, and community members that have been involved.
- 3) Provide a detailed description and timeline of how residents and key stakeholders were involved during the development and selection of Projects included in the Proposal.
 - a. Describe the Lead Entity's process to actively engage community stakeholders in proposal development meetings. Include a description of the overall community outreach strategy and selected activities.
 - b. Discuss how residents and stakeholders were engaged in the decision-making process used to finalize the Vision Statement and selection of Strategies and Projects. Explain how this process addressed the needs and concerns of residents and stakeholders in the Project Area.
 - c. Discuss potential barriers to community participation faced by the Project Area's residents and key stakeholders, and the steps that were taken to remove barriers and facilitate community participation in TCC Proposal Development.
 - d. Discuss how at least three (3) of the following activities were used to inform community stakeholders and solicit input: (check multiple boxes, plus narrative box)

| | |
|--|--|
| <input type="checkbox"/> Public workshops/meetings | <input type="checkbox"/> Distributed flyers or other printed materials |
| <input type="checkbox"/> Door-to-door canvassing | <input type="checkbox"/> Outreach to existing community groups |
| <input type="checkbox"/> House meetings | <input type="checkbox"/> Surveys |
| <input type="checkbox"/> Established website and/or social media | <input type="checkbox"/> Focus group |
 - e. Discuss how at least two (2) of the following activities were used to actively engage community stakeholders in proposal development: (check multiple boxes, plus narrative box)

| | |
|---|--|
| <input type="checkbox"/> Design charrettes | <input type="checkbox"/> Participatory budgeting |
| <input type="checkbox"/> Community-based participatory research | <input type="checkbox"/> Convened advisory body or shared decision-making body |

Transformative Climate Communities Program – Implementation Grant
Community Engagement Plan Questions (*adapted from the Round 1 application questions*)

- Established website and/or social media
 - Community benefits agreements
 - Additional activities to provide community stakeholders an opportunity to influence the TCC Proposal development
 - f. Provide information on number of residents, key stakeholders, and small business owners that attended meetings; number of community meetings held; establishment of advisory body or steering committee; number of residents and key stakeholders involved in the Collaborative Stakeholder Structure; number of residents/key stakeholders; number of community-based organizations engaged in the process; number and description of community engagement strategies used to reduce barriers to participation; description of decision-making processes/bodies that include community representation; and number of residents, businesses, and non-profit/community leaders with a clear role in decision-making processes.
- 4) Provide a detailed description and timeline of how residents and key stakeholders will be involved during the implementation of the Projects and the broader TCC Plan.
- a. Describe the methods that will be used to actively engage residents and stakeholders during TCC Plan implementation. Include a description of the overall community outreach strategy, selected activities, and the role of the collaborative stakeholder structure and other key stakeholders and residents during implementation. Explain how this process will address the needs and concerns of residents and stakeholders in the Project Area.
 - b. Explain the plans to engage hard to reach population in the Project Area.
 - c. Explain how the engagement activities will be implemented across the Project Area and at the level of the individual project types. Explain at a high-level how the budget for community engagement was determined.
 - d. Discuss how the proposed activities will ensure resident and stakeholder engagement during TCC Plan implementation. Explain how the community engagement plan will ensure residents and stakeholders can engage in the decision-making process.
 - e. Discuss potential barriers to community participation faced by the Project Area's residents and key stakeholders, and the steps that will be taken to remove barriers and facilitate community participation in the TCC Plan implementation.
 - f. Discuss how at least four (4) of the following activities will be used to actively engage community residents and stakeholders during the implementation of the TCC Plan:
 - Public workshops/meetings
 - Door-to-door canvassing
 - House meetings
 - Established website and/or social media
 - Conduct surveys
 - Conduct focus groups
 - Sub-contract with community-based organizations to conduct outreach
 - Allocate staff positions focused on community engagement
 - Advisory body or shared decision-making body
 - Additional activities to provide community stakeholders an opportunity

Transformative Climate Communities Program – Implementation Grant
Community Engagement Plan Questions *(adapted from the Round 1 application questions)*

to influence the TCC Proposal
development

Maintain community engagement
throughout the TCC Implementation
Plan

- 5) Describe the process used to develop the Collaborative Stakeholder Structure. Include a description of:
 - a. How members were selected
 - b. Roles and responsibilities of members
 - c. Proposed governance structure
 - d. Proposed decision-making process

- 6) Describe how the general public will be informed of implementation progress, including updates on project performance and other indicators being tracked. Include a description of:
 - a. How the general public will be informed of implementation progress
 - b. How public complaints will be collected and addressed