Attachment 2

Application Summaries and Project Area Maps
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Rooted in East Oakland: Implementation Grant Application Summary

**Project Title:** Rooted in East Oakland

**Lead Applicant:** City of Oakland

**Co-Applicants:** Related CA/ACTs Community Development, Urban Releaf, Planting Justice, Scraper Bike Team/East Bay Bicycle Coalition, Oakland Climate Action Coalition/Social Environmental Entrepreneurs

**Grant Funds Requested:** $23,000,000

**Leverage Funding:** $508,955,766

**Project Area Size:** 4.96 sq. mi.

**Project Description:** The project proposes to integrate an affordable housing development with community services and pedestrian improvements at 10 Project Area intersections, an urban greening project, a community garden, and a bike share program, in combination with leverage funded city-wide displacement avoidance plan, homeless services, and city-wide economic and cultural development strategies.

**Project Area Population & Demographics:** Six-neighborhood Project Area has a total population of 46,000. The current ethnic breakdown is approximately 45% African American and 35% Latino, with significant shifts occurring over the last 10 years resulting in a higher percentage of Latinos and lower percentage of African Americans.

**TCC Funded Projects:**

1. **International Blvd. Affordable Housing & Walkability Project** *(Equitable Housing)* **Quantifiable**
   The project, led by Related CA/ACTs Development Community Development includes the 95th and International Affordable Housing is new construction of 55 affordable housing units on 0.74 acres. Other elements include housing-related infrastructure for water and electrical utility connections; and pedestrian improvements near the housing site which consist of ADA curb ramps at 10 intersections (40 ADA curb ramps total), and landscaped traffic calming circles at 4 intersections.

2. **Trees Anchoring Health** *(Health and Well-Being)* **Quantifiable**
   The project, led by Planting Justice, will acquire and expand an organic commercial nursery and community garden that not only provides food and urban agricultural education to people who lack access to enough healthy food, but also serves as a center for art, culture, and healing that flexibly responds to present and historical traumas in ways that break the cycles of violence and mass incarceration.

3. **Urban Releaf** *(Urban Greening and Green Infrastructure)* **Quantifiable**
   Urban Releaf proposes to plant 3,000 trees along major corridors to reduce greenhouse gas emissions and capture carbon.

4. **Scraper Bike Share Program** *(Transit Access & Mobility, Active Transportation)* **Non Quantifiable**
   Scraper Bike Share Program, led by the Scraper Bike Team, is hosted by five libraries in the TCC Planning Area with repair kiosks and space for up to 12 bicycle that can be borrowed by anyone with an Oakland Public Library card.

**Leverage Projects:** None identified. Lists that leverage will fund leverage-funded city-wide displacement avoidance plan, homeless services, and city-wide economic and cultural development strategies.
**Community Engagement:** The Rooted in East Oakland Community Engagement Plan (CEP) is a preliminary plan that will be reviewed, refined, and adopted in a democratic and equitable process by a representative council (“Council”) of Project Applicants and other community stakeholders rooted in East Oakland, such as members organizations of the East Oakland Congress of Neighborhoods. The Council will use a Participatory Budgeting process to develop the final CEP Budget.

**Workforce Development:** The Workforce Development Plan proposes an array of activities to support the targeted communities, including the siting of local career development and education/training programs, and linkages to local organizations/projects (and private-sector businesses) offering economic and employment opportunities. The Peralta Community College District will bolster this investment through an array of career technical education programs in growing high-wage industries and occupations.

**Displacement Avoidance:** For residents, the Displacement Avoidance Plan includes new affordable housing construction, preservation of existing units through the East Bay Asian Local Development Corporation (EBALDC) Housing Acquisition Fund and City of Oakland Measure KK, increased service awareness (e.g. financial assistance and tenants’ rights outreach) and strengthening City policies such as rent control and just cause. For businesses, the Plan includes investing in East Oakland-based organizations and businesses to grow capacity, outreach and assistance to mitigate construction impacts of the Bus Rapid Transit (BRT) along International Boulevard, and increasing services to Project Area businesses.
Rooted In East Oakland - A Transformative Neighborhoods Initiative
Transformative Climate Communities 2018

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<tr>
<th>Project Feature</th>
<th>Details</th>
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<tr>
<td>55 affordable housing units at 9409 International Bl</td>
<td>(Related California &amp; Acts Full Gospel)</td>
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<td>Tree Planting Along Corridors (Urban Releaf)</td>
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<td>Bike Share &amp; Repair at Libraries (Original Scraper Bikes)</td>
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<td>AC Transit BRT Route</td>
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<td>Organic Nursery and Community Garden</td>
<td>319 105th Ave (Planting Justice)</td>
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Green Together: NE Valley Implementation Grant Application Summary

Project Title: Green Together: NE Valley

Lead Applicant: Community Partners

Co-Applicants: The Trust for Public Land, Pacoima Beautiful, GRID Alternatives LA, Los Angeles Business Council, Los Angeles Conservation Corps, Los Angeles Clean Tech Incubator, City of Los Angeles Department of Transportation, City of Los Angeles Bureau of Street Sanitation

Grant Funds Requested: $23,000,000.00

Leverage Funding: $47,675,573.60

Project Area Size: 4.36 sq. mi.

Project Description: The project seeks to create a green, socially inclusive, and climate resilient neighborhood in the northeast San Fernando Valley. The proposal integrates decarbonized energy, urban greening, active transportation, and mobility enhancements projects, in combination with equity and opportunity strategies through job training and leverage-funded displacement avoidance policies and programs.

Project Area Population & Demographics: The proposed Project Area includes the neighborhoods of central Pacoima and a portion of northern Sun Valley in the northeast San Fernando Valley with a population of 51,251. The entire Project Area is low-income as defined by AB1550, with a mean household income of $49,519 and median household income of $51,771.

TCC Funded Projects:

1) **Pedestrian Mobility Improvements** (Active Transportation) Quantifiable
   The project, led by The Trust for Public Land, will install pedestrian improvements along 2.4 miles of streets. Improvements include 900 feet of new sidewalks, ADA ramps, bicycle sharrows, and high visibility crosswalks on Herrick Avenue and Haddon Avenue.

2) **Pacoima Dash E-Bus** (Transit and Rail Access) Quantifiable
   The Los Angeles Department of Transportation will electrify the DASH Pacoima service with 14 new battery-electric buses and 7 electric chargers. A new bus route will intersect with the Metro line, planned mobility hubs, and pedestrian improvement areas.

3) **EV Charging Stations** (Car Sharing) Non-Quantifiable
   The project, led by The Trust for Public Land, will implement solar-powered EV charging infrastructure within the 4 mobility hubs proposed under project #1. The project will also implement 5 air quality monitoring nodes at key locations in Project Area, and at least 1 within a mobility hub as an interactive public art element.

4) **Single-Family Solar Installations** (Decarbonized Energy) Quantifiable
   GRID Alternatives and project partners will establish the Green Together Resource Center and develop an outreach strategy to enroll and install 175 solar electric energy systems. GRID will also consult with workforce partners Los Angeles Conservation Corps and the Los Angeles Business Council to develop and implement the Workforce Development Innovation Program.
5) **Multi-Family FiT Installations** (Decarbonized Energy)  
Quantifiable  
The Los Angeles Business Council will identify available project sites and implement an outreach strategy to contract 8 Mega Watts of Feed-In Tariffs (FiT) and/or FiT/net energy metering (NEM) projects. The project will host workshops to connect local building owners with solar developers, financiers, and Los Angeles Department of Water and Power.

6) **David M. Gonzales Park Renovation** (Urban Greening)  
Quantifiable  
The project, led by The Trust for Public Land, will renovate an existing 6.8-acre park. The project will plant 95 trees, install a small stormwater bioswale and learning garden, and install walking paths for older residents at the park.

7) **Street Tree Planting** (Urban Greening)  
Quantifiable  
The project, led by the Los Angeles Conservation Corps, will plant 2,000 trees in the Project Area, focusing on shade for commercial and residential properties.

**Leverage Projects:**

1) **Cool Roof Retrofits**  
GRID Alternatives will identify roofing subcontracts to install 35 cool roofs over a 3-year period for the purpose of installing rooftop solar photovoltaic systems.

2) **Community Resiliency Center**  
The project, led by GRID Alternatives, will construct a resiliency center at David M. Gonzales Park, which will include solar and energy storage and electric vehicle service equipment.

3) **Bradley Green Alley and Plaza Renovation**  
The project, led by The Trust for Public Land, will transform 0.36 acres of alley space into a green alley with stormwater infiltration features (up to 5 acre-feet per year).

4) **East San Fernando Valley Transit Corridor**  
The Los Angeles County Metropolitan Transportation Authority will plan and design a new light rail transit service along Van Nuys Boulevard and San Fernando Road corridors, serving the eastern San Fernando Valley with 3 proposed stations in the TCC Project Area.

5) **Fernangeles Park Stormwater Capture**  
The project, led by the Los Angeles Department of Water and Power, will install a 1.6-acre underground infiltration gallery in Fernangeles Park that will capture and infiltrate stormwater with the goal of supplementing water supply for the City of Los Angeles.

6) **Van Nuys Boulevard and Glenoaks Green Street Projects**  
The project, led by the Los Angeles Bureau of Sanitation, will install stormwater infrastructure at various locations around the Pacoima neighborhood. The project will capture stormwater and urban runoff from a combined 100-acre watershed, infiltrate the captured water into the ground, and capture an average of 95 acre-feet per year.

7) **Transportation Advising**  
The Los Angeles Cleantech Incubator (LACI) will host Transportation Electrification Partnership (TEP) Working Group Meetings with partners to conduct further analysis of greenhouse gas emissions and regional air pollution in the Northeast Valley. LACI will also host monthly one-on-one Mobility Advisory Sessions with Pacoima Beautiful.

**Community Engagement:** Pacoima Beautiful and the Green Together team will open a Green Together Resource Center, which will serve as an outreach and communications center for the TCC community engagement and workforce development plans. The Resource Center, project website, and quarterly forums will have up-to-date information and solicit feedback. The Resource Center will create bilingual outreach materials, hire an outreach team, organize charrettes for each major program.
and project, and organize at least 25 community meetings per year. The outreach team will focus on providing opportunities for residents to learn about the TCC project, provide input, and become involved in project implementation. Door-to-door outreach will be a central part of the engagement and be used to inform residents about solar systems, street tree plantings, and other projects.

**Workforce Development:** The Green Together Resource Center will serve as a recruitment and outreach center for the project’s Workforce Development Innovation Program (WDIP). The program will focus on job training, placement into permanent jobs or pre-apprenticeship programs, and post placement follow-up. The program will coordinate with Pacoima Beautiful's door-to-door and other outreach activities plan to identify workforce partners, job training programs, and eligible applicants for the workforce program. The Los Angeles Conservation Corps and GRID Alternatives will also provide outreach and support to ensure an inclusive training process, access to career pathways, and equitable entry into construction and solar industries.

**Displacement Avoidance:** The plan will develop a Community Land Trust feasibility study and guidelines for legalizing Accessory Dwelling Units, long-term strategies for protecting and increasing the affordable housing stock. The plan will implement a Tenant Protection Support Program that will provide legal resources and tenants’ rights workshops, a short-term strategy for immediate protection of existing vulnerable households. To address the displacement of small business, the plan will host annual workshops to increase the visibility of the existing One-Stop Business Source Center and Clean-up Green Up funding opportunities, host annual commercial tenant protection rights workshops, and develop a technical assistance workshop for the local artist community.
Riverside TCC Implementation Grant Application Summary

Project Title: Pathways to Health

Lead Applicant: Riverside County Economic Development Agency

Co-Applicants: City of Riverside, Wakeland Housing Development Corporation, Grid Alternatives, Santa Ana Watershed Project Authority, Riverside Community Health Foundation, Riverside Unified School District, Riverside Transit Agency

Grant Funds Requested: $23,000,000

Leverage Funding: $31,236,534

Project Area Size: 3.04 sq. mi.

Project Description: The project seeks to enhance connectivity between the Downtown Riverside and the University and Eastside neighborhoods through a series of projects designed to improve health and environment. The Eastside neighborhood is one of the oldest neighborhood which has a long history of economic, environmental and public health challenges. Proposal builds upon community outreach conducted through the Riverside Healthy Eating Active Living (HEAL) zone which is located in the Eastside neighborhood. The proposal also builds upon previous planning efforts such as the Chicago-Linden Neighborhood Plan and Riverside Restorative Growth Print.

Project Area Population & Demographics: The proposed Project Area encompasses Historic Downtown, Eastside and University neighborhoods with a total population of 35,894. A majority of the Project Area residents are Latino (60%) followed by whites (16%), African-American (11%) Asian (8%) residents who identify as other (6%).

TCC Funded Projects:

1) Mission Heritage Plaza (Equitable Housing) Quantifiable
   Affordable Housing Complex in Downtown Riverside with 72 affordable rental units, community meeting spaces, headquarters for the Fair Housing Council of Riverside County, and home of Civil Rights Institute of Inland Southern California.

2) Eastside Mode Shift (Active Transportation) Quantifiable
   Construction of Class II and Class III bike lanes, conversion of dirt alleys into paved Art Alleys, expansion of City Bike Share Program into Eastside with 5 new stations, and 2,200 linear feet of side walk along Dwight Avenue to improve pedestrian and cyclist mobility, access and safety.

3) Bus Passes (Transit and Rail Access) Quantifiable
   Free bus passes for individuals in low-income households within the Project Area receiving services under the Workforce Development and Economic Opportunities Plan. Expect to purchase 1,750 monthly passes over grant term for approximately 700 residents and estimate purchase of 10,800 daily passes for 2,160 project area residents.

4) Energy for All (Decarbonized Energy) Quantifiable
   Installation of 90 kW-DC of rooftop solar for approximately 25 low-income households through third-party ownership model (pre-paid Power Purchase Agreement) and provide approximately 4 cool roofs as needed. Will focus outreach and installation to homes located in Eastside neighborhood.
5) **WECAN Water Heaters** (Decarbonized Energy) Non-Quantifiable
Replacement of inefficient water heaters with high-efficiency water heaters and water blankets to be installed in approximately 40 homes of eligible low-income residents.

6) **WECAN Water Efficiency** (Water Efficiency) Quantifiable
Direct installation of high-efficiency/low-flow indoor fixture replacement and turf replacement for eligible low-income residents at no cost to provide water and energy savings. Fixture replacements will be installed in approximate 50-70 homes. Approximately 70-80 homes will have high-water use turf removed and replaced with drought tolerant plants.

7) **Green Pathways Tree Planting** (Urban Greening) Quantifiable
City of Riverside will work with Riverside County Economic Development Department and volunteers from community groups to plant 500 trees within the Project Area. A majority of the trees (80%) will be within 60 feet of a building, and 15% will be planted on the south side of buildings to further optimize shade.

8) **North High School Garden** (Health and Well Being) Non-Quantifiable
A sustainable community garden with orchard will be planted on campus of North High School in project area. Students will be encouraged to engage in garden through accompanying curriculum focused on food cycle, entrepreneurial skills, problem solving and analytical skills.

**Leverage Projects:**

1) **Entrada Affordable Housing**
Mixed-use housing project with approximate 65 affordable units that will revitalize and enhance Chicago-Linden area of the Eastside Neighborhood with community serving space that will serve as office space for Riverside Community Health Foundation and a demonstration kitchen.

2) **Vine Street Mobility Hub**
Regional multi-modal transportation hub supporting interagency connectivity. Located across the street from existing Metrolink station in Downtown Riverside.

**Community Engagement:** City of Riverside Neighborhood Engagement Office along with the Riverside Community Health Foundation engage residents of Project Area using four main strategies: surveys and questionnaires, stakeholder focus groups, symposiums and a Steering Committee comprised of graduates of the Eastside Resident Leadership Academy. Over 250 residents attended 14 meetings and 2 neighborhood walks to help identify the projects included in the TCC Proposal. The City will also appoint 1 representative of the following groups to serve on Advisory Committee to oversee TCC Plan implementation: Community residents from Chicago-Linden and Mission-Heritage, member of the Eastside Forum, Participant or Graduate of the Resident Leadership Academy and a member of the Eastside HEAL Zone.

**Workforce Development:** Focused on training approximately 24 Project Area residents for careers in solar installation and NABCEP certification through Riverside City College. Participants will have access to supportive services through the Workforce Development Center. Additionally, propose Next GEN farmer training program. Workforce Development Center will also provide additional services to residents of the proposed Project Area.

**Displacement Avoidance Plan:** Based on recently adopted measures by the City of Riverside to preserve and prevent displacement of affordable housing units. Includes requirement for one-to-one replacement of low and very low income housing for new development on sites that previous provided affordable rental units. Other policies are: City Density Bonus, Mobile Home Parks Rent Stabilization, and partnerships with the Fair Housing Council of Riverside County and Legal Aid of Riverside to support implementation of fair housing policies, as well as education and supportive services to residents.
Pathways to Health Project Area Map

Highways
Project Area
Top 25 Percent Disadvantaged Community
Top 5 Percent Disadvantaged Community
AB1550 Low Income Community

1. Bobby Bonds Park
2. CARB (future site)
3. Cesar Chavez Community Center
4. Entraida Housing Project
5. Community Market (La Tapatia)
6. Emerson Elementary School
7. Library (future site)
8. Lincoln Park
9. Longfellow Elementary School
10. Metrolink Station (Downtown)
11. Mission Heritage Housing Project
12. North High School
13. Patterson Park
14. Riverside City Hall
15. RCHF Eastside Health Clinic
16. RTA Mobility Hub (future site)
17. University of California, Riverside
18. Walgreens Pharmacy
19. Workforce Development Center
20. Youth Opportunity Center

October 26, 2018

Disclaimer: Maps and data are to be used for reference purposes only. Highways are approximate, and are not necessarily inclusive of all high activity areas. Map features are approximate, and are not necessarily accurate to surveying or engineering standards. The County of Riverside makes no warranty or guarantee as to the content (the source is often third party), accuracy, timeliness, or completeness of any of the data provided, and assumes no legal responsibility for the information contained on this map. Any use of this product with respect to accuracy and precision shall be the sole responsibility of the user.

Source: County of Riverside
Author: Vinnie Nguyen
rcit-/Project/EDA/TCCGrand/TCCGrand/PathwaysToHealthMap.mxd
Sacramento TCC Implementation Grant Application Summary

Project Title: SIMPL: Sacramento Integrated Multi-Modal Place-Based Living

Lead Applicant: Sacramento Housing and Redevelopment Agency

Co-Applicants: Sacramento Tree Foundation, Sacramento Regional Transit District, McCormack Baron Salazar, Urban Strategies Inc.

Grant Funds Requested: $22,999,999.65

Leverage Funding: $125,422,496.59

Project Area Size: 2.77 miles

Project Description: The Sacramento Housing and Redevelopment Agency proposes to transform the neighborhood surrounding the Twin Rivers Housing Project in Sacramento by constructing over 480 units of affordable and market rate housing complete with solar panels and stormwater planter boxes. The grant funds will contribute to the development of 104 of the 480 units. The project will also include the development of a new light rail station that will enable residents to leave the Twin Rivers Housing area and commute downtown and to other parts of the greater Sacramento area for employment and education opportunities. Trees will be planted throughout the Project Area, and a new community garden will be installed. Residents can participate in tree planting and care and will be able to obtain a plot in the community garden to grow their own food.

Project Area Population & Demographics: There are 10,428 residents in the Project Area. Roughly 23% of the residents are Latinx and 16% are African American. Only 15% of the Project Area residents have high school diplomas. Household median income is $26,175. There is also a sizable homeless, predominantly minority population in the Project Area.

TCC Funded Projects:

1) Twin Rivers Housing Development (Equitable Housing) Quantifiable
   Construction of 104 multi-family, mixed-income housing units in eight buildings at the Twin Rivers housing site. Transit vouchers distributed (1 per household).

2) Dos Rios Light Rail Station (Transit and Rail Access) Quantifiable
   Development of a new light rail station across the street from the Twin Rivers public housing project, which will also include a mobility hub with a bike share and electric vehicle car share. Provides 150 student transit vouchers to encourage ridership.

3) Solar Panels on Public Housing (Decarbonized Energy) Quantifiable
   Solar panel system to be installed on newly developed Twin Rivers housing project, to create 143 kilowatts of power and offset more than 50% of common area utility usage. System will include roof top panels and car port locations. GRID Alternatives will conduct job training for 12 participants.

4) Tree Planting (Urban Greening) Quantifiable
   Planting of 380 trees throughout the Project Area. Sacramento Tree Foundation will coordinate community planning activities, and Sacramento Conservation Corps will perform tree monitoring and care.
5) Community Garden (Health and Well-Being) Quantifiable

Construction of a 25,000 ft² community garden at the Twin Rivers housing site, which will include 8 orchard trees and 40-50 plots for residents to grow their own produce. Alchemist Certified Development Corporation will conduct outreach and organize resident participation.

Leverage Projects:
- A total of $125,422,296 in leverage funded projects
- Comprehensive mix of projects, including:
  - Complete streets: bicycle and pedestrian improvements, traffic calming elements, streetscape improvements, pedestrian crossings
  - Electric vehicles: Electric car share with new charging stations and electric vehicles
  - Park and recreational equipment: New community park and outdoor recreational equipment

Community Engagement: Community events will include public meetings, festivals, and open houses at the public housing sites. Communications strategies and messaging will be tailored to best reach the community, such as direct mail, printed materials, digital materials, surveys and 1:1 community organizing.

Upon receiving the award, the Community Engagement lead will convene a work group and conduct outreach to solicit Resident and Stakeholder Leadership Council members. Monthly meetings will occur during the first six months of the initiative to develop protocols for the Community Engagement working group and launch CE tasks such as a digital presence, meeting responsibilities and schedules. Meetings will become quarterly after the first six months. Community Engagement plans will be developed for all projects, activities and issues that require community participation. The plans will be shared with the Lead Applicant and Leadership Council for review and feedback. All Leadership Council meetings will be open to the public and there will be an annual open house to document progress. Meetings will be held at times accessible to the community members. Outreach materials will be translated into relevant languages and will include family-friendly messages.

Members of the Leadership Council will include:
- 1 Lead Applicant
- 1 Co-applicant from each Project
- 1 Project Lead in each initiative
- 1 Workforce working group representative
- 1 Community Engagement lead
- 1 River District PBID representative
- Up to 4 sub-contractors recommended by the Co-Applicant with a maximum of one per project type
- 1 mayor’s office representative
- 1 City Council member from city council District 3
- 1 Data partner
- 1 Non-displacement partner
- Up to 8 at-large seats for interested low-income residents from the project area including 2 residents from Twin Rivers public housing, 2 residents from Cannery Place and 1 resident from Washington Plaza and community stakeholders.

Workforce Development:
The workforce development plan focuses on three areas: poverty eradication and employment; social services for the employee, regulation and policies to ensure opportunities for low-income project area residents, and an employer and industry-focused strategy.

SHRA will take the lead in coordinating the workforce development partners, including SETA, Urban Strategies, GSUL, GRID Alternatives, Sacramento Tree Foundation, and Sacramento Regional Transit Agency. SETA will expand its mobile employment services into the target area to engage, prepare, and connect residents to job opportunities. The GSUL will work with youth ages 18-24 and under-represented adults to offer educational, career training and employment opportunities. GRID Alternatives
operates the Installation Basics Training program and will provide a 100-hour IBT program to Sacramento to install a 143 kw solar PV system for the new housing development, while providing paid, hands-on, skills-based training to 12 project area residents. Sacramento Tree Foundation will prepare residents for newly created jobs to support the field work necessary for the creation of tree canopies in the project area under the neighborwoods model. SacRT will engage and support residents through the hiring process for jobs at SacRT and will work with workforce development partners to identify training needs to meet potential construction demands associated with the light rail station project.

SHRA will also work closely with the workforce development partners to ensure that any new SIMPL area jobs benefit residents in the target area. Local hire requirements are one strategy toward ensuring that the SIMPL area residents directly benefit from their community transformation. Use of local hire policies will target job opportunities to low-income, disadvantaged residents and people of color who might otherwise not benefit from the new development.

**Displacement Avoidance:**
The applicant proposes to implement the following policies to prevent the displacement of households in the Project Area:

- Passage of a housing bond
- Creation of accessory dwelling units
- Development of a community land trust
- Production of family rental and ownership units near transit
- Implementation of a condominium conversion policy
- One to one replacement of public housing units
- Acceptance of rental subsidies to ensure people stay housed
- Acquisition/rehabilitation of existing units near transit

Adequate financing will need to be obtained to implement several of the policies, such as the Community Land Trust, the one to one replacement of public housing units, the acquisition and rehabilitation of units, and the development of family-sized housing. Adequate political support will be needed in order to implement the following policies, such as the production of family rental and ownership units near transit, the implementation of a condominium conversion policy, and the creation and allowance of accessory dwelling units.

The following policies will be implemented to prevent the displacement of small businesses in the Project Area:

- Development of no-cost and low-cost business development and retention programs
- Development of layoff aversion programs