

CITY OF FRESNO

# ROLE OF THE ANTI-DISPLACEMENT TASK FORCE

Anti Displacement Task  
Force Meeting  
April 29, 2019



# Presentation Outline

## **1. Origins of the City's Anti-Displacement Programs**

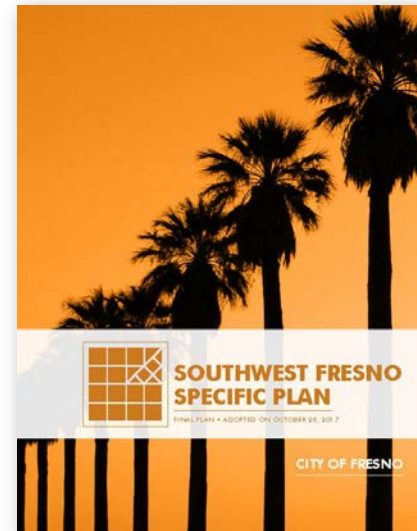
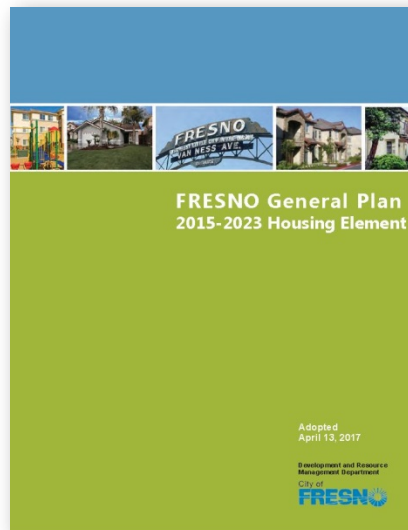
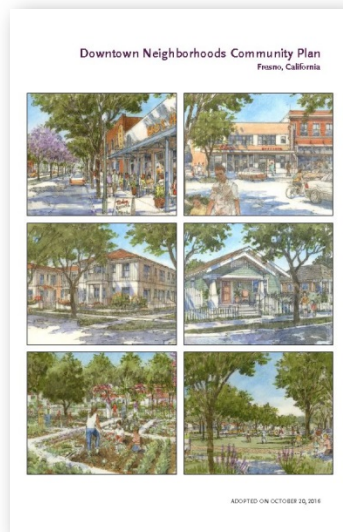
- Downtown Neighborhoods Community Plan
- Housing Element
- Southwest Fresno Specific Plan

## **2. Key Components of the City's Anti-Displacement Program**

## **3. Purpose and Scope of the Task Force**

# Origins of the City's Anti-Displacement Programs

- Downtown Neighborhoods Community Plan, Policy 7.12
- Fresno Housing Element, Program 12A
- Southwest Fresno Specific Plan, Policy LU4.8



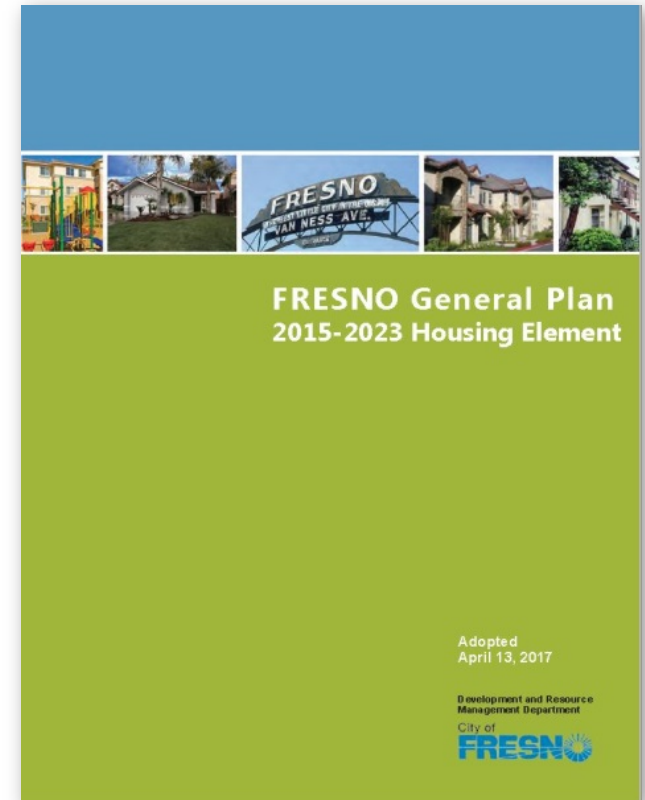
# Downtown Neighborhoods Community Plan

- Adopted in 2016, this plan contains goals and policies for the revitalization of downtown and surrounding neighborhoods
- Policy 7.12 on Displacement was included to ensure existing merchants and residents had opportunities to remain in the area as revitalization occurred



# Housing Element

- Adopted in 2017, the Housing Element is part of the Fresno General Plan and is a coordinated strategy for promoting the production of safe, decent and affordable housing.
- Program 12A, Downtown Displacement Prevention, based on Program 7.12 from the Downtown Neighborhoods Community Plan—added timelines.



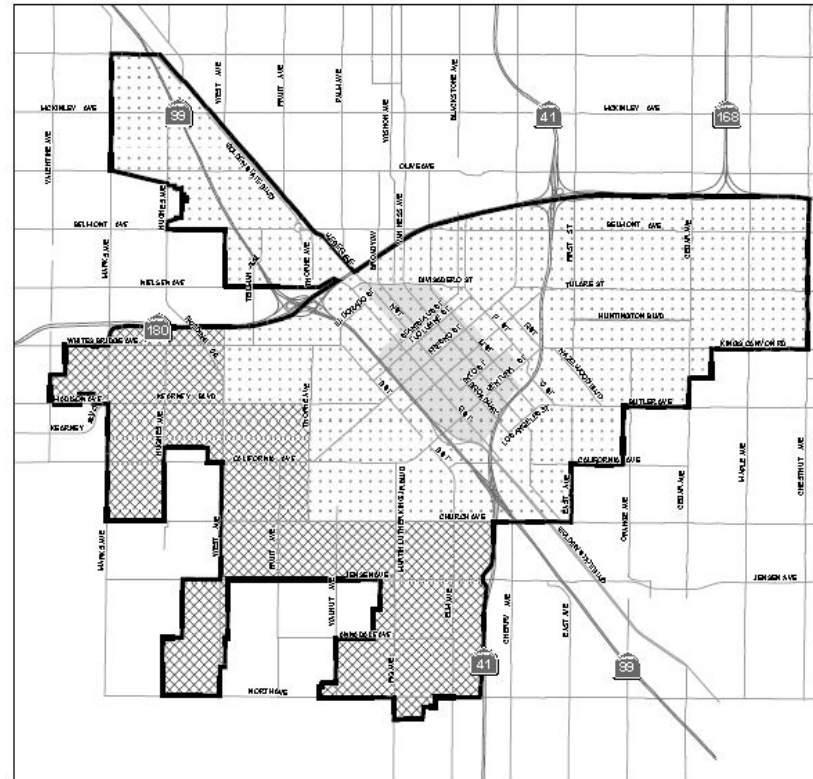
# Southwest Fresno Specific Plan

- Adopted in 2017, this Plan sets out goals and strategies for the development of Southwest Fresno
- Policy LU-4.8 calls for an anti-displacement and relocation program to minimize the displacement of existing residents outside of the plan area caused by new development.



# Key Program Components

## Geographic Area: Expanded Definition of Downtown



### Legend

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

# Key Program Components

- **Convene a Task Force on Displacement**
- **Annually gather data** on lease rates, vacancy rates, rent burden, rental rates, affordable housing covenant expirations, and direct displacement
- If displacement is observed, **identify a set of actions** that give displaced persons or businesses the opportunity to remain in the area if they wish to do so;
- **Seek funding for affordable housing** within Plan Area
- Work with owners of affordable housing to **ensure affordability is maintained over the long term**
- **Create and maintain a webpage** with information provided by staff to the Task Force (currently [www.fresno.gov/housingelement](http://www.fresno.gov/housingelement))

# Purpose and Scope of the Task Force

- Council Resolution 2018-227 was adopted in November of 2018.
- **Purpose:** To explore ways to provide opportunities for low income residents and merchants to remain in their neighborhoods if displacement is observed.
- **Scope:** 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 requirements of Housing Element are satisfied.
- Task Force is advisory to the Administration and City Council



# Duration of the Task Force

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



CITY OF FRESNO

# ROLE OF THE ANTI-DISPLACEMENT TASK FORCE

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# DRAFT 2019 DOWNTOWN DISPLACEMENT REPORT

Anti Displacement Task  
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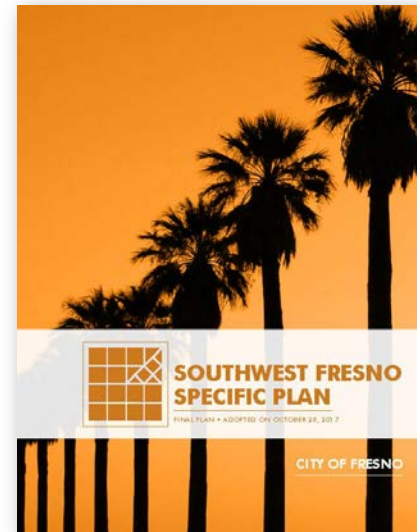
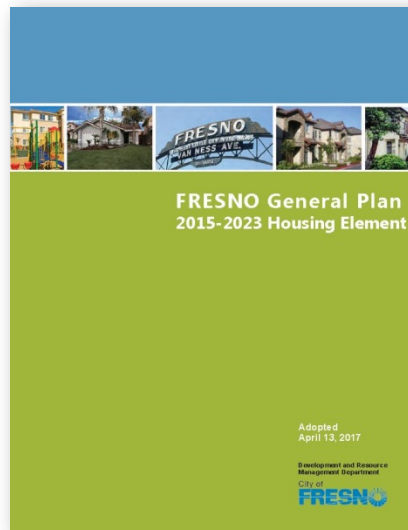
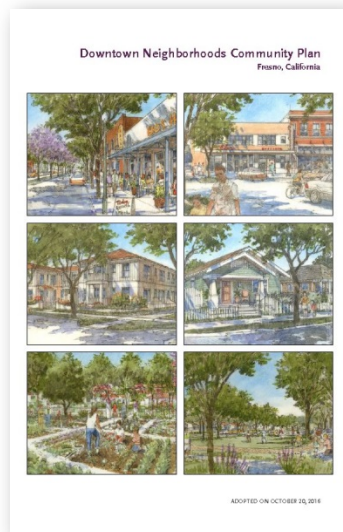


# Presentation Outline

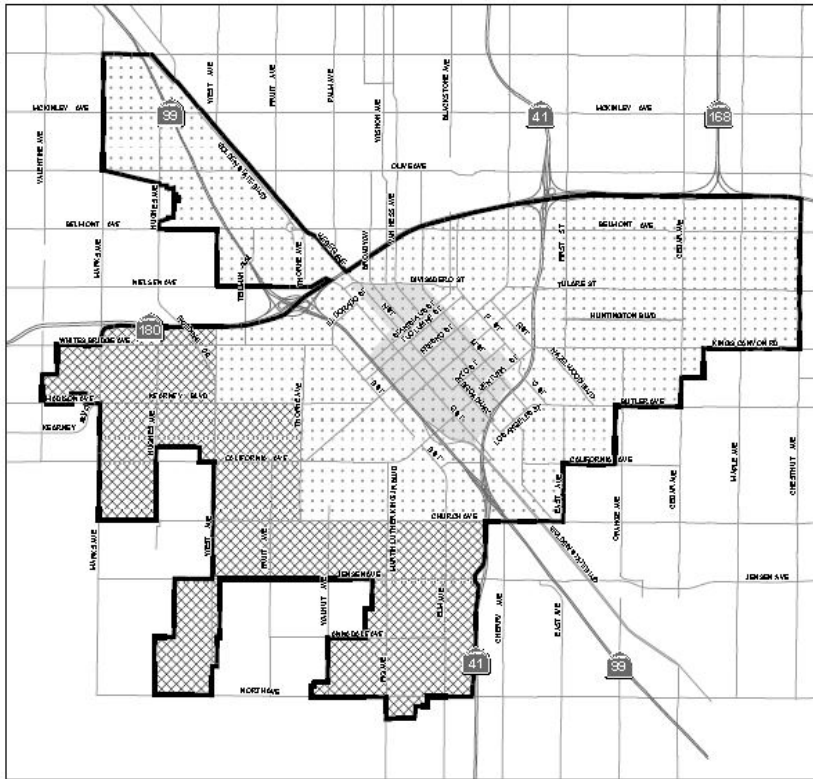
- **Background** of the Downtown Displacement Report and Displacement
- **Development of Downtown**
- **Residential Data**
- **Commercial Data**
- **Baseline Conclusions**
- **Recommendation**

# Background- Downtown Displacement Report

There have been a number of recent and current planning efforts to revitalize the Downtown core and surrounding neighborhoods. There is a real concern that increased development in Downtown may result in existing residents and small businesses being displaced by rising rents.



# Background- Downtown Displacement Report



- Annual report called for in policies of the Downtown Neighborhoods Community Plan (2016), the Fresno General Plan Housing Element (amended 2017), and the Southwest Fresno Specific Plan
- Uses an expansive definition of Downtown



## Legend

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

# Background- Downtown Displacement Report

- This presentation is an introduction to the Draft 2019 Downtown Displacement Report.
- Staff plan to finalize 2019 report by **July 1, 2019**.

# What is Displacement?

Displacement occurs when a tenant is forced to move by conditions that affect the dwelling or immediate surroundings and that are beyond the tenant's control, happen despite the tenant having met all previous imposed conditions of occupancy, and make continued occupancy impossible, hazardous or unaffordable.

Displacement can occur because a neighborhood is experiencing disinvestment or reinvestment

Displacement can be cyclical, neighborhoods that have experienced disinvestment displacement may later appear attractive to reinvestment which can lead to another round of displacement

# The Development of Downtown

Fresno began as a railroad town around the Central Pacific Railroad Depot in 1872 and the first commercial district was located along H Street and the railroad tracks.

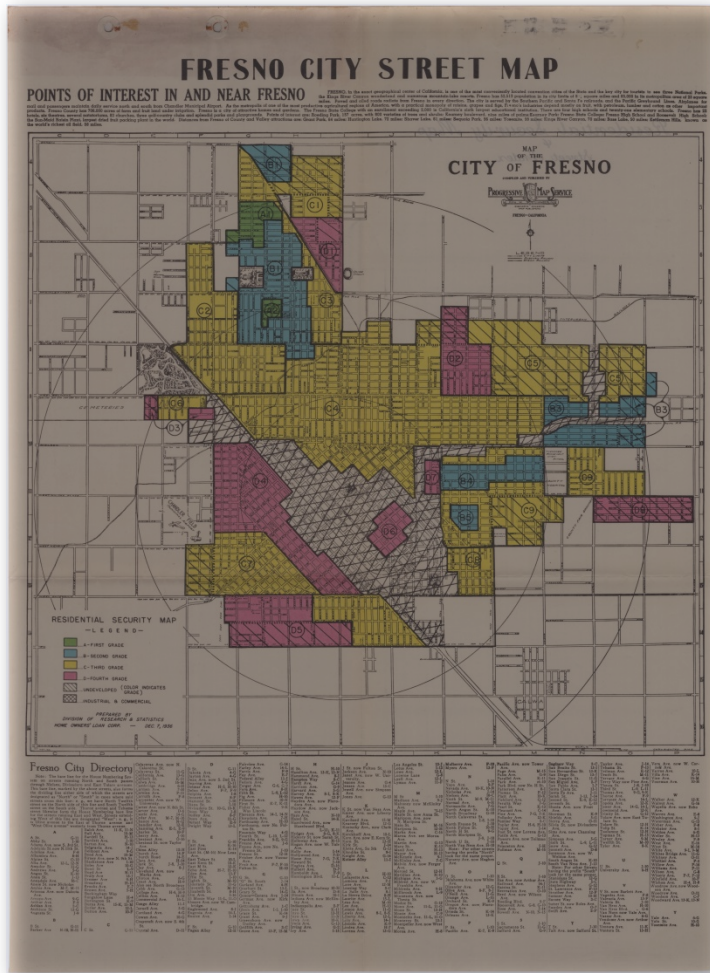
In 1874 a number of white property owners in Fresno met and agreed to not sell or lease land to “undesirable” communities east of the railroad tracks.

This agreement profoundly shaped the development of Downtown.



Southern Pacific Railroad Depot – c.1910

# The Development of Downtown



In 1936 Fresno was surveyed by the New Deal Home Owner's Loan Corporation (HOLC). HOLC maps assessed the credit worthiness of neighborhoods from Green to Red.

Fresno's HOLC map prioritized neighborhoods that were newer, wealthier and whiter.

These designations promoted investment northward. However these new neighborhoods were not equally available to Fresnoans.

HOLC Map – 1936

Image Source: Home Owner's Loan Corporation

# The Development of Downtown

Between 1940 and 1950, Fresno's population grew by 30,000 people, mostly in the auto-oriented suburbs to the north.

In 1957 the California Department of Highways developed a plan to develop a freeway loop around the Downtown. Formerly unified neighborhoods were cut in two by highways.



Tuolumne Street overpass under construction – 1957  
Image Source: Caltrans

# The Development of Downtown

Federally funded Urban Renewal projects also significantly impacted Downtown.

By the late 1960s approximately 454 families had been displaced by Urban Renewal projects, of which 30% were families of color.

The economic downturn of the 1970s and 1980s exacerbated the decline of Downtown as retail shops, commercial businesses and institutions joined the suburban exodus.

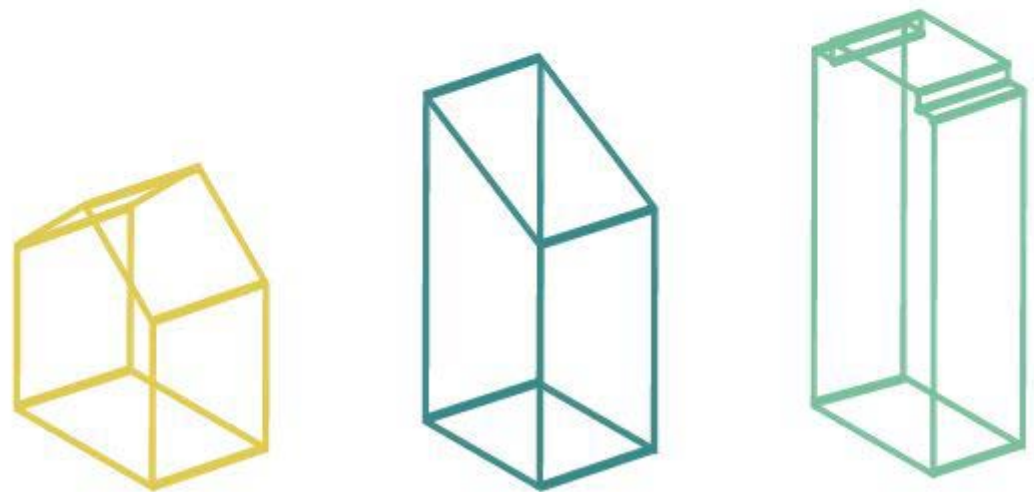
# The Development of Downtown

Over the past decade public investment in Downtown Fresno has increased.

- The Fulton Mall received a \$20 million makeover.
- Bus Rapid Transit was introduced
- High Speed Rail Station is planned on H St. between Fresno St. and Tulare St.



Opening of Fulton Street, October 2017  
Image source: Joe Moore, KVPR



# Residential Data

# Residential Data

Neighborhood investments can increase property values, while increased property values benefit property owners, renters can be negatively impacted in the form of rising rents.

## Residential Indicators

Residential Vacancy

Homeowner Vacancy

Median Gross Rent

Median Household Income

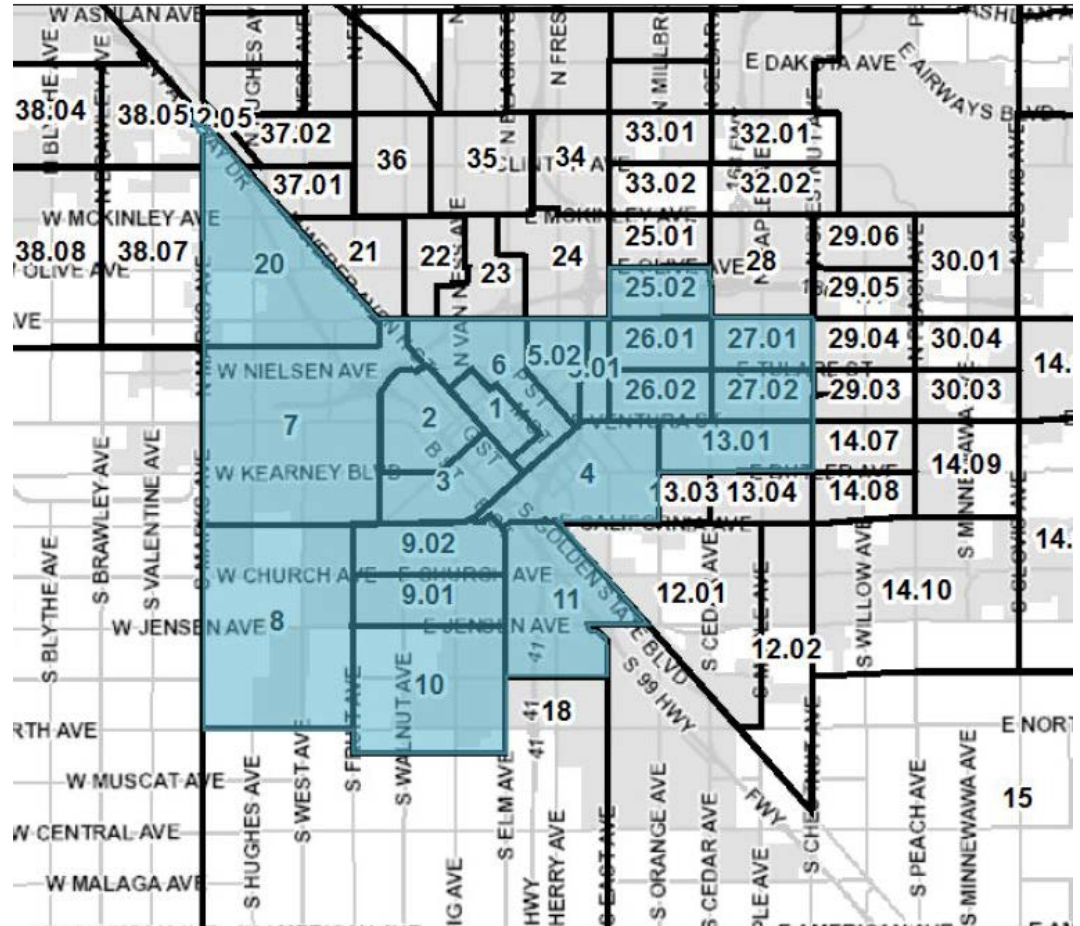
Rent Burden

Affordable Housing Conversion

# Residential Data Source and Methods

Data: U.S. Decennial Census (1960-2000) and American Community Survey 5 year data (2010 and 2017)

## Downtown Analysis Boundary



# Tenancy

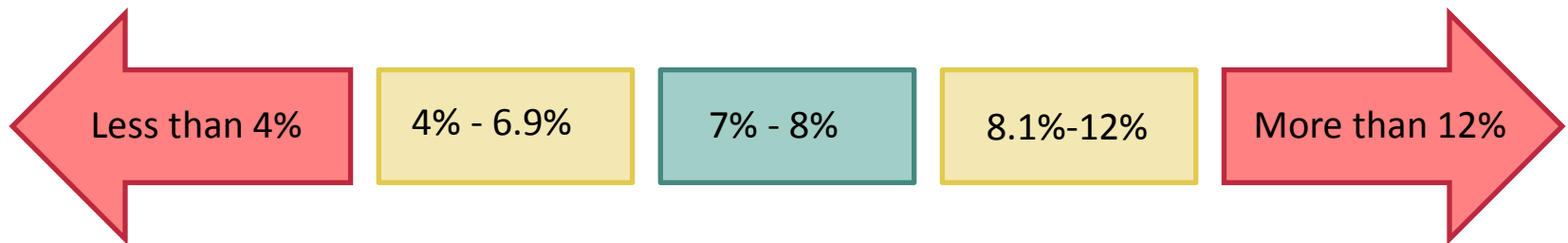
Fresno has gone from a majority homeowner city to a majority renter city and this trend is more pronounced Downtown.

- In 1960, **45%** of households in Downtown were renters, compared to **25%** of Fresno households outside of Downtown
- In 2017, **67%** percent of households in Downtown were renters compared to **51%** of Fresno households outside of Downtown.

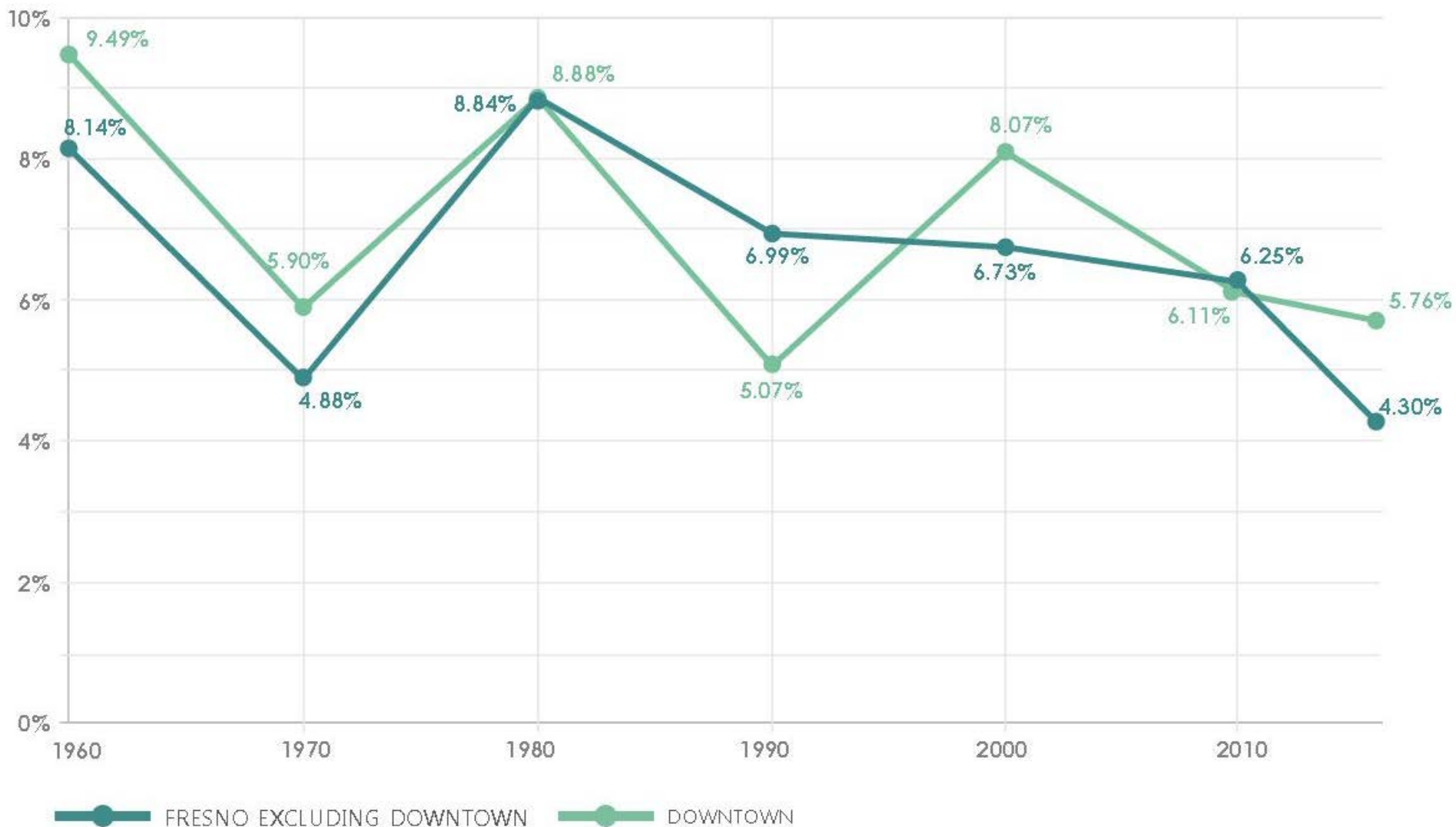
# Rental Vacancy

Rental vacancy rate looks at the percentage of rental units that are vacant.

A healthy rental vacancy rate is between 7% and 8%



# RENTAL VACANCY RATE 1960-2017



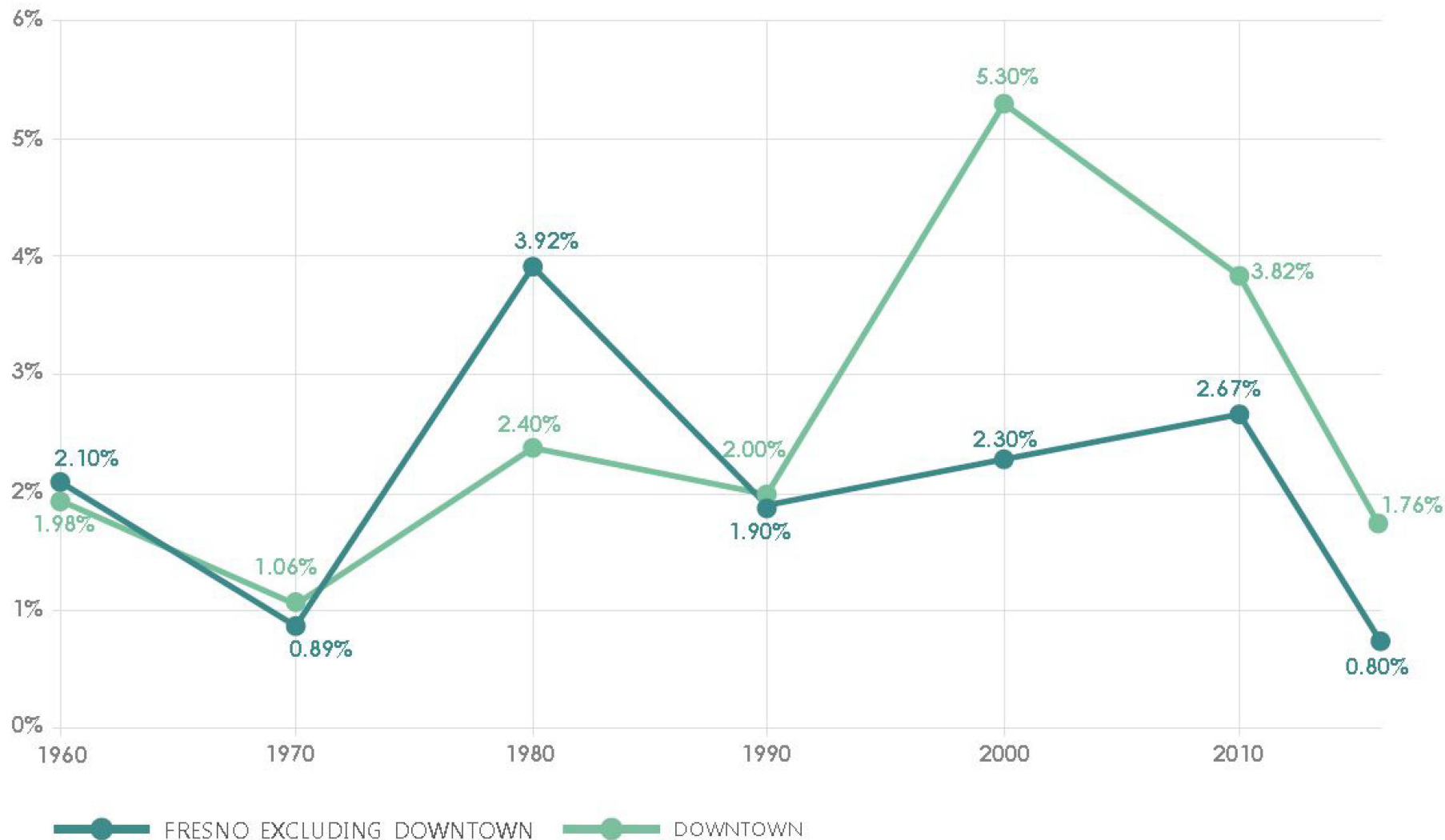
Source: Source: US Census 1960-2000 (IPUMS NHGIS, University of Minnesota, [www.nhgis.org](http://www.nhgis.org)), American Community Survey Data, 2006-2010 American Community Survey and 2013-2017 American Community Survey 5 year estimates

# Homeowner Vacancy

Homeowner vacancy rate looks at the percentage of homeowner units that are vacant.

A healthy homeowner vacancy rate is between 1.3% and 2%.

## HOMEOWNER VACANCY RATE 1960-2017



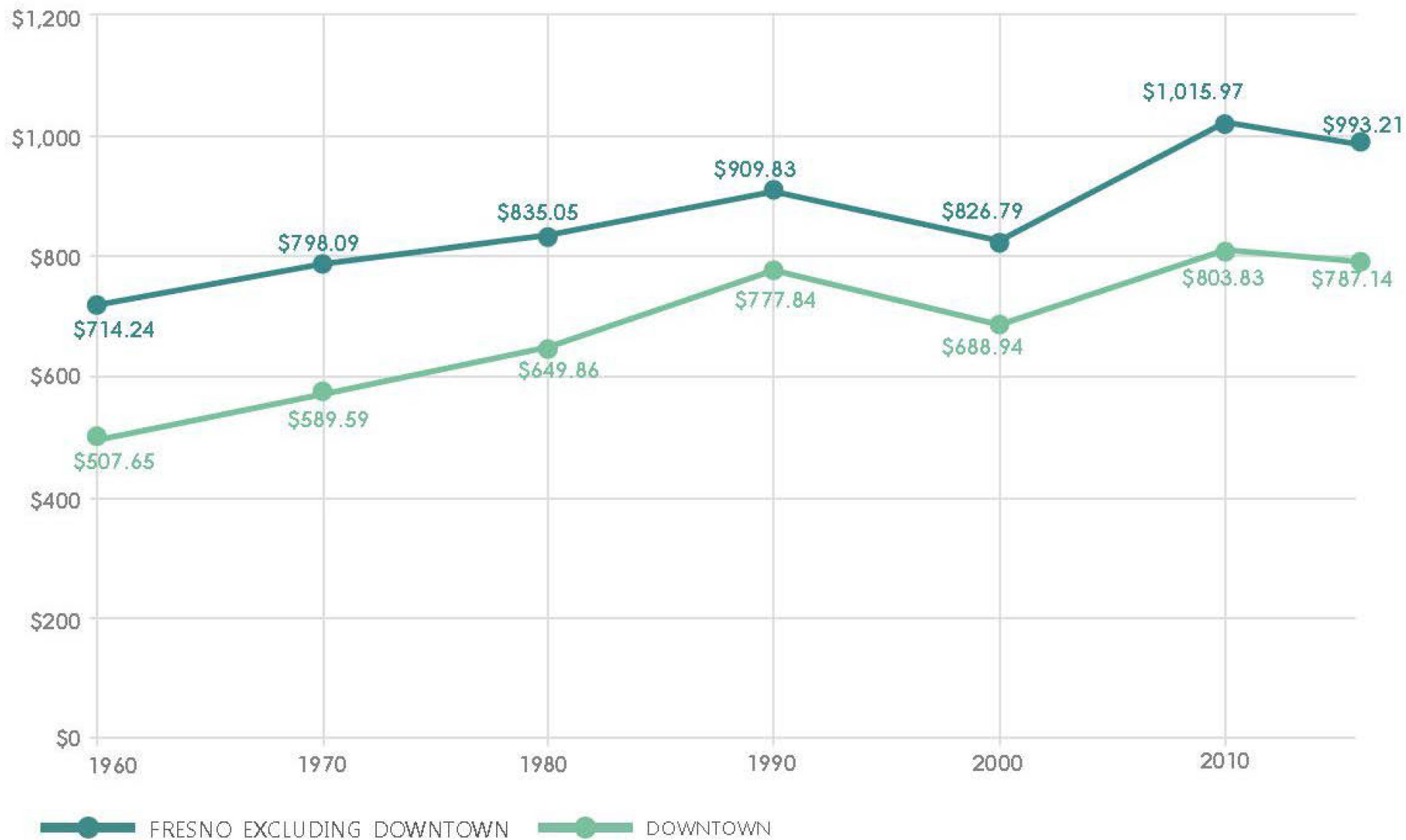
Source: Source: US Census 1960-2000 (IPUMS NHGIS, University of Minnesota, [www.nhgis.org](http://www.nhgis.org)), 2006-2010 American Community Survey and 2013-2017 American Community Survey 5 year estimates

# Median Gross Rent

Gross rent is the contract rent plus average cost of utilities. The median gross rent is the middle point in the data, half of households will pay more than this value and half less.

- Median gross rent has always been higher outside of Downtown
- Adjusting for inflation median gross rent has increased for both Downtown and Fresno outside of Downtown, however the rent has increased more for renters Downtown
- Median gross rent has increased **55%** of households in Downtown, compared to **41%** of Fresno households outside of Downtown

# ESTIMATED MEDIAN GROSS RENT 1960-2017



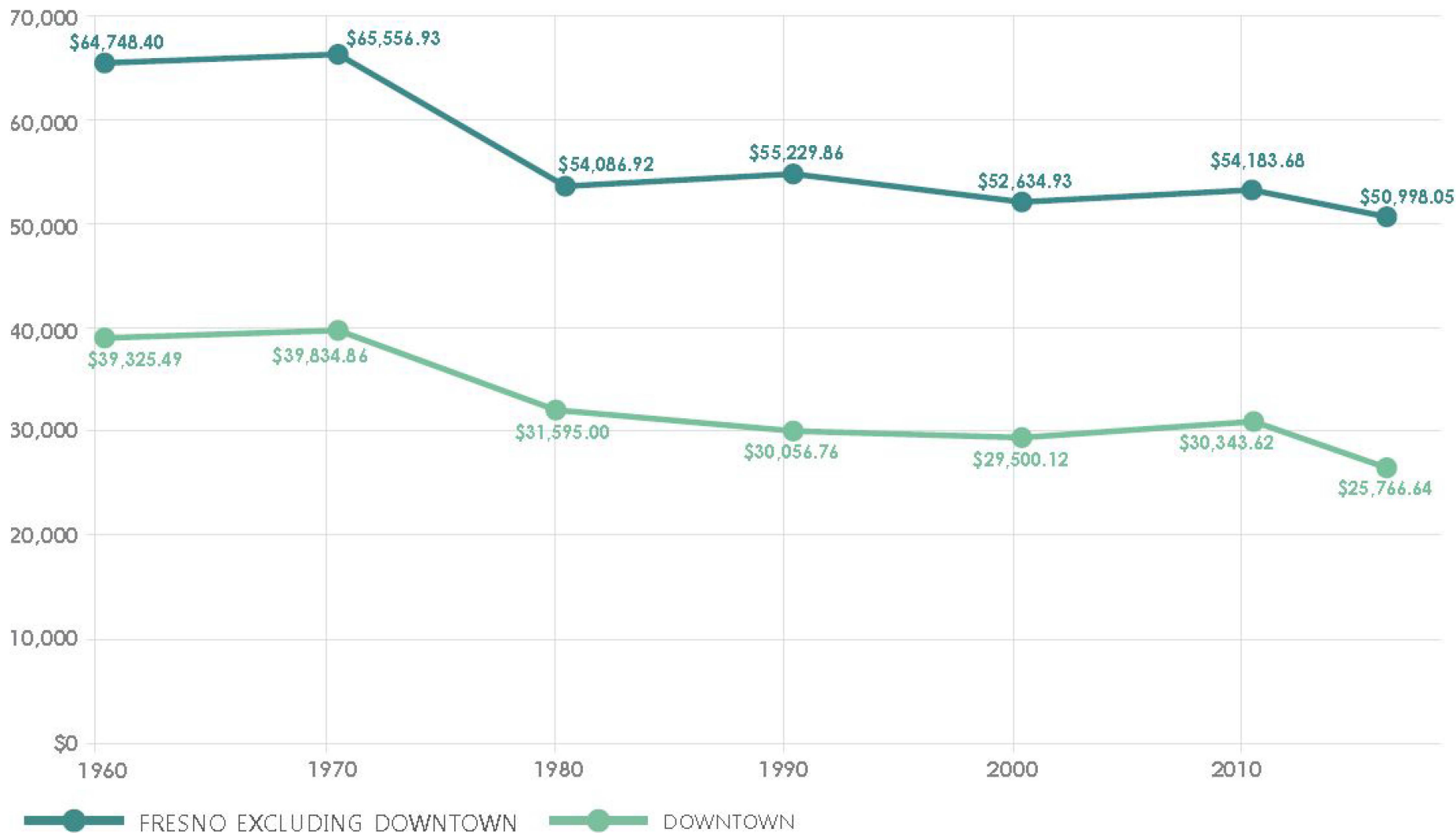
Source: US Census 1960-2000 (courtesy of IPUMS NHGIS, University of Minnesota, [www.nhgis.org](http://www.nhgis.org)), American Community Survey Data, 2010 and 2017, inflation calculated using BLS CPI Inflation Calculator

# Median Household Income

Household income is the amount of income earned in the previous 12 months. The median household is the middle point in the data, half of households will pay more than this value and half less.

- Median household income has always been higher outside of Downtown
- Adjusting for inflation median household income has declined both Downtown and Fresno outside of Downtown, however it has declined at a greater rate for Downtown households
- Median household income has decreased **34%** of households in Downtown, compared to **21%** of Fresno households outside of Downtown

# ESTIMATED MEDIAN HOUSEHOLD INCOME 1960-2017



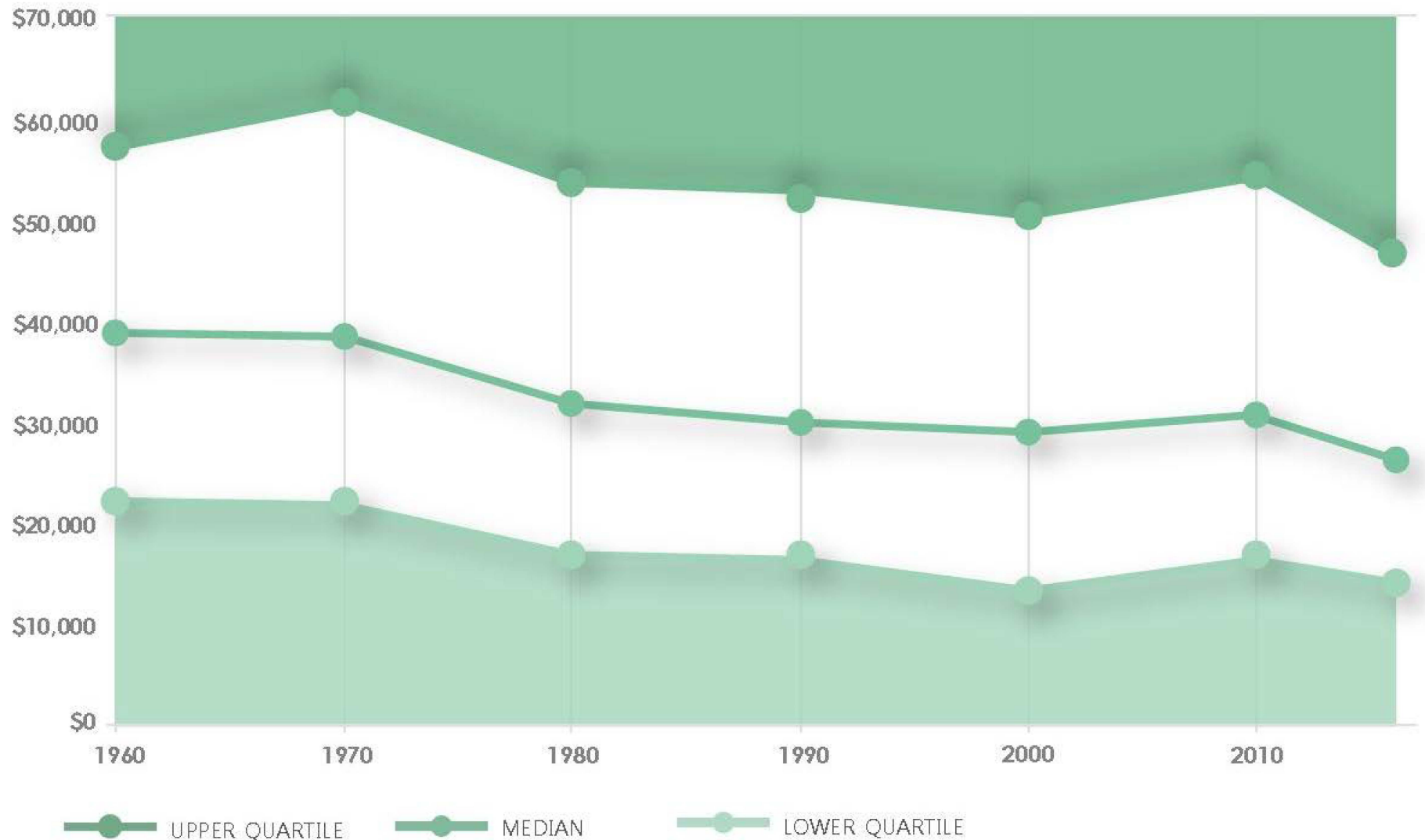
1960-2000 Census Data (IPUMS NHGIS, University of Minnesota, [www.nhgis.org](http://www.nhgis.org)) and the 2006-2010 American Community Survey and 2012-2017 American Community Survey 5 year estimates. 1960 and 1970 data only includes Family Income (not total household income)

# Distribution of Household Income

Dividing the household income data into fourths (quartiles) provides more information about how income is distributed.

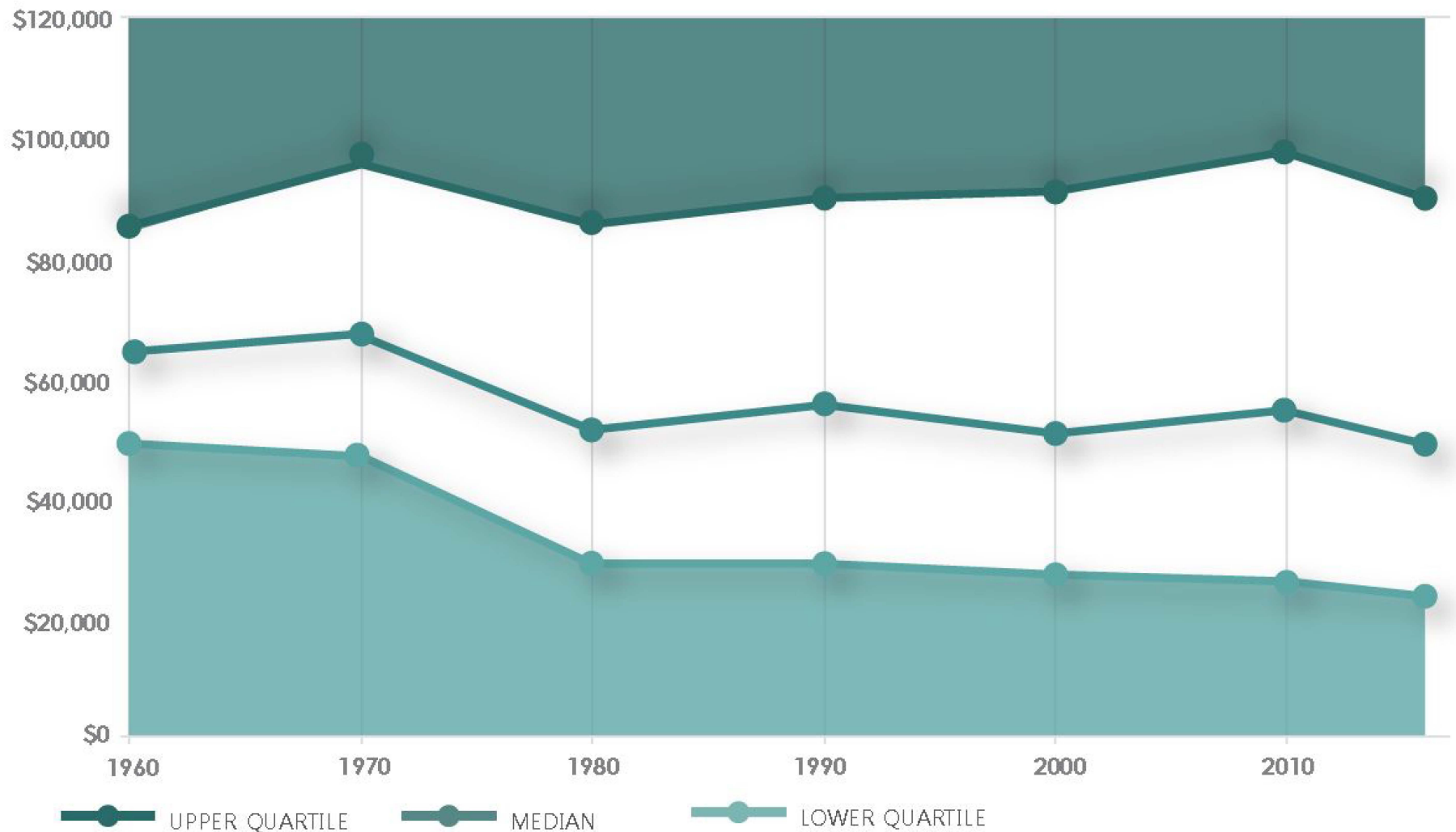
- In 2017 the bottom quarter of households Downtown made less than **\$13,644**, the bottom quarter of households outside of Downtown made **\$24,535**.
- In 2017 the top quarter of Downtown households made more than **\$47,682**, one quarter of the households outside of Downtown made more than **\$92,458**.

# ESTIMATED DOWNTOWN HOUSEHOLD INCOME DISTRIBUTION, BY QUARTILE 1960-2017



1960-2000 Census Data (IPUMS NHGIS, University of Minnesota, [www.nhgis.org](http://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)

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



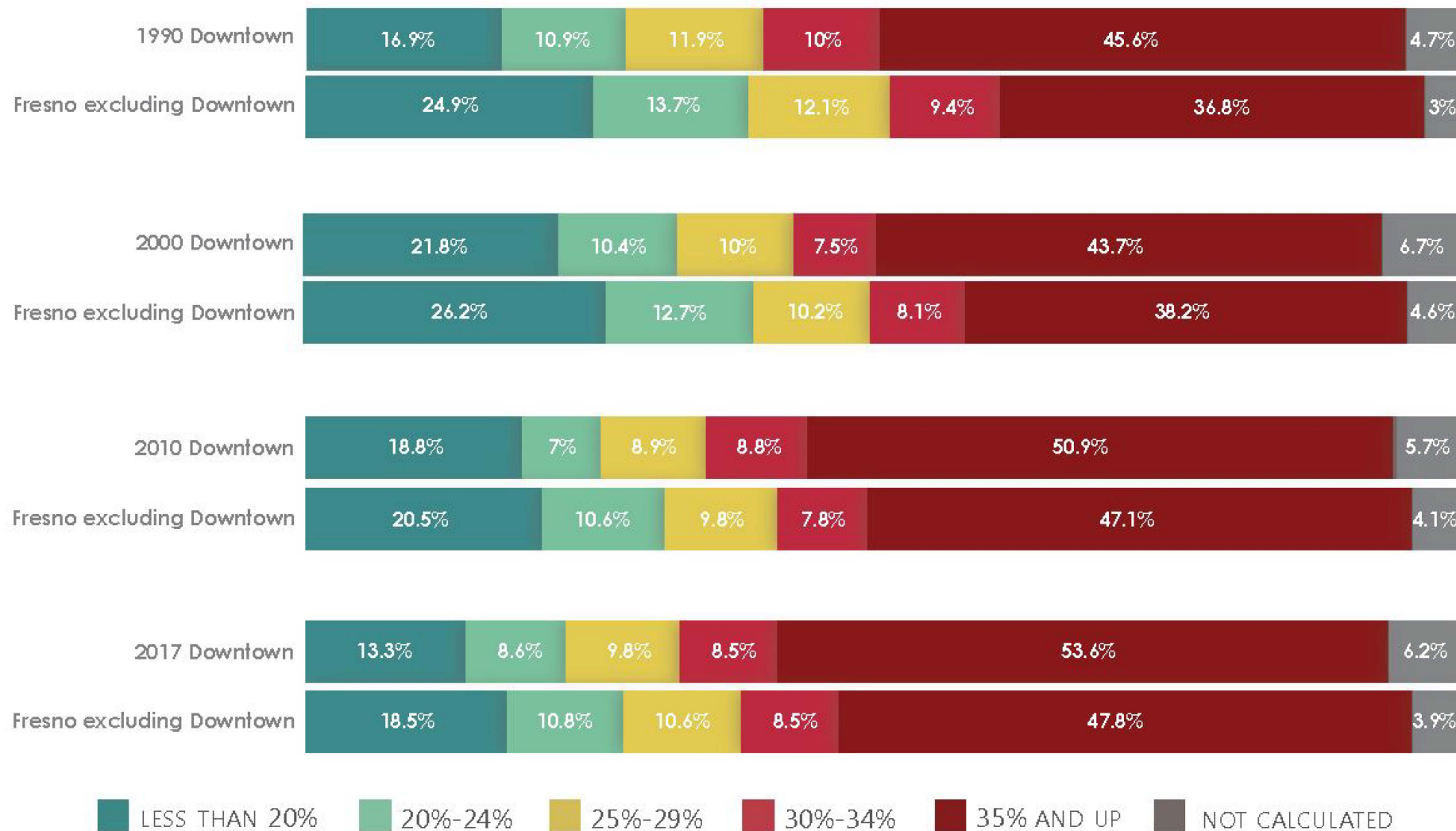
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# Rent Burden

When a household is spending more than 30% of their monthly income on rent they are rent burdened.

- Increasing rent and decreasing household income has combined to increase the percentage of Fresno households that are rent burdened.
- In 1990, **55.6%** of Downtown households and **46.2%** of households outside of Downtown were rent burdened.
- In 2017, **62.1%** of Downtown households and **56.3%** of households outside of Downtown were rent burdened.

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

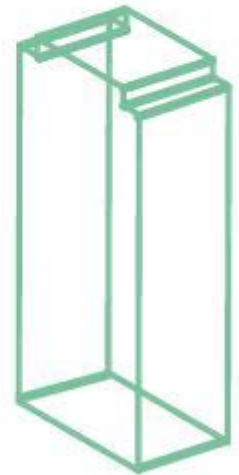


Source: US Census 1960-2000 (courtesy of IPUMS NHGIS, University of Minnesota, [www.nhgis.org](http://www.nhgis.org)), 2006-2010 American Community Survey and 2013-2017 American Community Survey 5 year estimates.

# Conversion of Affordable Units

Affordable housing covenants are deed restrictions that require property to remain affordable for a set number of years. If existing affordable units convert to market rate units, this could indicate that displacement is occurring.

- In the last ten years, the City has not received notice of any affordable housing units converting to market rate housing.
- The two affordable housing projects in Downtown whose covenants were set to expire between 2015 and 2018, Bigby Villa (1329 E Rev Chester Riggins Ave) and Silvercrest Fresno (1824 Fulton St), have renewed their covenants.



# Commercial Data

# Retail data

Like residential renters, commercial renters can be negatively impacted by increased in property values in the form of rising rents, unlike residents commercial businesses can also benefit from increased sales.

## Retail Indicators

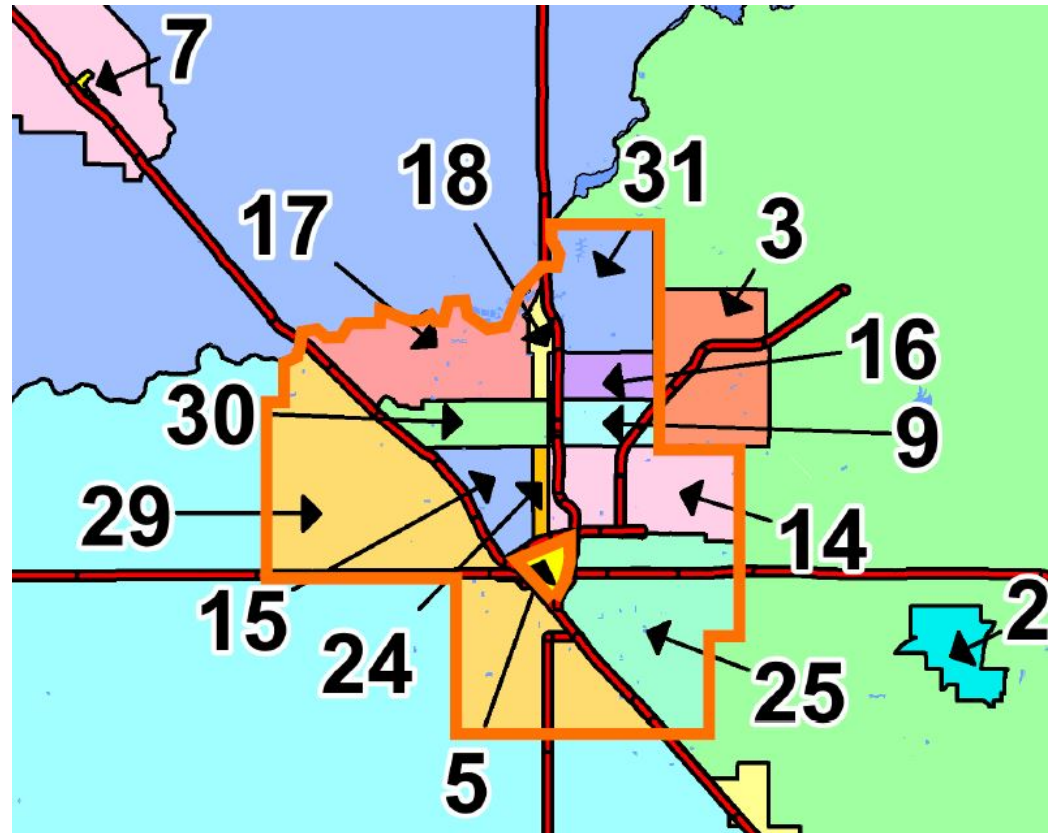
Retail Vacancy Rates

Quoted Lease Rates

# Retail Data Source and Methods

Data: CoStar Real Estate Statistics 2014-2018

Downtown retail refers to all retail within the Downtown triangle.

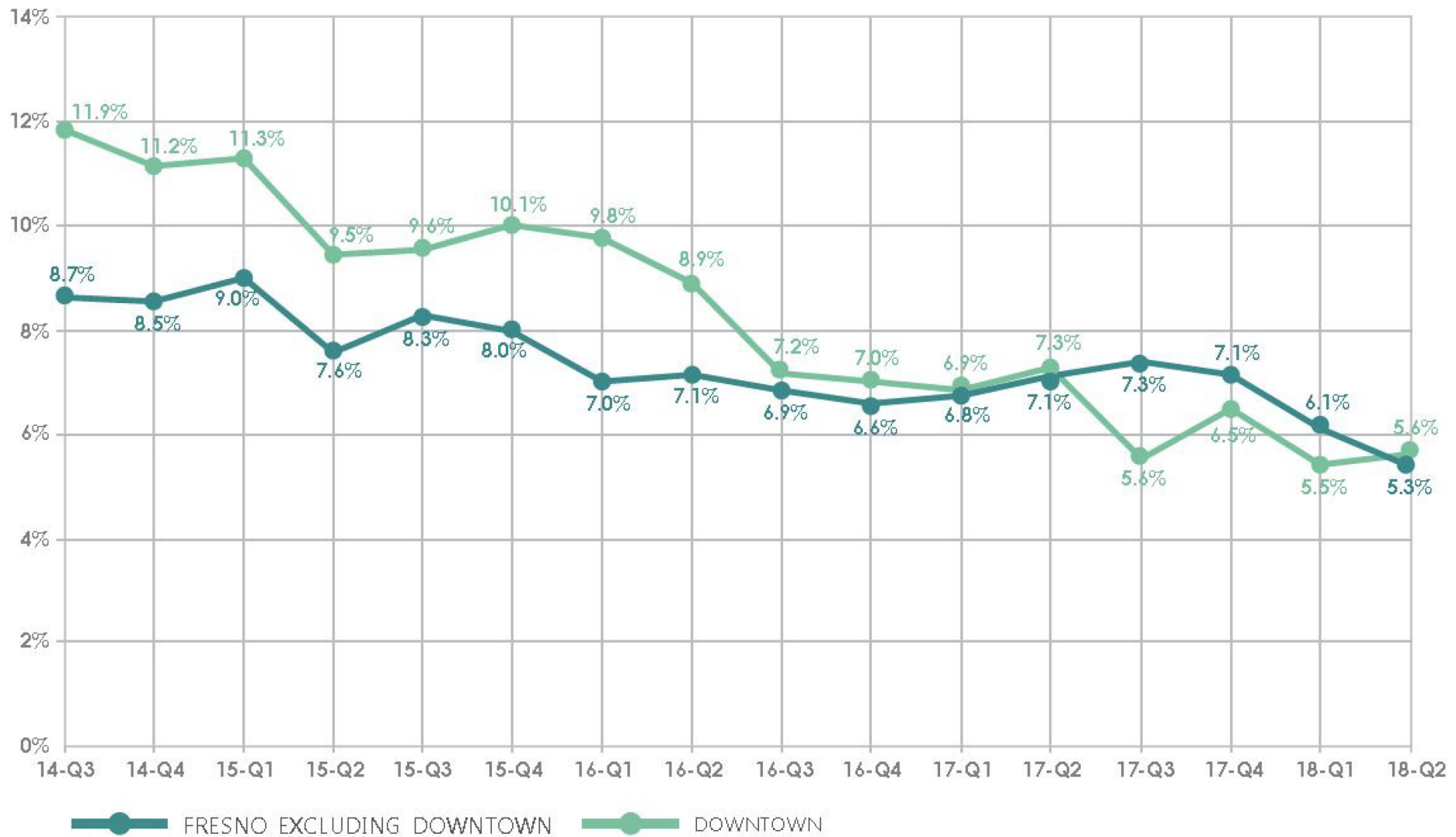


# Retail Vacancy Rate

The retail vacancy rate measure the percentage of total retail square footage that is vacant. A healthy vacancy rate is considered to be 5%. A vacancy rate less than 5% Downtown would indicate that demand for retail space is increasing which could drive up lease rates.

- In mid-2018, the retail vacancy rate in Downtown was **5.6%** and the retail vacancy rate outside of Downtown was **5.3%**.
- Looking just at the Fulton District, the vacancy rate is considerably higher. According to the Downtown Partnership **12%** of the ground floor space was vacant and ready to be leased at the end of 2018.

## RETAIL VACANCY RATES 2014-2018



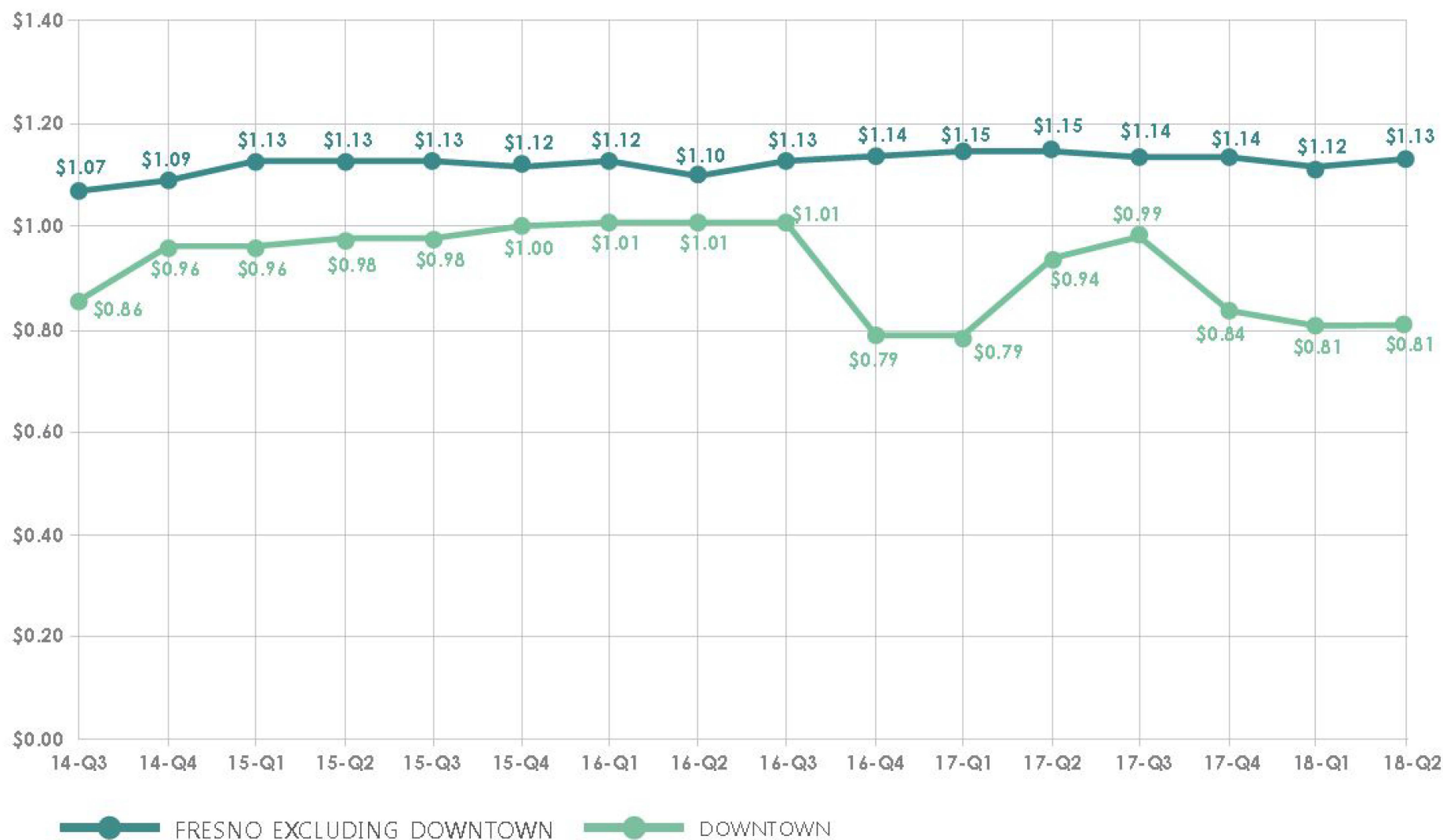
Source: CoStar Group Inc.

# Lease Rates

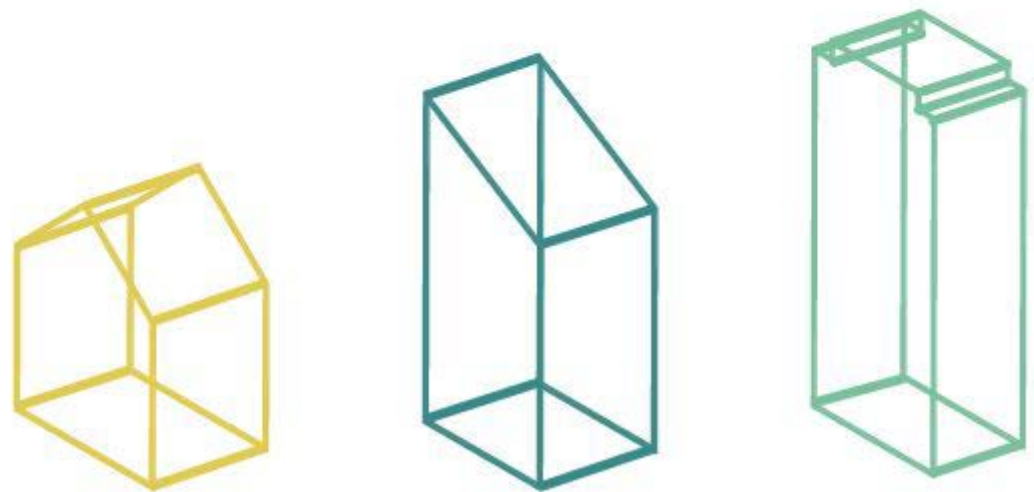
Retail lease rates measure the average quoted cost per square foot. Quoted rental rates may differ from actual rates paid by tenants following negotiations in a specific lease.

- Quoted retail rental rates are higher outside of Downtown than in Downtown.
- In mid 2018, the average quoted retail rental rate Downtown was **\$.81** per square foot and in Fresno outside of Downtown the average quoted retail rental rate was **\$1.13** per square foot.

## QUOTED RETAIL RENTAL RATES (PER SQFT) 2014-2018



Source: CoStar Group Inc.



# Conclusions

# Baseline - Residential

There are 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 **\$25,767**, or about half of that outside of Downtown (**\$50,998**)
- Around **2** out of **3** residential units are renter occupied Downtown, and **3** out of **5** households in Downtown are rent burdened

At the same time rental vacancy rates Downtown are slightly higher than Fresno outside of Downtown, which indicates that Fresno needs more rental housing as a whole.

# Baseline - Commercial

The Downtown retail market

- Downtown retail market is currently at a healthy vacancy rate of **5.6%**
- The average quoted rental rate of **\$.81** per sq ft is lower Downtown than in Fresno outside of Downtown

With a 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 of displacement.

# Baseline – Conclusion

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.

# Recommendation

Staff recommends that tonight the Task Force

1. Take public comment on the Draft 2019 Downtown Displacement Report.
2. Continue discussion and acceptance of report to next Anti Displacement Task Force meeting.

CITY OF FRESNO

# DRAFT 2019 DOWNTOWN DISPLACEMENT REPORT

Anti Displacement Task  
Force Meeting  
April 29, 2019





# TRANSFORM FRESNO

Displacement Avoidance Plan

*Plan Development*

# DISPLACEMENT AVOIDANCE PLAN

## Plan Development

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- Transform Fresno Plan – Projects Summary
- Our final application consisted of:
  - Development of a Displacement Avoidance Plan through a community engagement process
- SGC accepted application with a condition
  - 90-day development timeline

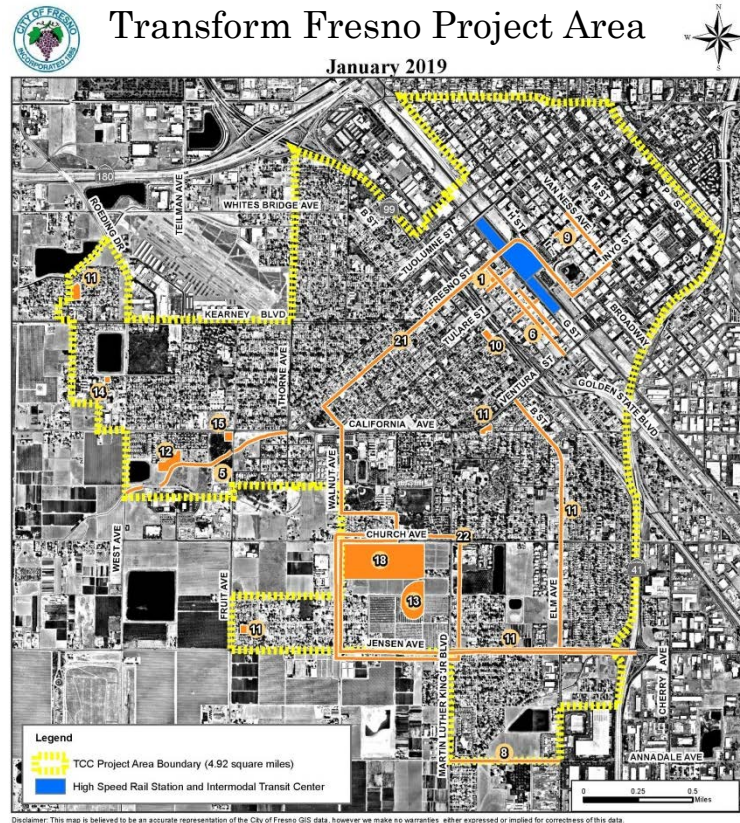


# DISPLACEMENT AVOIDANCE PLAN

## Plan Development

### What is the DAP?

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.



# DISPLACEMENT AVOIDANCE PLAN

## Plan Development

### **The Displacement Avoidance Plan will include:**



1. Description of displacement vulnerability among existing households and small businesses within the Project Area.



2. Description of the policies, plans, ordinances, or programs that are already in place to avoid displacement in the Project Area.

3. Identification of additional policies and programs that will be pursued to avoid displacement among existing households and businesses within the Project Area. Applicants must select 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.

4. Identification of the entities responsible for and involved in implementing each policy and program, and whether the implementing entities are the Lead Applicant or are Co-applicants.



5. If a project is subject to State Relocation Law and a relocation plan is required by State Relocation Law ([Gov. Code, § 7260 et seq.](#)) and Section 6038 of the Relocation Assistance and Real Property Guidelines ([25 Cal. Code of Regulations, div. 1, ch. 6, § 6000 et seq.](#)) for the Project Area, Applicants must provide a copy of the relocation plan.



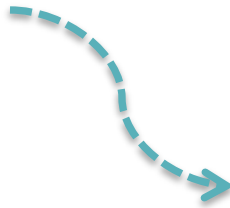
# DISPLACEMENT AVOIDANCE PLAN

## Plan Development



1. Description of displacement vulnerability among existing households and small businesses within the Project Area.

- The Downtown Displacement Report - Draft 2019



# DISPLACEMENT AVOIDANCE PLAN

## Plan Development



2. Description of the policies, plans, ordinances, or programs that are already in place to avoid displacement in the Project Area.

★ Current policies and programs in place

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

# DISPLACEMENT AVOIDANCE PLAN

## Plan Development



2. Description of the policies, plans, ordinances, or programs that are already in place to avoid displacement in the Project Area.

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

★ Current policies in place



# DISPLACEMENT AVOIDANCE PLAN

## Plan Development



5. If a project is subject to State Relocation Law and a relocation plan is required by State Relocation Law ([Gov. Code, § 7260 et seq.](#)) and Section 6038 of the Relocation Assistance and Real Property Guidelines ([25 Cal. Code of Regulations, div. 1, ch. 6, § 6000 et seq.](#)) for the Project Area, Applicants must provide a copy of the relocation plan.

# NOT APPLICABLE



# DISPLACEMENT AVOIDANCE PLAN

## Plan Development

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### Our Focus...

3. Identification of additional policies and programs that will be pursued to avoid displacement among existing households and businesses within the Project Area. Applicants must select 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.
4. Identification of the entities responsible for and involved in implementing each policy and program, and whether the implementing entities are the Lead Applicant or are Partners



# DISPLACEMENT AVOIDANCE PLAN

## Plan Development

Table 2

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

Select at least one (1) policy from at least three (3) of the policy categories included in Table 2

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

# DISPLACEMENT AVOIDANCE PLAN

## Plan Development

Table 3

Example Policies to Avoid the Displacement of Local and Small Businesses

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

Select two (2) policies from either of the two (2) categories in Table 3

# DISPLACEMENT AVOIDANCE PLAN

## Plan Development

### What does a DAP look like?

#### Example: Ontario DAP

Major Tasks	Deliverables/Milestones	Responsible Parties [ex: Lead Applicant, Co-Applicant, Subcontractor, etc.]	Timeline [Start and End Date]
<b>POLICY 5: Development of no-cost and low-cost business development and retention programs with established local, state, and federal partners</b>			
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
<b>POLICY 6: Increased visibility of jurisdictions' small business assistance program</b>			
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

# DISPLACEMENT AVOIDANCE PLAN

## Plan Development

Specific Indicators for the Displacement Avoidance Plan (DAP)	
Indicator	Data Source
<i>Specific Indicators for the Displacement Avoidance Plan will be developed after the plan is finalized during the first quarter of the grant term.</i>	
General Indicators for Displacement Avoidance Plan (DAP)	
Number of affordable units built under density bonus agreements	Project documentation (e.g., agreement paperwork)
Number of market rate units built under density bonus agreements	Project documentation (e.g., agreement paperwork)
Number of affordable units built under reduced development impact fees	Project documentation (e.g., fee waivers)
Number of market rate units built under reduced development impact fees	Project documentation (e.g., fee waivers)
Number of workshops to inform residents about affordable housing opportunities	Project documentation (e.g., agendas)
Number of residents engaged at workshops about affordable housing opportunities	Project documentation (e.g., sign-in sheets)
Number of tenant's rights education classes held	Project documentation (e.g., agendas)
Number of residents participating in tenant's rights education classes	Project documentation (e.g., sign-in sheets)
Number of foreclosure prevention events for homeowners and owners of multi-unit dwellings (MUDs)	Project documentation (e.g., agendas)
Number of homeowners and MUD owners who attend/participate in foreclosure prevention workshops	Project documentation (e.g., sign-in sheets)
Number of site visits conducted to assess the health and needs of businesses	Project documentation (e.g., assessments)

**Each project must report on indicators for the Displacement Avoidance Plan**



# DISPLACEMENT AVOIDANCE PLAN

## Plan Development

### Transform Fresno Displacement Avoidance Plan (DAP) Timeline



\*Requirements per SGC



# DISPLACEMENT AVOIDANCE PLAN

Plan Development

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# Questions?

Contact Information:

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