

WEST FRESNO COMMUNITY!

HUD Choice Neighborhood Initiative

TRANSFORMATION PLAN

December 2022

Fresno Housing Authority

FRESNO, CALIFORNIA





From the Office of the Mayor

It is my honor as the City of Fresno's Mayor to play a role in presenting the West Fresno California Avenue Neighborhood Transformation Plan. The California Avenue Neighborhood planning effort embodies my ONE FRESNO vision, where we seek an inclusive, prosperous, beautiful city where people take pride in their neighborhoods and community.

I first want to acknowledge and express my gratitude to the countless individuals who have contributed to the Transformation Plan. It is inspiring to see their passion, commitment, and persistence in pressing for equitable access and opportunities for all to thrive. After 40 years of public service, I remain humbled to serve them.

Fresno sits in the center of the San Joaquin Valley, and is California's fifth-largest city, with a population of more than 540,000. Our community takes pride in opportunities where residents collaborate with businesses and community-based organizations with an eye toward the future. Supported by the U.S. Department of Housing and Urban Development's Choice Neighborhood Initiative, the California Avenue Neighborhood Transformation Plan celebrates Southwest Fresno's unique character and pride. It offers sustainable, locally driven strategies aimed at the development of new opportunities that will continue to build upon our existing assets.

The proposed plan seeks to implement strategies that make certain residents are healthy, happy, and thriving, and community partnerships, assets and momentum are leveraged. As part of ensuring a connected, vibrant, safe, and equitable neighborhood, my Administration continues to implement our ONE FRESNO vision, which is aligned with the California Avenue Neighborhood Transformation Plan and impacts the Southwest Fresno community. With a public safety foundation, the vision includes:

- **HOUSING AND HOMELESSNESS:** Providing care and dignity to our most vulnerable and supporting the development of affordable housing options for all
- **INCLUSIVE ECONOMIC DEVELOPMENT:** Creating a positive business environment that provides thriving career opportunities and economic mobility for residents
- **BEAUTIFY FRESNO:** Restoring Fresno's curb appeal, block by block
- **YOUTH LEADERSHIP:** Investing in and giving voice to the leaders of tomorrow
- **VIBRANT DOWNTOWN:** Focusing on building a vibrant downtown, with the goal of increasing its residential population from 3,000 to 10,000

Together, we can do great things. A vibrant, revitalized Southwest Fresno is an essential part of the ONE FRESNO we envision.

Sincerely,

A handwritten signature in blue ink, which appears to read "Jerry P. Dyer". The signature is written in a cursive, flowing style.

Jerry P. Dyer
Fresno Mayor



From the Office of the Chief Executive Officer

On behalf of the Boards of Commissioners, Fresno Housing staff, and our partners, we are excited to present the West Fresno California Avenue Neighborhood transformation plan for Southwest Fresno.

The plan exemplifies true community, transparency, and partnership between our City's institutions, community organizations, neighborhood groups, residents, and stakeholders from all walks of life. The plan embraces the authentic culture, ideas, hopes, vision, and lived experience of all who live, work, and invest in our community.

Dr. Martin Luther King, Jr. once referred to "the creation of the beloved community" as a place where neighbors, people of all walks of life, and all of humanity cooperate together so that all can thrive. This is what we have found in Southwest Fresno — so rich in its history, culture, pride, and heart.

We are privileged to have learned more about the true nature and fabric of Southwest Fresno, the residents - their families and their heritage, and build upon the renowned legacy of the community.

We are grateful to our residents, partners, stakeholders, staff, and neighbors who have shared their experiences, resources, and time with us during this process.

I am pleased to present this transformation plan and report that Southwest Fresno — specifically, the California Avenue Neighborhood — is ready and awaiting its revitalization. We look forward to working with the City and all of our partners as we continue to implement the community's vision and establish a neighborhood where all residents will thrive!

Sincerely,

Tyrone Roderick Williams

Tyrone Roderick Williams
CEO of Fresno Housing

Acknowledgments

West Fresno CAN! reflects the vision, and goals of hundreds of stakeholders-RESIDENTS, EMPLOYERS, EDUCATORS, SERVICE PROVIDERS and CIVIC INSTITUTIONS. This Transformation plan also builds upon the work of previous efforts and initiatives. It harnesses the momentum, capacity and resources of Fresno Housing and many partners who have already begun the implementation of key strategies.

Below is a list of residents, committees, groups and individuals who contributed to this plan. To all of the residents, Fresno Housing staff, agencies, organizations, institutions and individuals who took time to participate in the committees, public meetings and various activities to ensure that the voice of the neighborhood was heard, YOU ARE APPRECIATED!

Steering Committee

Action and Change
Bitwise Industries
Boys and Girls Clubs of Fresno County
Central California Legal Services
Central Valley Community Bank
Central Valley Community Foundation
City of Fresno – City Manager’s Office
City of Fresno – Council District 3
City of Fresno – Department of Transportation
City of Fresno – Mayor’s Office
City of Fresno – Police Department
County of Fresno – Department of Behavioral Health
County of Fresno – Department of Public Health
County of Fresno – Department of Social Services
Every Neighborhood Partnership
First 5 Fresno County
Fresno Chamber of Commerce
Fresno Cradle 2 Career
Fresno Economic Opportunities Commission
Fresno Metro Ministry
Fresno Pre-Term Birth Initiative
Fresno Unified School District
Southwest Fresno Development Corporation
State Center Community College District
St. Paul Christian Methodist Episcopal Church
Washington Unified School District
Wells Fargo Bank

Resident Advisory Council

Alexandria Crowder
Candy Olivera
Chanel Martin
Christina Sidhu
Dorothy King
Joyce Simms
Lisa Harry
Rachel Finley
Rose Howell
Ruby Yanez
Sara King
Sophia Torres
Sylvia Trujillo
Sharon Williams
Tia Lorta
Vittoria Molina
Vincent Pearson

People Committee

*Boys and Girls Clubs of Fresno County
Central Valley Community Foundation
Centro La Familia Advocacy Services
City of Fresno – Planning Department
City of Fresno – Police Department
Freedom School
Fresno Adult School
Fresno County Health Improvement Partnership
Fresno County Public Library
Fresno Cradle 2 Career
Fresno Economic Opportunities
Fresno Metro Ministries
Fresno State University
Fresno Unified School District
Helping Others Pursue Excellence (HOPE)
Image Church
Reading and Beyond
Saint Agnes Medical Center
Self-Help Federal Credit Union
St. Joseph Baptist Church
Washington Unified School District
West Fresno Family Resource Center
Youth Leadership Institute*

Neighborhood Committee

*Blue Ocean Development Corporation
Central Valley Urban Institute
City of Fresno – Parks, Recreation, and Community Services
City of Fresno – Planning Department
City of Fresno – Police Department
City of Fresno – Transportation Department
Clínica Sierra Vista
Every Neighborhood Partnership
Faith in the Valley
Freedom School
Fresno Economic Opportunities Commission
Fresno Metro Black Chamber of Commerce
Golden Westside Planning Committee
Innovative Transport
West Fresno Christian Center*

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Hilda Reeves
Lucinda Walls
Marc' Bady
Marcella McIntosh
Mary Helen Caggianelli
Michael Duarte
Tiffany B. Mangum
Tyrone Roderick Williams – CEO*

Planning Coordinator Team

*EJP Consulting Group, LLC – Lead
Lord Aeck Sargent – Planning & Design
Thrivance Group – Community Engagement
Zimmerman/Volk & Associates – Market Assessment*

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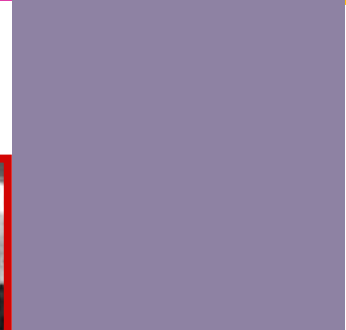
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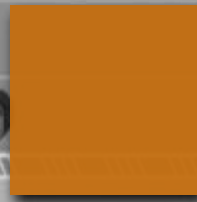


06.

APPENDICES

<https://www.westfresnocan.org/s/CAN-APPENDICES-1.pdf>







EXECUTIVE SUMMARY



The West Fresno CAN! planning effort reflects the vision, experience, and dedication of hundreds of voices - residents, businesses, employers, educators, community health organizations, service providers, state and local agencies and so many other vital community members.



West Fresno CAN!

In 2017, Fresno Housing committed to reimagining a new Southwest Fresno. Since then, dedicated residents, committed stakeholders, the City of Fresno and Fresno Housing have been hard at work, developing a new vision for the California Avenue Neighborhood (CAN). Investment in CAN is at an all-time high and the community is enthusiastically building upon these investments to create a neighborhood for existing and future residents to live, work and thrive.

Since the Choice Neighborhood Planning Grant award in 2020, Fresno Housing has engaged over 700+ participants in a series of planning exercises and community engagement activities that included resident meetings, capacity building workshops, design charrettes, community activations, surveys and interviews both virtually and in-person. As a result, this plan reflects the shared concerns about the past and present Southwest Fresno and hopes and desires about its future. It also builds upon the capacity and resources of strong anchor partners who have already begun to work towards the collective vision outlined in this plan.

The comprehensive goals and strategies presented in this plan build upon much of the transformative work that has already begun and its existing neighborhood strengths and assets. The West Fresno CAN! Plan seeks to address the immediate needs and challenges of current residents, businesses and institutions, and provide a roadmap for further investment that will inform the neighborhood's growth and development and leverage momentum to realize the community's vision. While this plan provides detailed strategies, partners, and time-frames for implementation, it is intended to be flexible, acknowledging that CAN's transformation will occur over time, requiring sustained, long-term partnerships.



Fig 1.1: Bird's eye view of the Triangle

Goals and Strategies

The West Fresno CAN! Plan is centered around three overarching goals:

- 1) A Connected, Vibrant, Safe and Equitable Neighborhood for All,
- 2) Residents are Healthy, Happy and Thriving,
- 3) Community Partnerships, Assets and Momentum are Leveraged.

The Plan goals leverage and align with existing plans and projects already underway, recently completed or in the pipeline and celebrates the community's resilience and commitment to the neighborhood, highlighting collaborative partnerships to build upon momentum for positive change.

Goal 1: A Connected, Vibrant, Safe Neighborhood for All

- 1.1 Develop a Housing Plan which Offers Diverse Housing Choices to Retain Current and Attract New Residents
- 1.2 Reposition Vacant and Underutilized Parcels
- 1.3 Provide Support for Existing Business and Property Owners
- 1.4 Establish Better Connectivity and Accessibility
- 1.5 Address Environmental Injustice
- 1.6 Establish a Network of Functional Open Spaces for All Ages
- 1.7 Enhance Neighborhood Identity

Goal 2: Residents are Healthy, Happy and Thriving

- 2.1 Reduce Food Insecurity and Increase Opportunities for Access to Healthy Food Options
- 2.2 Improve Resident Health Outcomes by Increasing Access to Health and Wellness Programs and High-Quality Medical Care
- 2.3 Create Multiple Pathways for Greater Self-Sufficiency
- 2.4 Create New and Expand Existing Youth Education Opportunities and Programming
- 2.5 Develop New and Leverage Existing Programming to Address Crime
- 2.6 Increase Access to Resources and Programs for Affordable Homeownership Opportunities
- 2.7 Support Existing Homeowners to Improve their Homes and Remain in Place
- 2.8 Steer D.R.I.V.E. Resources to the Neighborhood

Goal 3: Community Partnerships, Assets and Momentum are Leveraged

- 3.1 Leverage Capacity of Partnerships and Anchor Institution Investments
- 3.2 Invest in a Robust Outreach Program and Marketing Campaign that Connects Residents and Community Partners to Existing Resources

The Neighborhood Plan



Fig 1.2: Proposed New Redevelopment at the Triangle

1. Fresno City College West Campus Career and Technology Center offers academic and work-force training programs
2. A new United Health Center located on the corner of California Ave. and S. Walnut Ave.
3. The West Creek Development will consist of multiple phases of new homes, a 9.5 acre park and neighborhood serving retail including a grocery store and town center
4. Potential new EOC Community Clinic located at the Triangle
5. New neighborhood serving retail in mixed-use building located at the Triangle
6. Redevelopment of target housing sites into mixed income developments, Sierra Terrace (upper + lower), Sierra Plaza, Desoto Gardens I & II, and Fairview Heights
7. Transit Mobility Hub located at Triangle to include bike-share, charging stations and wi-fi
8. Hyde Park environmental remediation and clean-up
9. 93706 Market is a local farmer's market operating the second Saturday of every month
10. Installation of neighborhood identity investments such as banners along California Ave. and a public art piece at the Triangle
11. CAN Street Murals located at Inyo St. and Klete Ave.
12. Proposed new commercial kitchen to support EOC's healthy food initiatives
13. New Affordable Homeownership Opportunities at E. Florence and Walnut Ave. and S. Maud Ave. and E. Geary St.
14. Improvements along California Ave. including, new bike lanes, new and improved lighting and sidewalks
15. Green St. Improvement along Maud Ave.
16. New amphitheater/open public space, water feature, skate park proposed at the Triangle
17. Installation of the Southwest Fresno Trail
18. Southwest Fresno community food hub (Yoville)
19. New parks and open spaces at newly developed Sierra Plaza, Sierra Terrace (upper), at the corner of California Ave. and Tulare St., at the newly developed DeSoto Gardens I & II and at the corner of Tulare St. and Pottle Ave.



- Legend:**
 - Neighborhood Boundary:** Dashed black line
 - Target Housing Sites:** Yellow shaded areas
 - Potential Mixed Use Redevelopment Areas:** Purple shaded areas
 - Potential Residential Development:** Orange shaded areas
 - Neighborhood Identity and Public Art:** Red star symbol
 - Existing non-residential commercial:** Red rectangle symbol
 - Open Space and Recreation Improvements:**
 - New Parks/Open Spaces: Green circle symbol
 - Improvements to Existing Parks and Centers: Green circle with star symbol
 - Water Features: Blue star symbol
 - Skate Park: Blue star with circle symbol
 - Amphitheater: Yellow star symbol
 - Streets and Infrastructure Improvements:**
 - California Avenue Improvements: Blue line with star symbol
 - Southwest Fresno Trail (TCC): Green line with star symbol
 - Green Street Improvements (Maul Avenue): Green line with star symbol
 - Complete Street Improvements: Green line with star symbol
 - Proposed Signalized Pedestrian Intersection: Green circle with star symbol
 - Potential Intersection Improvements: Green circle with star symbol
 - Homeownership Investments:**
 - New Construction: Yellow square symbol
 - Support for Existing Owners: Yellow square symbol
 - Neighborhood Investments:**
 - Fresno City College West Campus (TCC): Blue square symbol
 - New United Health Center: Blue square symbol
 - West Creek Development: Blue square symbol
 - Proposed New Community Clinic and Supportive Services (ECC): Blue square symbol
 - New Neighborhood Serving Retail: Blue square symbol
 - Target Housing Site Developments: Blue square symbol
 - Transit/Mobility Hub: Blue square symbol
 - Hyde Park Environmental Remediation and Clean Up: Blue square symbol
 - Farmers Market: Blue square symbol
 - Neighborhood Identity Investments: Blue square symbol
 - CAN Street Murals: Blue square symbol
 - Support for Existing Business Owners: Blue square symbol
 - Neighborhood Broadband: Blue square symbol
 - Proposed New Commercial Kitchen: Blue square symbol

Fig 1.3: Neighborhood Master Plan

The Housing Plan

West Fresno CAN! Redevelopment Goals:

1. Replace All Existing Units (1-for-1 Replacement) – The new redevelopment will replace all public housing units at Sierra Terrace (upper and lower), Sierra Plaza, Desoto Gardens 1 & 2, and Fairview Heights with new rental housing reserved for existing residents. Existing residents will have the first right to return to these new units.
2. Build First Strategy – New housing will be built on available land at the Triangle and/or Sierra Terrace (upper) to reduce the need for temporary off-site relocation for residents.
3. Create a Mixed-Income Community – The redevelopment will be a mixed-income community incorporating market-rate and affordable housing units. Each building phase of the new development will result in a mixed income community.
4. A Diversity of Rental Housing Types – The plan presents housing choices to better meet the existing and future families’ lifestyle needs, taking into consideration family size, age, and ability.
5. Provide High Quality Sustainable Housing – The redevelopment will provide well-designed and sustainable rental units. All units will contain the same high-quality materials and design standards, indistinguishable from each other.
6. Affordable Homeownership Opportunities – There will be opportunities for affordable homeownership in multiple phases of the redevelopment.
7. Create a Safe, Well-Connected Neighborhood – The new redevelopment will incorporate principles of Crime Prevention Through Environmental Design (CPTED) to create a pedestrian-oriented community supported by neighborhood amenities and public space throughout the redevelopment. Pedestrian connections from each of the target housing sites to the Triangle will be incorporated.



Fig 1.4: 2-3 story residential buildings along Maud Ave.



Fig 1.5: Townhomes & 2-story residential buildings in redeveloped Sierra Plaza



Fig 1.6: Mixed-Use Development at Triangle

Proposed Unit Mix*		
1 Bedroom	170	32%
2 Bedroom	225	47%
3 Bedroom	75	15%
4 Bedroom	23	5%
5 Bedroom	1	0%
Total	494	100%
Rental Units	462	
Homeownership Units	32	

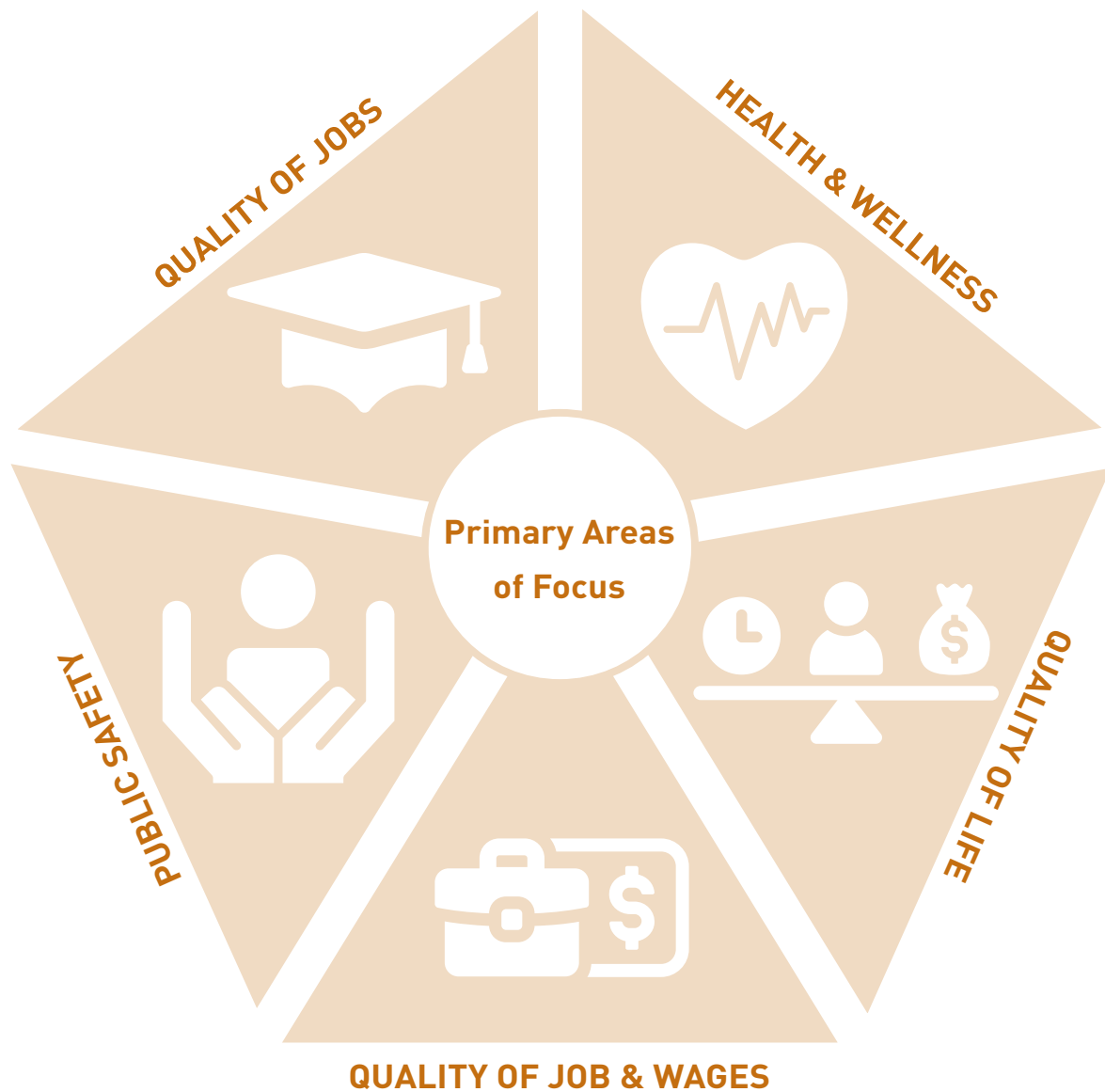
* number includes for sale units



Fig 1.7: Housing Plan

The People Plan

In addition to the proposed physical improvements, the West Fresno CAN! Plan introduces strategies to improve the quality of life for all residents. By placing an emphasis on 5 primary areas of focus; Quality Jobs + Wages, Quality Education, Health + Wellness, Quality of Life, and Public Safety, this plan aspires to ensure access to support services vital to the well being of families and their ability to thrive. Integral to this action is Fresno EOC, Trinity Health, Fresno Community College and Fresno Housing as well as an array of key partners and stakeholders committed to Southwest Fresno.



Bringing the Vision Forward

With the planning effort complete, implementation is the next phase in moving the vision for West Fresno forward. With so many exciting projects in the pipeline or already underway, the West Fresno CAN! Plan is poised to bring transformative change to the neighborhood. However, successful implementation will require significant additional funding and the sustained commitment of many to achieve the vision and outcomes detailed in this document. With resources already committed to advance homeownership opportunities, begin the remediation process at Hyde Park, improve California Avenue, and construct the new Fresno City College campus and United Health Center, significant progress is being made. To advance the strategies focused on families in CAN, Fresno EOC will take the lead managing the supportive services plan, while the City of Fresno is committed to coordinating the neighborhood improvement effort. Fresno Housing will continue to be its own developer and lead the implementation of the housing plan, looking to the city, county and state for capital support. Additional implementation partners such as Fresno Unified School District, United Health, St. Agnes, and so many others are expected to make significant and meaningful contributions to the overall implementation of this plan as well.

To learn more information about the West Fresno CAN! Transformation Plan, track progress as it moves into the implementation phase, or get involved, please visit the project website at: <https://www.westfresnocan.org/>.




Fig 1.8: View of redeveloped Fairview Heights & DeSoto Gardens from the intersection of California Ave. & Maud Ave.





COMMUNITY CONTEXT



The California Avenue Neighborhood (CAN) is a culturally diverse community rich in civic pride. This neighborhood is well-positioned for new investment, sustainable growth and equitable development.



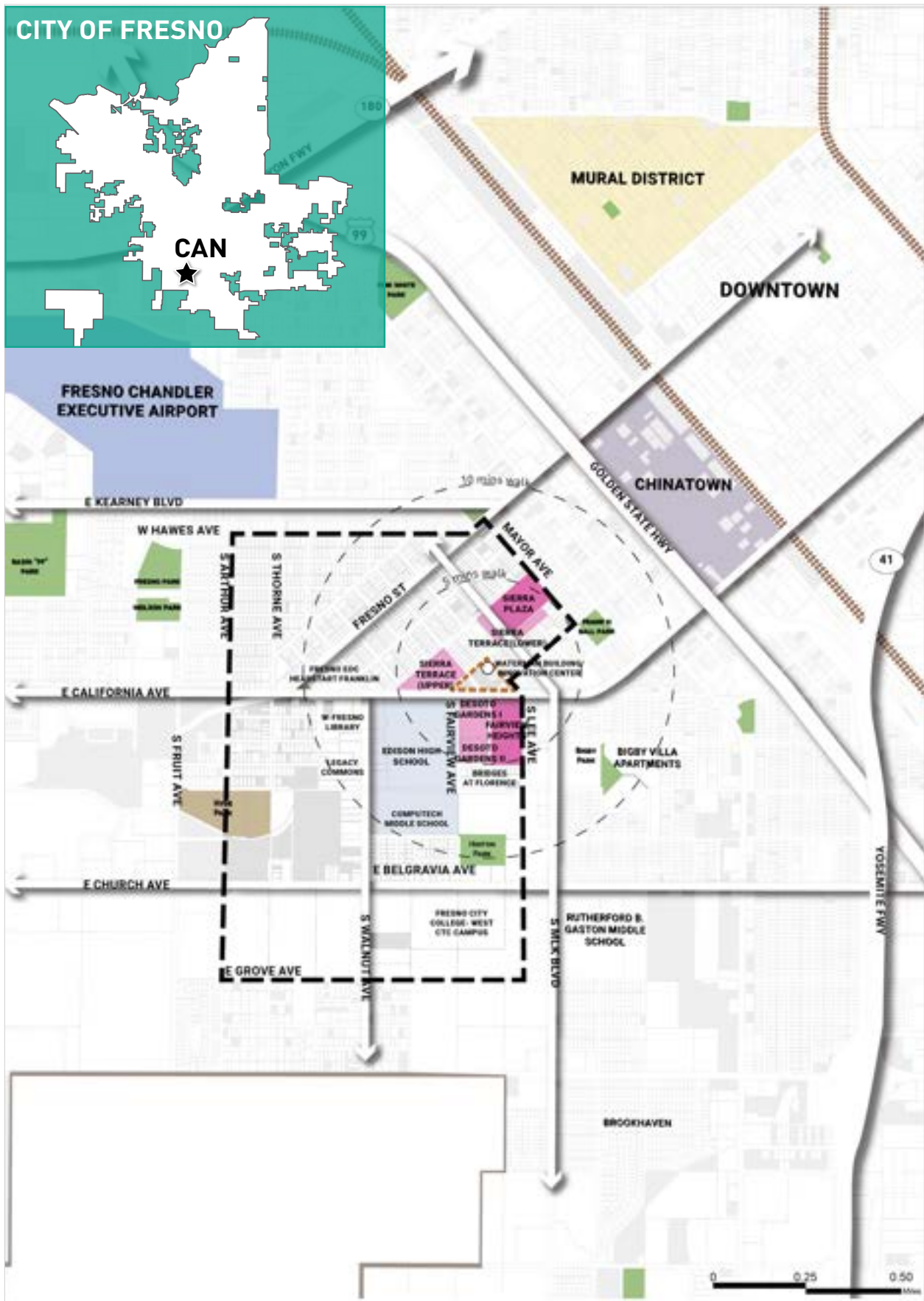


Fig 2.1: CAN in Context of Fresno City

CAN in Context

The California Avenue Neighborhood (CAN) is in West Fresno, about 2 miles southwest of downtown. CAN is bounded by Lee Avenue, Inyo Street and Mayor Avenue to the east, Hawes Avenue to the north, Arthur Avenue to the west and Grove Avenue to the south. It is a residential neighborhood with long-time institutional anchors including Edison High School, Computech Middle School and the new Fresno City College Campus which is under construction. The area is in close proximity to Downtown, however it is at the western edge of the city limits and is surrounded by agricultural land, industrial properties and undeveloped parcels.

CAN is one of the oldest neighborhoods in Fresno and was considered as the city center before World War II. As the city grew to the north and east, people of color and low-income residents were relegated to this area through multiple discriminatory city policies since the early 1900's. Construction of the highways disconnected this area from the rest of the city while destroying and uprooting thriving neighborhoods and businesses. The process of redlining, through a series of policy-making and funding decisions prevalent in the 1930's, identified West Fresno as an undesirable area, limiting its growth and ability to attract any quality developments or investments. Further compounding this, heavy industrial factories, meat-packing houses, slaughterhouses, and landfills were all located in southwest Fresno.

As a result, West Fresno is one of the most environmentally- at-risk areas in California resulting in

high rates of air pollution, which contribute to significant health disparities amongst its population. There is a disproportionate amount of incompatible land uses adjacent to residential communities, and the poverty rate in the area is high, in contrast to the rest of the city.

Today, West Fresno is trying to overcome the aftermath of years of disinvestment and the perception of undesirability. The City of Fresno has made multiple efforts in the last few years to include West Fresno in long-term planning and infrastructure improvements, and local community-based organizations have focused investment into grassroots healthy food and wellness initiatives. Edison High School, Gaston and Computech Middle Schools, and the new Fresno City College Satellite campus, promise better opportunities for residents. The \$66.5 million in investments through California's Transformative Climate Communities (TCC) have created positive momentum to address gaps the neighborhood has struggled with for years.

The population is also growing. Fresno Housing has been focused on improving its housing sites through RAD conversion and mixed-finance development. However, significant work remains to address an aging housing stock, limited housing options, limited access to neighborhood amenities and services, health and wellness disparities, environmental injustice and few job opportunities. CAN's best asset – its residents and stakeholders – are poised to help lead the change into a thriving neighborhood that serves its families well.



Fig 2.2: 1970 Map of City of Fresno

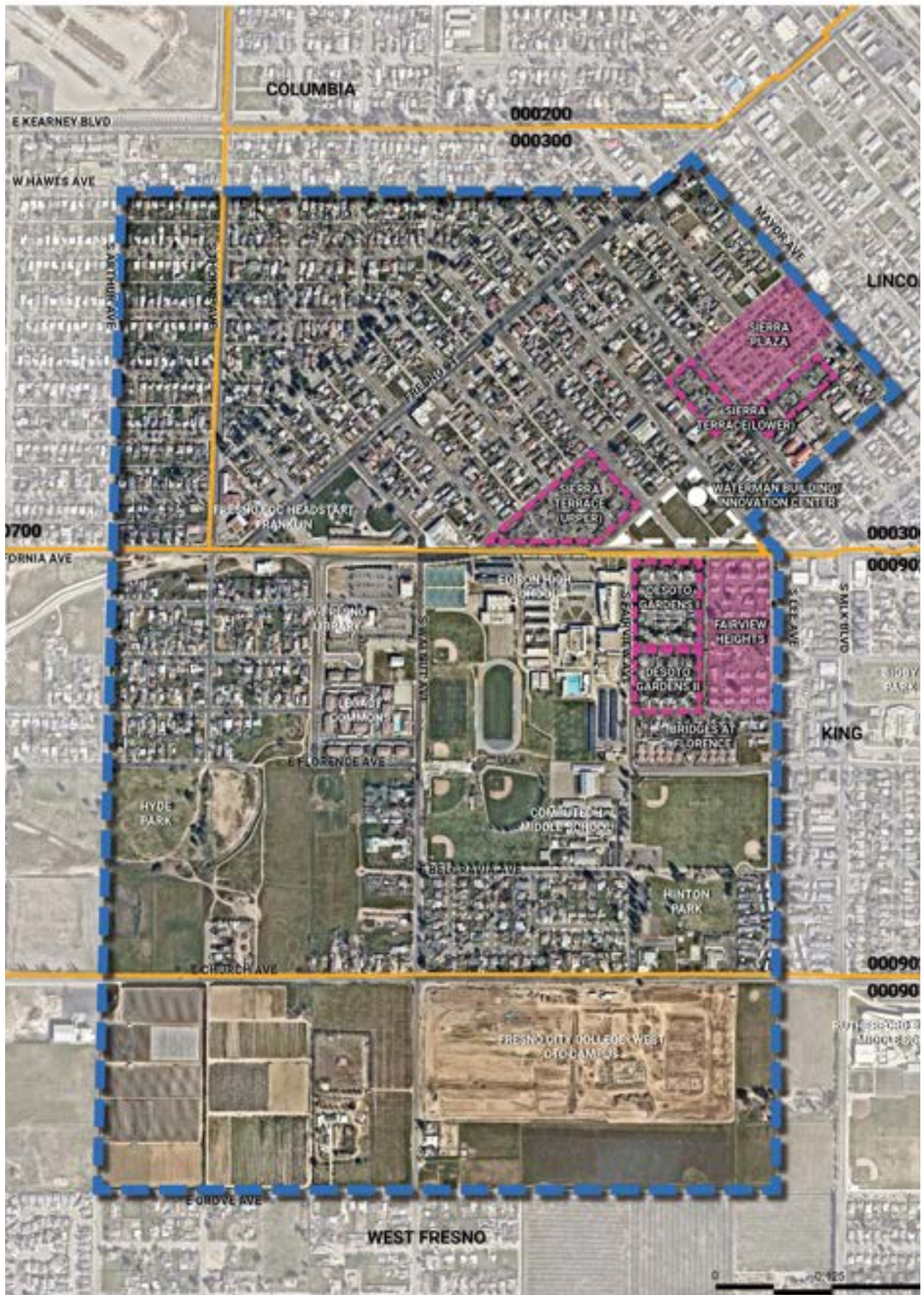


Fig 2.3: CAN Area Boundary & Housing Sites



Fig 2.4: View of California Avenue 2021

The West Fresno CAN! Plan provides a great opportunity to address these pressing challenges while building upon the ongoing efforts within this community by developing strategies and recommendations informed by the residents and the greater West Fresno community. Throughout the planning effort, Fresno Housing (FH) and its partners were dedicated to an inclusive and transparent information gathering process that consisted of activities designed to engage the neighborhood stakeholders in a meaningful way and gather all of the necessary data to understand the diverse perspectives, needs and challenges specific to CAN. Residents, local businesses, city departments and elected officials, educators, service providers, faith-based and other community serving organizations participated in one-on-one stakeholder interviews. Residents of the target housing sites (Sierra Plaza, Sierra Terrace Lower and Upper, Desoto Gardens I&II and Fairview Heights) also completed a detailed household survey.

In tandem, the planning team performed on-the-ground audits, implemented a multitude of community activations (see community engagement chapter), and conducted a review of third party data (i.e. crime, health trends, land use, transit routes and current city/neighborhood planning initiatives) to thoroughly assess the state of housing, neighborhood and services in CAN. Through community, resident and stakeholder meetings, the planning team integrated and refined the data analysis to get a clear perspective of where the neighborhood is today. An assessment was also conducted to evaluate the current market conditions and potential opportunities for CAN.

Building a collective consensus around this baseline was a critical first step in developing a community vision for the future of CAN and identifying specific, measurable and implementable strategies for this plan. This chapter provides a summary of key findings from the assessment.

Planning Context - Previous Plans

This plan builds upon activities, programs and community projects that have preceded the Choice planning effort. As investment continues to build momentum in and around the neighborhood, it is the intent of this plan to align resources and streamline goals to ensure there are no barriers to the success of CAN's revitalization. With improvement planning already underway for California Avenue, a new community college campus under construction, planned trails and greenways underway, a renewed vitality in the neighborhood has arisen. By connecting the previous and current planning work to the future, the CAN transformation plan intends on rejoining a once overlooked and fragmented neighborhood back into the fold of the city.

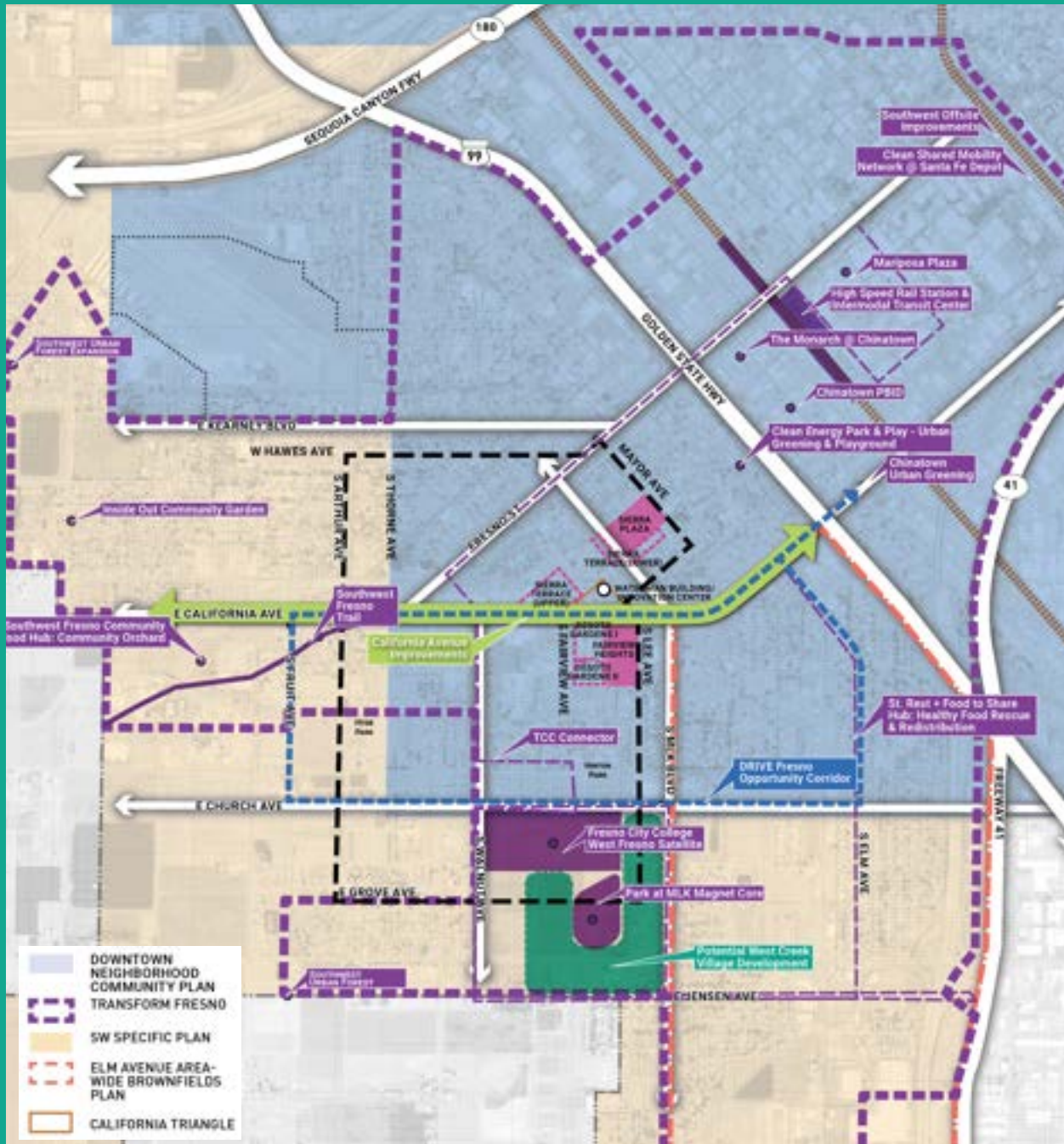


Fig 2.5: Ongoing & Planned Projects



California Triangle Plan

The two-phased proposal included:

- New mixed-income residential development in a variety of typologies, new community services, community serving retail and commercial development.
- Replacement of the existing Sierra Terrace public housing which is owned and operated by Fresno Housing and the renovation of an existing structure to serve as a Community Center.

Downtown Neighborhood Community Plan

- Established Downtown as the heart of Fresno.
- Implemented policies and actions to revive and/or transform each of the Plan's planning areas based upon their unique identity.
- Established mixed-use neighborhood centers within walking distance of surrounding residences and connecting to transit networks.
- Focused on improving the quality of the plan area's corridors; created a framework for neighborhood improvements to attract private investment back to city center.



Southwest Fresno Specific Plan

- Addressed Southwest Fresno's polluted natural environment through regulating incompatible land uses such as industrial land-use designations.
- Addressed housing quality and blight remediation.
- Promoted active transportation, rerouting truck traffic, complete streets, and remediation of pedestrian and vehicle conflicts.
- Increased the number of parks in the region, improvement of existing park conditions, amenities and access.
- Improved property design and built environment to address crime.
- Addressed access to fresh, affordable, and nutritious foods – promoting healthy grocers & health care access throughout the plan area.



Since 2017



2018



Since 2018



Fresno Housing Choice Neighborhood Planning

- Initiated in late 2017.
- Created a Steering Committee and three working groups - Housing, Neighborhood, and People.
- Initiated a Resident Advisory Committee (RAC) and, in partnership with Every Neighborhood Partnership (ENP), have facilitated multiple resident capacity building workshops.
- Committees continued to meet on a quarterly basis and engage on topics that affect the CAN and greater West Fresno area, while the RAC met bi-monthly and focused on their vision for CAN.

Parks & Recreation: Measure P

- Focused on improving safety at all Fresno parks by adding lighting, security cameras, park rangers to patrol parks, preventing graffiti and reducing homelessness in local parks.
- Proposed making essential repairs to bring parks and recreation centers up to current health and safety standards – including repairing restrooms, playground equipment and sports fields, and ensuring access for people with disabilities.
- Focused on improving property values and keeping the community a great place to live, work and raise a family.
- Created programs for children and at-risk youth to help keep them engaged and out of trouble.
- Allocated \$4M in Cultural Arts.
- Identified improvements for Hinton Park in the Park Master Plan.

Transform Fresno: Transformative Climate Communities (TCC)

- Focused on investments that will catalyze economic and environmental transformation in Downtown, Chinatown, and Southwest Fresno.
- Established a framework for achieving climate goals by concentrating significant resources to accelerate local greenhouse gas emission reductions and uplift disadvantaged communities.



Elm Avenue Revitalization Strategy: A Brownfields Area Wide Plan

- Created/Supported Food Hubs/Food Incubators.
- Created inventory of publicly-owned parcels.
- Developed Resource Toolkit to support quality development.
- Identified Washington Unified Site as catalytic to corridor revitalization.
- Expanded tree canopy and prioritized Elm Avenue as a boulevard.
- Improved pedestrian experience by creating new street connections to neighborhoods and multi-use trails along Church Avenue.
- Created new street connections to the adjacent neighborhoods.
- Identified opportunities for murals & public art.

DRIVE Fresno

- Comprised of 18 investment initiatives that collectively call for nearly \$4.2 billion of investment across three major areas:
 - 1) Economic Development
 - 2) Human Capital
 - 3) Neighborhood Development

Chandler Airport Master Plan

- Based on the Chandler Airport Influence Areas and Safety Zones, a majority of the target housing sites fall under restrictive zones for redevelopment.
- The Chandler Executive Airport is in the process of amending the influence areas and safety zones. These new proposed zones allow for redevelopment of all the target housing sites without any major restrictions.
- The Airport Land Use Commission voted to approve the amendments at a public meeting on December 6, 2021.
- Review and approval is pending on the new zones from the Federal Aviation Administration (FAA).

Demographics

At the heart of a neighborhood are the people that live there. 4000+ residents call the California Avenue Neighborhood home, representing a diverse population celebrating culture and community.

	Fresno Housing Sites	CAN	City of Fresno
Households	228	917	168,956
With Children	48%	53%	43%
Average Size	2.7	3.5	3.11
Individuals	656	4316	534,695
Race/ Ethnicity			
Black	21%	19%	7%
White	4%	24%	46%
Asian	7%	8%	13%
Hispanic/ Latino	67%	69%	53%
Age			
0-4	9%	11%	8%
5-17	37%	24%	21%
18-24	9%	11%	10%
25-64	37%	44%	49%
65+	7%	10%	12%

Fig 2.6: Demographic Profile



Fig 2.7: Fresno Housing and CAN Residents

The ethnic profile of residents at the Fresno Housing sites is consistent with the broader CAN area, but there is a higher concentration of residents that identify as Black and/or Latino than in the City of Fresno.

Resident Profile

California Avenue Neighborhood (CAN)

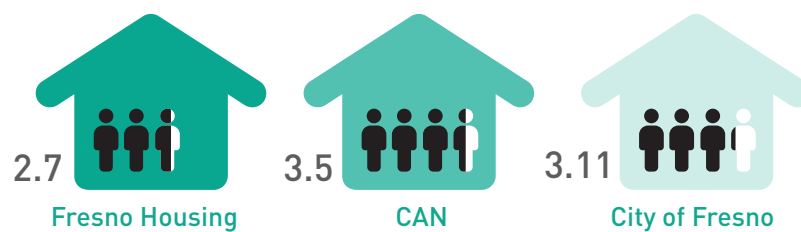


15% of CAN households live in 1 of the 5 Fresno Housing Sites

Fresno Housing Residents in CAN



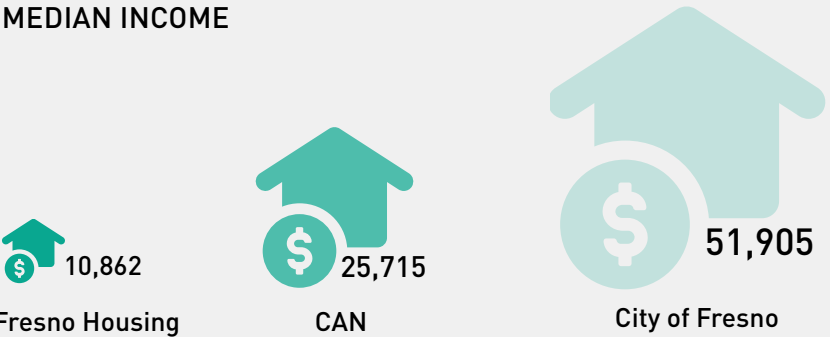
Average Household Size



48% of Fresno Housing households have children 18 and younger

Employment and Income

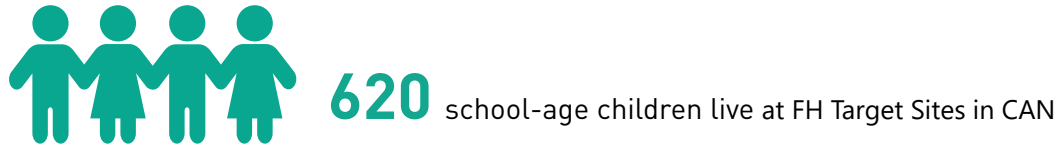
MEDIAN INCOME



4 in 5 Fresno Housing households (80%) earn less than \$15,000 annually compared to 29% in CAN and 13% in the city.



Youth and Education



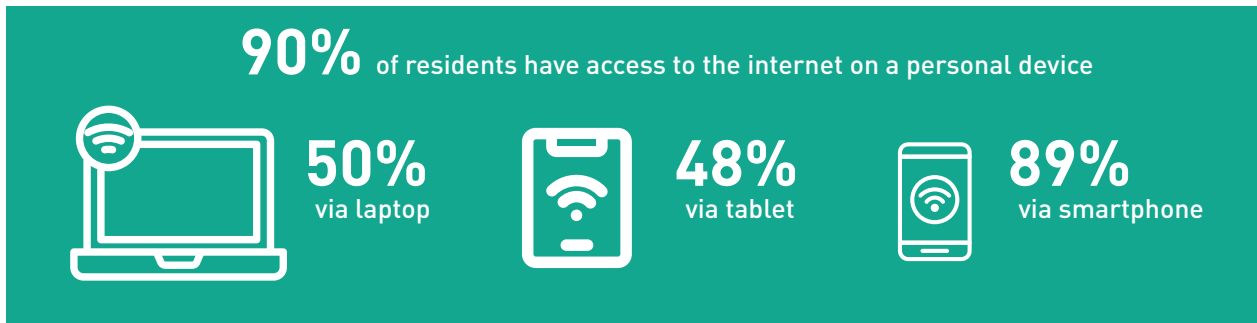
59% of children under 5 are cared for at home. Less than 1 in 4 attend an early learning program: public preschool (9%), Head Start (9%) or other professional childcare center (5%).

Approximately half (307) of school-aged children are enrolled in the Fresno Unified School District (FUSD); the balance attend Washington, Central Unified, or private/charter schools. 106 Fresno Housing children are enrolled in an FUSD elementary school; 58 attend King, 3 attend Kirk and 45 attend Lincoln. Data for this subset of elementary students are as follows: 35% were chronically absent (missed 10% of school days or more); 12% have special needs; 16% are on-level for English Language Arts and 16% are on-level for Math per iReady.

1 in 4 households with school-age children (27%) have a child that currently participates in a youth program. Of those that do not participate, concerns about safety due to COVID-19 is a primary factor (23%). Residents expressed future interest in a wide array of youth programs including sports and recreation (58%), after school programs (46%), tutoring (40%), arts/music programs (40%) and summer camp (37%).

Internet Access

44% of the Fresno Housing residents have internet access when needed



Health and Wellness

3 of 4 residents rate their health care services as excellent

95% of Fresno Housing residents have health insurance

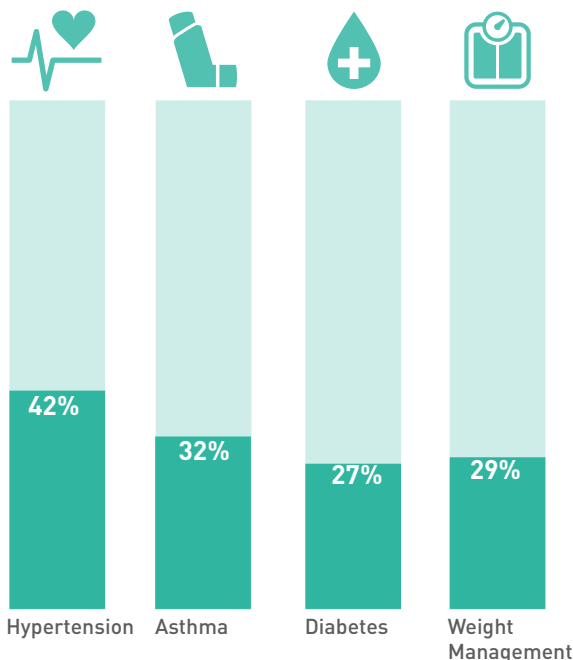
75% report having a primary care doctor

Of the 29% of residents who face challenges accessing quality, affordable healthcare, 80% report lack of transportation as the primary challenge and 73% report experiencing long waiting room times.

1 in 3 households (34%) have a member with special needs, and 31% need special features in a new unit to accommodate the family member. 1 in 5 (20%) of households with children have a child with a special need and 34% of these households report that the child is not receiving services to support their special need.

Half of residents (51%) say they get 30+ minutes of exercise at least 3 days per week. Poor air quality is the biggest challenge to being more physically active according to 29% of residents.

Many stakeholders also noted that the COVID-19 pandemic has exacerbated mental health challenges among both adults and children. Services to alleviate stress and mental health counseling were at the top of the list of unmet health needs.



PLANNING SPOTLIGHT

Edison High School

Edison High School is the flagship magnet school in Fresno and one of the top schools in the Central Valley for academics and athletics. It is home to 2,617 students from all across the City of Fresno and a source of extreme pride amongst its students, alumni and the CAN community.

Edison is located on California Avenue and is adjacent to the target housing sites, Fairview and Desoto I & II, and across the street from Sierra Terrace and the Triangle.

In the past 8 years Edison High School has undergone significant renovations and new construction to include a gym, swimming pool, and academic building. It is a pillar in the community and an anchor institution for the neighborhood.



Fig 2.8: Edison High School - Courtesy of ArchDaily



Fig 2.9: Edison High School - Courtesy of ArchDaily

Neighborhood Character



Fig 2.10: Existing Land Use Map



Fig 2.11: Zoning Map

CAN is primarily a residential neighborhood with limited retail/commercial uses. Its unique character includes multiple institutional anchors such as Edison High School, Gaston and Computech Middle Schools and the new Fresno City College satellite campus.

There are agricultural parcels and partially vacant properties located towards the southern part of the neighborhood which are zoned residential and could be future development opportunities. Per the City of Fresno zoning regulations, California Avenue and Fresno Street are envisioned as mixed-use corridors. This regulation restricts building residential uses fronting these two corridors. With the development of the new Fresno City College and new development planned along South MLK Boulevard, Church Avenue also has the potential to develop as a major corridor.

The target housing sites are zoned Neighborhood Mixed Use or Single-Family Medium Density, which allows for increased density for future development. The existing Chandler Airport Overlay Zone restricts housing development, but the proposed amendment will support additional density.



NORTHERN RESIDENTIAL NEIGHBORHOOD



COMMERCIAL AT THE CALIFORNIA AVENUE AND FIG AVENUE INTERSECTION

Fig 2.12: Neighborhood Photographs



Fig 2.13: Vacant/ Underdeveloped Properties

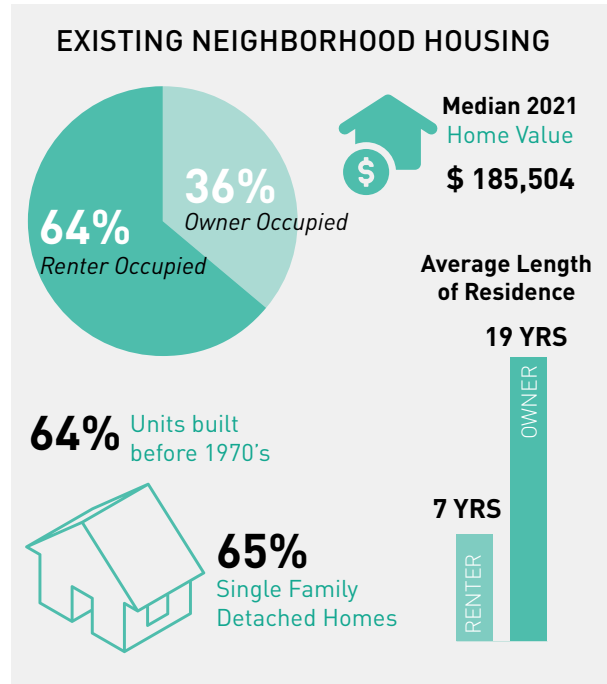


Fig 2.14: Existing Neighborhood Housing
Source: Claritas, Pop-Facts-Estimated 2021 Census Data

Officially designated a “landfill” by the City, Hyde Park is an opportunity site which has the potential for redevelopment once it has been abated. Fresno Housing is working with the City to secure Brownfield remediation funding to clean up the site.

Primarily a single-family residential neighborhood, CAN’s existing housing stock is aging with more than 60% built before 1980. There are several vacant and under- utilized parcels in the area that are good candidates for infill development.

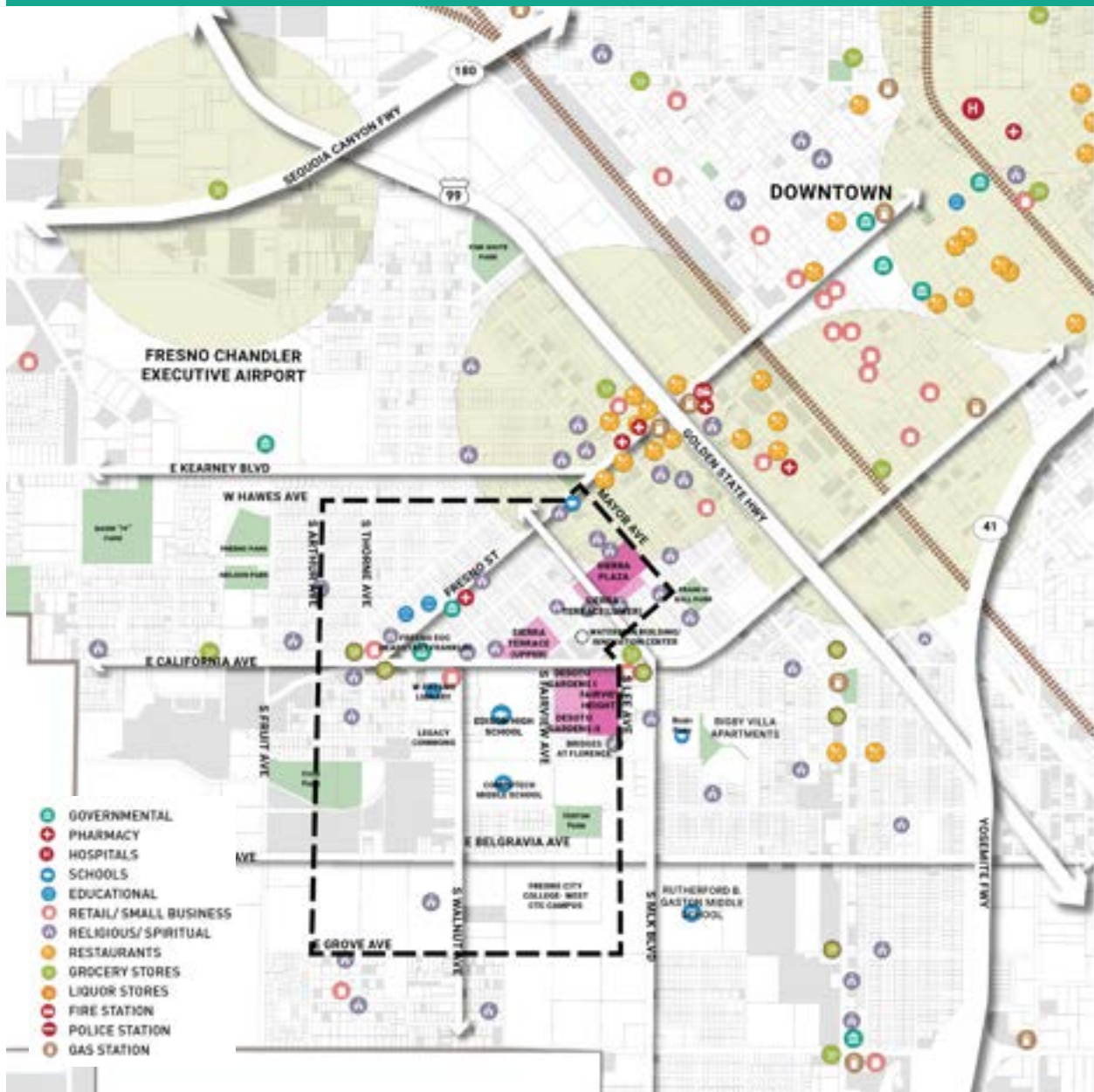
Most housing is renter-occupied (64%), and the average length of residency is 19 years for owner-occupied housing and 7 years for renter-occupied housing.



Fig 2.15: Vacant and Underutilized Properties

Amenities and Services

A farmer's market/access to fresh food is the #1 amenity needed in CAN.



COMMUNITY
CONTEXT

CAN's proximity to Downtown Fresno provides access to amenities and services, but within the neighborhood, community-oriented retail and commercial space is very limited. There are no grocery stores located in the boundary, which is a barrier for families and prevents easy access to fresh food options.

Per the resident survey, the #1 service used was a food pantry. 1 in 4 residents (25%) eat fruits and vegetables at least 3 times per day. Barriers to healthy eating include cost (18%), limited local options (16%) and low quality in local stores (14%).

Fig 2.16: Community Amenities

Open Space and Recreation



Fig 2.17: Open Space & Recreation Map

Large portions of the neighborhood are not within walking distance to programmed recreational greenspace. The former landfill also referred to as Hyde Park upon remediation, could be substantial green space within the boundary. With full abatement, capital improvements, urban greening and programming, it could transform the neighborhood and act as a buffer from the adjacent industrial properties.

One of the TCC projects under construction is the Southwest Fresno Trail which runs from the intersection of South West Avenue at Florence Avenue to California Avenue and Thorne Avenue. In addition, a new walking trail has been proposed along Tulare Street, starting from California Avenue and is exploring funding sources. There is very limited tree canopy along California Avenue and the southern areas of the neighborhood. The residents have expressed the need for urban greening as an important method to reduce the heat island effect.

PREFERRED PARKS AND RECREATION AMENITIES

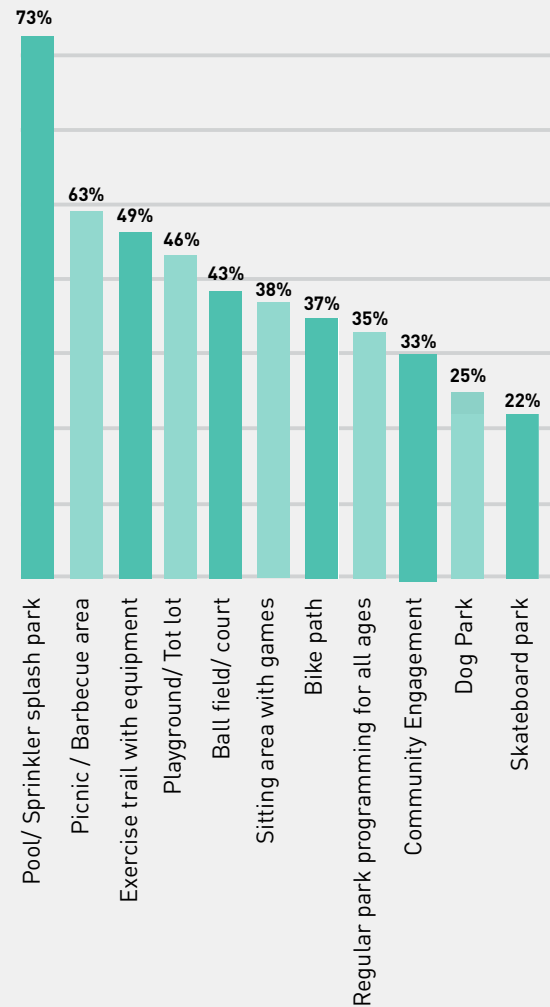


Fig 2.18: Preferred Amenities according to the 2021 Resident Survey

Public Safety

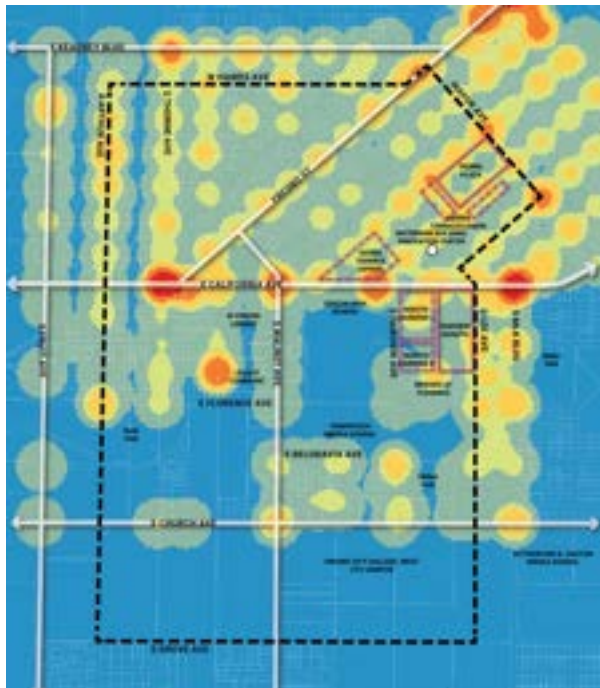


Fig 2.19: Crime Density Analysis Map

Per the resident survey, concerns regarding safety are considerable. A comprehensive and effective public safety strategy that includes deterrence, enforcement, and diversion will require the involvement and participation of all community stakeholders including the police, service providers, community organizations and residents.

A hotspot density analysis was performed looking at the crime incident data (2016- May 2021) received from the Fresno Police Department. The analysis showed that within CAN there were more incidents reported along California Avenue and Fresno Street, with highest number of incidents being reported at:

- Intersection of Thorne Avenue and California, adjacent to the EZ Mart Food and Liquor Store
- Intersection of South M.L.K. Jr. Boulevard and California Avenue
- Kearney Palms shopping area – northeast to the CAN boundary

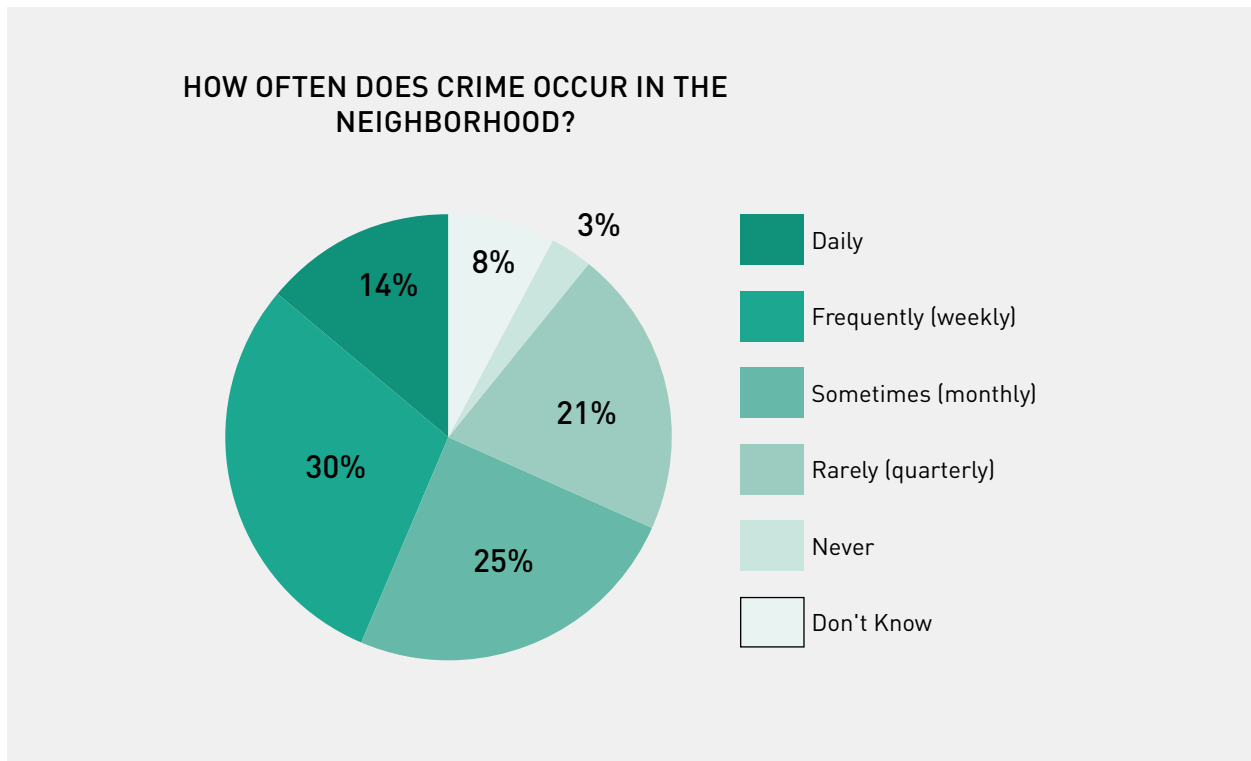


Fig 2.20: Perception of Crime according to the 2021 Resident Survey

Connectivity



Fig 2.21: CAN Transit/ Connectivity Map

A traditional street grid traverses north of California Avenue, which becomes more disjointed, with larger blocks due to institutional, agricultural and undeveloped land in the southern portion of the neighborhood. Angled feeder roads at the intersections of California Avenue at Kern and Inyo Streets, misaligned street connections and multiple curb cuts, make it challenging for pedestrians to navigate safely. CAN residents have expressed pedestrian and bike safety as one of their primary concerns.

The neighborhood is served by three public transit routes. Route 38, runs along Fresno Street and Walnut Avenue, and is one of the only two high frequency (every 15 minutes) routes in the City. A comprehensive review of the transit network, frequency and bus stop locations is of high interest to the community, especially with the new Fresno City College campus and proposed residential developments just south of the boundary.

Sierra Plaza and Fairview Heights are part of the Shared Mobility Network Plan (TCC) and have EV charging stations on-site.

HOW OFTEN DO YOU USE EACH MODE OF TRANSPORTATION?

74% of residents report always having access to transportation that gets them where they need to go.

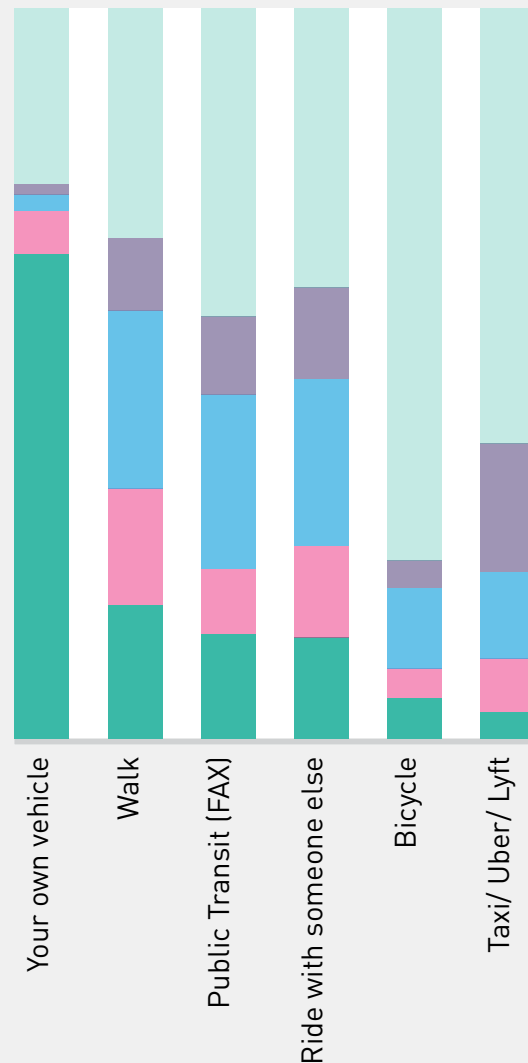
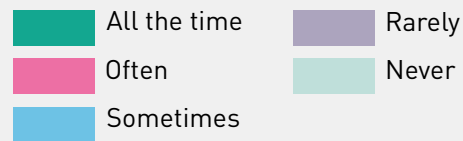


Fig 2.22: Transportation access according to the 2021 Resident Survey

PLANNING SPOTLIGHT

Transportation Ride Along

This in-person community activation in partnership with Fresno Area Express (FAX) was a five-hour long rider experience where residents, Dignity Team members, Fresno Housing staff, the planning team and Fresno Department of Transportation staff simulated a journey through the neighborhood using the FAX bus transit system. The purpose of this exercise was for all participants to travel along common neighborhood routes as a CAN resident and to document what was successful and ways it could be improved.

COMMUNITY
CONTEXT

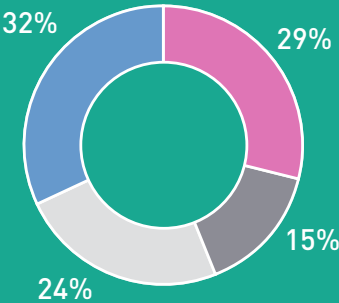


Fig 2.23: Transportation Ride Along

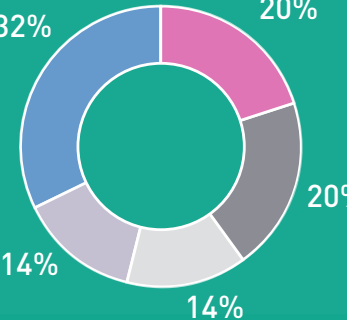
Residential Market Assessment

A 2022 residential market assessment highlighted momentum building in West Fresno and forecasted how the neighborhood could develop based on market conditions. Demand for affordable housing units is strong, but the need for mixed-income housing opportunities is sizeable and the need for mixed-income housing opportunities is growing. These capture rates support the feasibility for the development of new mixed-income rental units in CAN. Homeownership also presents favorable market opportunities at a range of incomes.

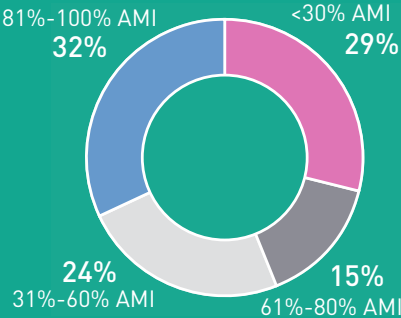
RENTAL APARTMENTS ANNUAL UNITS ABSORBED



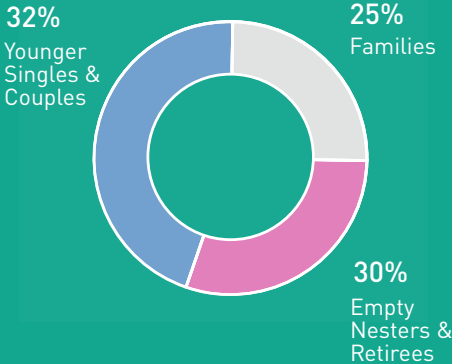
FOR SALE HOUSES ANNUAL UNITS ABSORBED



MARKET POTENTIAL BASED ON INCOMES



RESIDENTIAL MARKET ANALYSIS: POTENTIAL MARKET



Retail Market Assessment

Based on the Retail Market Assessment, the Triangle presents an opportunity for neighborhood serving retail, food/drink or service space (approximately 13,000-20,000 square feet), along California Avenue. One of the potential challenges for successful retail at the Triangle is low traffic counts on California Avenue and no traffic signal at Klete Avenue or Inyo Street. Neighborhood retail tends to be more stable when clustered or paired with an anchor tenant. Another potential challenge is the proposed West Creek Development, which envisions 225,000 square feet of retail. This master planned community is less than one mile south of the CAN boundary’s southern border.

Housing Sites

At the center of this Choice neighborhood is the redevelopment of the housing sites - Fairview Heights, Desoto Gardens I & II, Sierra Plaza, Sierra Terrace (Upper and Lower); and, the vacant parcels along California Avenue (the Triangle) owned by Fresno Housing. There are approximately 39 acres of developable land between the housing sites and the Triangle. Per the current zoning, these parcels are underutilized. There are a total of 294 existing units at the target sites, of which 238 are subsidized. 10 units from Fairview Heights have been allocated as a Transfer of Assistance to The Monarch at Chinatown, located at 1101 F Street, a new community developed by Fresno Housing in Downtown Fresno. As a result, the total number of replacement units for the West Fresno CAN! redevelopment effort is 228.



Fig 2.24: Target Housing Sites

Sierra Plaza & Sierra Terrace Lower



Fig 2.25: Aerial Map highlighting Sierra Terrace Lower & Sierra Plaza

Sierra Plaza consists of 70 units, constructed in 1942. There are a total of 41 buildings consisting of 29 duplexes and 12 buildings with 1 unit sitting on 8 acres of land. Parking is only available in a few areas on-site which limits direct access for some buildings. There is a centralized recreation space and a playground within the site.

Sierra Terrace Lower was constructed in 1952. It consists of 26 units in 13 one-story buildings on 2.3 acres of land. Structural damages due to water leaks and suspected mold was observed in some of the buildings. They also contain lead paint and asbestos that was remediated more than 20 years ago.

Removal of the hazardous materials is recommended for resident safety. The properties do not comply with Section 504 access for the disabled.

*Physical Needs Assessments for all Target Housing Sites provided by Fresno Housing



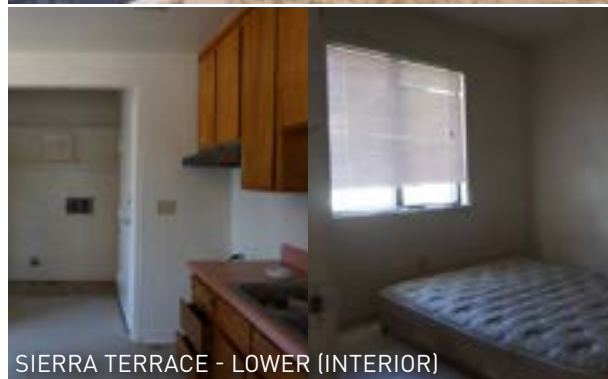
SIERRA PLAZA



SIERRA PLAZA



SIERRA TERRACE - LOWER



SIERRA TERRACE - LOWER (INTERIOR)

Fig 2.26: Target Housing Sites

DeSoto Gardens I, II & Fairview Heights



Fig 2.27 Aerial Map highlighting DeSoto Gardens I,II & Fairview Heights



Fig 2.28: Photos of Fairview Heights

Fairview Heights is a 74-unit complex built in 1952 on a 7.98-acre parcel, with 36 one-story buildings, a leasing office, maintenance shop and a community building.

Desoto Gardens I is a 40-unit development built in 1990, consisting of approximately 8 acres. The site also includes a playground area.

Desoto Gardens II is a 28-unit development which was built in 1994 on a 1.7 acre site. The site is bounded by Edison High School on the west and Maud Avenue to the east. The site contains 20 one-story units and 8 two-story buildings.

Both the sites have received exterior and interior upgrades including new appliances and site improvements. Resident amenities include fenced-in backyards and carports for each unit.



Fig 2.29: Photos of Desoto Gardens I & II

Sierra Terrace Upper & The Triangle



Fig 2.30: Aerial Map highlighting Sierra Terrace Upper & The Triangle

Sierra Terrace Upper is a 46-unit complex on a 7.8 acre site, which also includes a main office and a maintenance building. There are no Fresno Housing residents on site. Fresno County is currently leasing the property and operating a family reunification program, El Puente. This site could potentially be a “build first” strategy or serve as temporary relocation housing during construction.

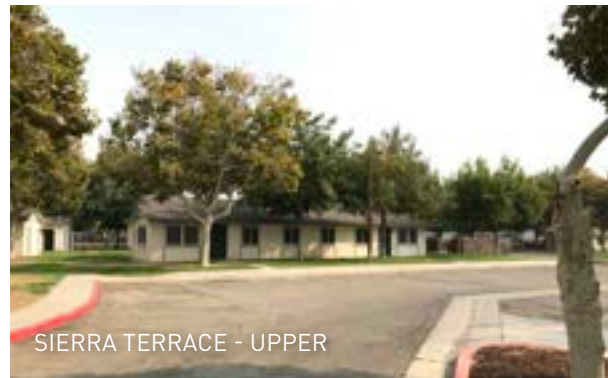


Fig 2.31: Photos of Fairview Heights

The Triangle refers to the vacant parcels bounded by California Avenue, Waterman Avenue and Kern Street and owned by Fresno Housing. The only building located on these parcels is the Waterman Building. It has been part of the neighborhood for more than fifty years and is currently unoccupied.

This area has been identified by the community as a potential community hub and anchor. The 93706 Farmer’s Market, one of the early action projects, is currently operating at the Triangle the second Saturday of every month. Other uses identified by the community include – public plaza, community service spaces and a transit /mobility satellite hub.

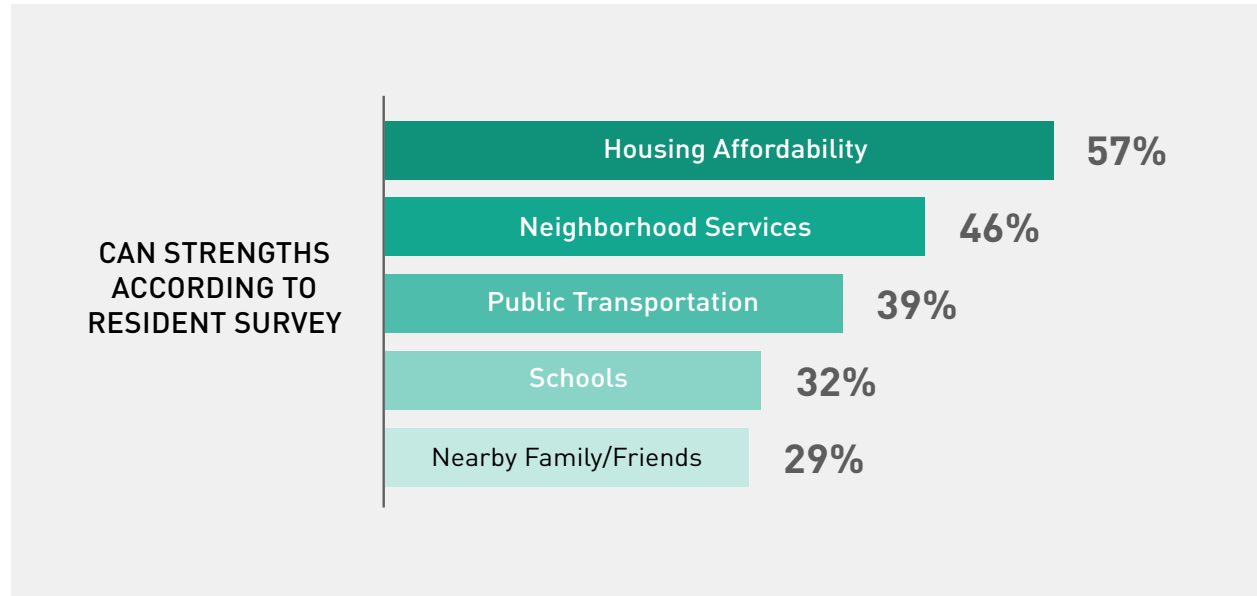
Klette Avenue, Kern and Inyo Street create smaller limited-use areas and unsafe intersections due to their angular junctions on California Avenue. One of the strategies under consideration is to integrate all the parcels by closing off streets and/ or realigning them to create a bigger development area of approximately 4.6 acres.



Fig 2.32: Waterman Building

A Strong Foundation

The West Fresno CAN! Plan builds upon a strong foundation of existing assets in the community. In the 2021 Resident survey, residents of the Fresno Housing Target Sites ranked the following as the best aspects of their neighborhood.



COMMUNITY
CONTEXT



Fig 2.33: Community Events and Involvement





COMMUNITY ENGAGEMENT

Fresno Housing is intentional about building community support for the West Fresno CAN! redevelopment effort. This is demonstrated by the numerous touches Fresno Housing has initiated with residents.



Community Engagement to Date

As Fresno Housing (FH) prepared to embark on the two-year Choice Neighborhood planning journey, at the cornerstone of their engagement strategy was to bring residents, local leaders and other stakeholders, such as the City of Fresno, Fresno City College, Fresno Unified School District, business owners, and various non-profit, community-based, health and faith-based organizations, together to create and implement a plan that revitalizes not just the public housing sites, but also addresses

the unique challenges throughout the California Avenue Neighborhood (CAN).

In order to truly capture the voice and essence of CAN, a broad and inclusive engagement strategy was initiated that incorporated traditional and non-traditional approaches, focused on collaboration with residents, public/private entities, civic and philanthropic organizations.

23 *Resident Meetings*

25 *Community Activations*

16 *Committee Meetings*

54 *Resident Advisory Council (Zoom)*

15 *Public Meetings*

21 *Dignity Team Meetings*

700+ *Participants*

67% *Resident Survey Completion*
The 74-question survey was conducted community-wide and asked residents about development, employment, education, services, children, safety, health, and more.



Fig 3.1: Resident Survey Administration



Fig 3.2: Spirit of West Fresno Event



Fig 3.3: Trunk or Treat



Fig 3.4: Drive by School Supply



Fig 3.5: Gaston Middle School Design Challenge

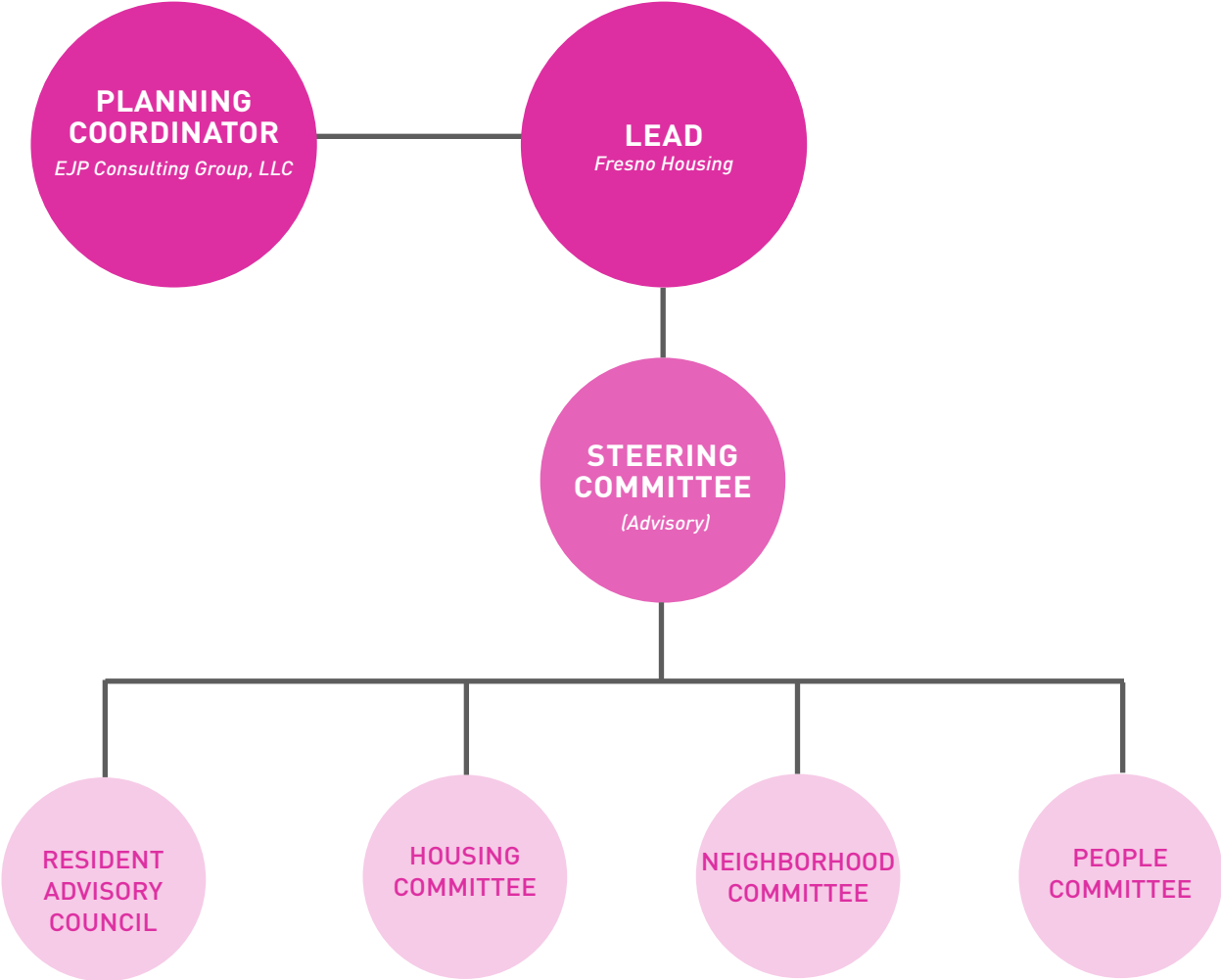


Fig 3.6: Farmers Market Exposure visit



Fig 3.7: Walk and Roll Audit

Planning Structure



While Fresno Housing was awarded the Choice Neighborhood planning grant in 2020, the resident engagement work began in 2017, with the creation of a Resident Advisory Committee (RAC) and a Steering Committee (SC). Pre-award RAC activities included a series of meetings grounding residents in the fundamentals of planning work, introducing vocabulary and concepts integral to neighborhood planning, and engaging them in preliminary visioning exercises designed to build upon the concepts learned and inspire their creativity regarding the future of their neighborhood.

The Steering Committee was composed of representatives from local anchor institutions and partners, city departments, service providers and the RAC, to oversee and help inform outcomes. SC Members also began meeting pre-Choice Neighborhood award and offered valuable insight

and guided the identification of goals, outcomes and actionable strategies that were aligned with community priorities.

In tandem, three additional committees were convened to take a deeper dive into the core elements of the Transformation Plan: Housing, Neighborhood and People. Chaired by members of the Steering Committee, each task force was composed of residents, stakeholders, city staff, service providers and other community-based organizations and businesses with expertise in the respective core elements. With the assistance from the planning team, the committees utilized data collected during the existing conditions analysis phase to identify neighborhood priorities, goals and ultimately strategies to meet the needs of CAN.

PLANNING SPOTLIGHT

Emerging Recommendations Resident Meeting



Fig 3.8: Design Charette at Fairview Heights

In April, 2022, residents from Sierra Terrace, Sierra Plaza, Fairview Heights and Desoto Gardens I & II convened for a look at the progress being made by the Choice Neighborhoods planning team.

Two meetings were offered: the first on April 3rd at Sierra Plaza and the second on April 4th at Fairview Heights. The meeting at Fairview Heights was facilitated in both English and Spanish. The purpose of these meetings were to bring residents up to speed on all the work the planning team had performed to date, present ideas and listen to the feedback of the CAN community.

The presentations laid out a conceptual design that emphasized diverse housing options and typologies as well as opportunities for centralized non-residential space. The design focused on

three locations, the California Ave corridor, Fairview Heights and Desoto Gardens I & II and Sierra Plaza and Sierra Terrace Lower.

As an interactive element, residents were asked to further refine their needs and desires regarding housing, design, typologies, architectural character and unit amenities.

Also discussed at both meetings were the emerging recommendations for the People Plan and the relocation process. Residents were asked to review the themes and ideas on the People Plan board and identify their priorities. In addition, the Fresno Housing team led a discussion focused on resident relocation, explained the relocation process in detail and answered questions.

Ways We Engage

Both, project team and residents agreed it was important to “meet people where they are” while engaging in the planning process. The planning team understood that adopting this engagement philosophy was integral to the development of the Transformation Plan and its successful implementation.

Implementing a full-scale planning effort in the midst of a pandemic required the team to get creative and develop a strategy that would reach as many people as possible, while maintaining the safety and well-being for all. The planning team applied a three-prong approach to resident outreach:

- a multi-media campaign- virtual meetings, website, text messages, emails, QR codes and social media platforms to promote activities and receive feedback
- a tactical, interactive ground strategy- dignity team outreach workers, community activation activities
- a traditional approach- in person meetings, flyers, door knocking, and mail

One of the things we heard from residents during our analysis phase was that previous neighborhood planning exercises had missed the mark by not building upon past experiences or having equitable foresight regarding future investments and how they would benefit existing residents.

To address this concern, special care was taken by the project team to be well-versed in the legacy of planning in the community and the ways in which people have experienced planning fatigue. The team reflected on these lessons learned and leveraged existing data to carefully curate a series of interactive Community Activations designed to inspire and engage the neighborhood.

The Community Activations were embedded throughout the planning effort, intentionally corresponding to each phase of the planning process. These interactive activations varied in scale, subject-matter and type, incorporating creative place-making, community group dialogues, and training exercises to empower residents with knowledge and civic tools.



Fig 3.16: Residents Meeting



Fig 3.17: Committee Meeting

PLANNING SPOTLIGHT

Every Neighborhood Partnership

Every Neighborhood Partnership (ENP) has been an active partner in the West Fresno Community for many years and about four years ago took a deeper dive into engagement work with families at Fresno Housing’s target sites (Fairview, Desoto I & II, Sierra Terrace and Sierra Plaza). This work positioned ENP to become a key partner when Fresno Housing decided to apply for a Choice Neighborhood Grant and embark on a planning effort to develop a new vision for the CAN. As a champion for residents in West Fresno, ENP hosted a Leadership Cohort for the Southwest Fresno community and created the ENP Resident Academy which continues to facilitate activities designed to empower Fresno Housing residents with information and resources particularly related to understanding civic systems and policies and asset based community development.



Fig 3.18: Southwest residents participating in the ENP Resident Academy



Fig 3.19: Resident Academy Class



Fig 3.20: Southwest Resident Academy Graduation

Dignity Team

An important piece of this engagement strategy was the concept of a dignity-infused approach to community-based planning. This idea centers around resident empowerment and outreach in a way that honors experiences, traditions, culture and neighborhood history. This dignity-infused methodology was used to build resident capacity and create resident-led support for ongoing neighborhood development planning in the neighborhood.

A Dignity Team was created composed of resident leaders, community organizers and CAN community members who are dedicated to providing on the ground engagement support to Fresno Housing for its neighborhood outreach.

Dignity Team efforts include:

- resource navigation, information sharing, and referrals
- campaign building through canvassing, phone-banking, and event participation
- conducting assessments, surveys, and interviews that inform data collection and analysis

Introducing the Dignity Team into the planning process is also a comprehensive capacity building strategy that provides a sustainable set of learning experiences for residents. From inception, the Dignity Team has been an integral part of the communications ground game informing the neighborhood about upcoming events, working community events and providing vital feedback through each phase of this two-year planning process.

“ I love the community, I love how strong-willed people are that live here ”
-Christina Sidhu



Sylvia Trujillo



Christina Sidhu



Vittoria Molina



Christian Daniel Santoyo

PLANNING SPOTLIGHT

CAN Street Mural

A Street Mural was envisioned, as part of a community art project in an effort to engage target housing residents and community members for the purpose of enhancing community identity, neighborhood beautification, and place-making. Facilitated by local artists, this project created opportunities for Southwest Fresno residents to invest their sweat equity and visually enhance the neighborhood.

The Street Mural is proposed on Klette Avenue and Inyo Street, adjacent to California Avenue and the Triangle-a vacant parcel of land that is integral to the new development plan. Currently the 93706 Market is operating at the Triangle. The addition of the street murals will add interest and vibrancy to site. The mural and its elements-colors, design and influences reflect the rich character and heritage of the neighborhood.



Fig 3.30: Proposed Street Mural Designs

Methods of Engagement

Community Meetings/Workshops



Fig 3.9: Community Workshop at Sierra Plaza

Open to all residents in CAN and Southwest Fresno, held at key stages in the planning process to garner input. All community meetings were available in English, Spanish and Hmong.

Resident Meetings



Fig 3.10: Resident Meeting at Fairview Heights

Fresno Housing resident only meetings designed to discuss topics specific to their needs and outcomes.

Video Conferences

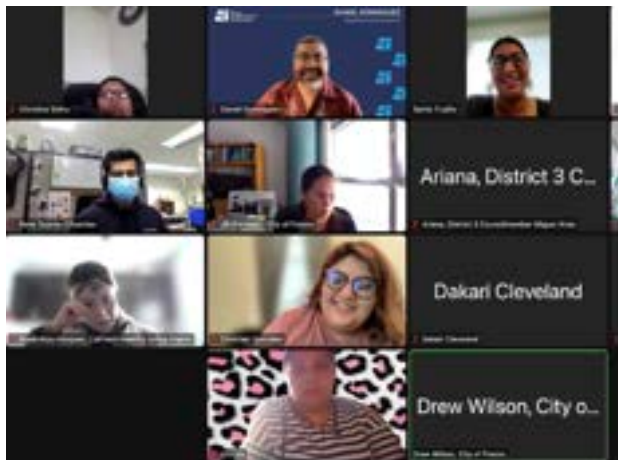


Fig 3.11: Virtual Committee Meetings

Virtual meetings via video conferencing technology in response to the public health concerns regarding COVID-19.

Surveys



Fig 3.12: Public survey booths

In-person and online surveys were conducted to better understand community priorities and preferences.

Capacity Building Workshops



Fig 3.13: Dignity Team Members

Training and technical assistance to support the development of the CAN Resident Advisory Board, Fresno Housing, residents and planning staff.

Stakeholder Interviews



Fig 3.14: Stakeholder Meetings

Targeted Conversations with key individuals and organizations.

Fresno CAN Website



Fig 3.15: West Fresno CAN! website landing page

To ensure transparency, a project specific webpage, www.WestFresnoCAN.org hosts all of the past outreach activities, keeps visitors current on what's to come and is a clearinghouse for all meeting announcements, agendas, meeting minutes, presentations, and reports generated during the planning process.

PLANNING SPOTLIGHT

Youth Engagement

Integral to this planning process are the CAN youth. At every step of the process children and young people have voiced their opinions and introduced thoughtful ideas to make their neighborhood a better place to live. During the Resident Community Visioning Workshop held on December 1, 2021 CAN kids used blocks, stickers, string and tape to design their own communities. More greenspace, bike-trails, youth inspired businesses and spaces were highlighted in the feedback we received.

As part of CAN's tactical community engagement strategy, children at King Elementary and Gaston Middle Schools were given a Design Challenge to create a community they wanted to see in their neighborhood. The idea of more youth serving activities and businesses were reiterated as well as more green space, more trees, covered playgrounds, pools and splash pads, a café, a Walmart and a bowling alley!



Fig 3.21: Students present their design idea at the Gaston Middle School Design Event.



Fig 3.22: Resident youth collaborate to design their vision for CAN, during the Resident Community Visioning Workshop.

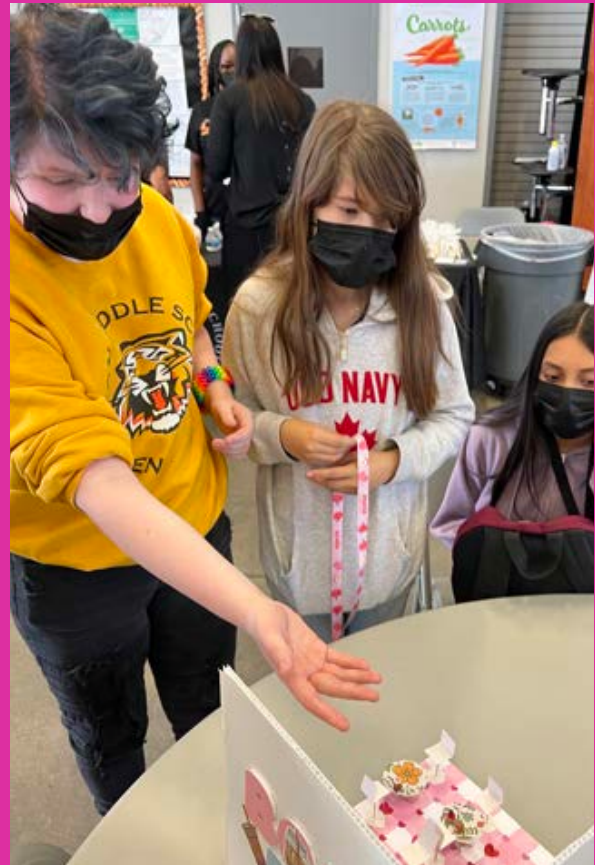


Fig 3.23: Students present their design idea at the Gaston Middle School Design Event.



Fig 3.24: Students present their ideas for California Ave at the King Elementary School Design Challenge.



Fig 3.25: Students present their design idea at the Gaston Middle School Design Event.



Fig 3.26: Students present their ideas for California Ave at the King Elementary School Design Challenge.



Fig 3.27: Students present their ideas for California Ave at the King Elementary School Design Challenge.



Fig 3.28: Students present their design idea at the Gaston Middle School Design Event.



Fig 3.29: Students present their design idea at the Gaston Middle School Design Event.



PUBLIC MEETINGS & COMMUNITY ACTIVATIONS

AUGUST 2021 RESIDENT SURVEY COMPLETE

9.19.21 COMMUNITY WALK AND ROLL AUDIT
9.22.21 RESIDENT SURVEY RESULTS - RESIDENT ONLY

9.23.21 NEIGHBORHOOD COMMUNITY MEETING (EXISTING CONDITIONS)

10.07.21 CAN COFFEE & DONUTS

10.11.21 BACK TO SCHOOL EDUCATOR IN-SERVICE
10.11.21 PUBLIC SAFETY ADVOCATE ROUNDTABLE

10.26.21 AFFINITY DAY CAUCUS: HOMELESS COMMUNITY I

10.28.21 PUBLIC SAFETY ADVOCATE TRAINING PART I

OCT-NOV ORAL HISTORY RECORDINGS

11.1.21 WEST FRESNO BLACK/BROWN SOLIDARITY AND STRATEGY CAUCUS

11.02.21 AFFINITY GROUP CAUCUS: HUMAN TRAFFICKING SURVIVORS

11.04.2022 CAN COFFEE & DONUTS

11.08.2022 TRANSPORTATION & AMENITIES RIDE ALONG

12.01.21 CAN RESIDENT COMMUNITY VISIONING WORKSHOP

12.02.21 SPIRIT OF WEST FRESNO EXHIBIT: COMMUNITY STORIES & MEMORIES

12.04.21 COMMUNITY VISION WONDERLAND

12.08.2022 CAN COFFEE & DONUTS

1.25.2022 PUBLIC SAFETY ADVOCATE TRAINING PART II

2.01.22 COMMUNITY VISION SHARING SESSION - ENGLISH

2.02.22 COMMUNITY VISION SESSION - SPANISH

COMMITTEE MEETINGS

9.14.21 CAN COMMITTEE CHAIRS

9.20.21 CAN JOINT COMMITTEE

10.7.21 CAN NEIGHBORHOOD COMMITTEE

10.27.21 CAN PEOPLE COMMITTEE
10.27.21 CAN HOUSING & NEIGHBORHOOD COMMITTEE

11.17.21 CAN STEERING COMMITTEE

11.30.21 CAN STEERING COMMITTEE
11.30.21 CAN HOUSING & NEIGHBORHOOD COMMITTEE

12.02.21 CAN PEOPLE COMMITTEE

ON-GOING RESIDENT MEETINGS

FAIRVIEW HEIGHTS - FIRST WEDNESDAY MONTHLY

SIERRA PLAZA - FIRST THURSDAY MONTHLY

RAC - FIRST AND THIRD THURSDAY MONTHLY



AUGUST

SEPTEMBER

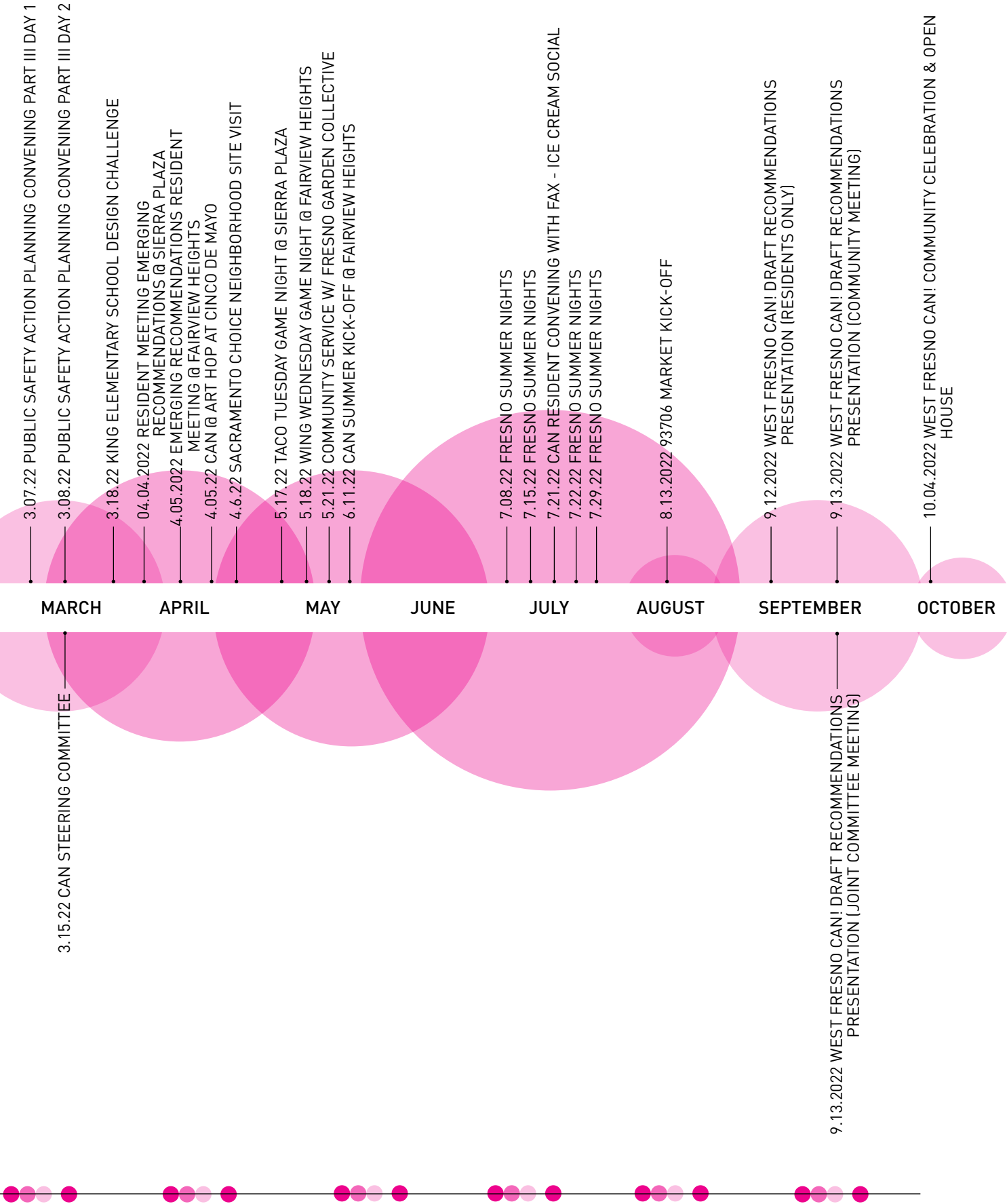
OCTOBER

NOVEMBER

DECEMBER

JANUARY

FEBRUARY



COMMUNITY
ENGAGEMENT

Resident Workshops

Resident Community Visioning Workshop 12/1/21

Fresno Housing residents participated in a tactile design work session to conceptually envision how the existing housing developments Sierra Terrace Upper & Lower, Sierra Plaza, Fairview Heights and DeSoto Gardens I & II could be redesigned utilizing multi-colored blocks, ribbons, markers and reference images sheets on housing types and on-site amenities.

Community Activations

Community Walk and Roll Audit

A community audit was facilitated to connect with residents in the community and make observations about the neighborhood as well as map cultural assets.

Back to School Educator In-Service

This event was geared towards educators, youth advocates, youth services providers, and those who staff academic spaces providing a comprehensive overview of the CAN (and broader Southwest Fresno) development plan.

Public Safety Advocates Roundtable- Educators and Youth Focus

Public Safety Advocates Roundtable- Public safety is a complicated issue that has been exacerbated by the constraints and disparities resulting from the COVID-19 pandemic. The Public Safety Advocates Roundtable included locally-based advocates, academics, and experts who specialize in framing and educating communities about the various pathways to public and intra-community safety.

Affinity Day Caucus Group: Homeless Community

CAN project staff and Fresno Housing engaged the homeless community to discuss what a safe, supportive neighborhood with a high quality of life and dignified affordable housing would look and feel like. Through these conversations strategies were identified as ways to create transformational change.

Resident Emerging Recommendations Meeting 4/3/22-4/4/22

Two separate meetings were conducted, one at Sierra Plaza and the other at Fairview Heights to encourage maximum participation of the residents. The Emerging Housing Plan, was shared as a checkpoint to ensure the design team was on the right track and had captured resident's needs and desires for the neighborhood. Residents were also asked to prioritize unit amenities and architectural character that they felt was most appropriate for the new redevelopment. The emerging recommendations for the People Plan, including the relocation process, was also discussed.

Public Safety Advocate Training- Part I

The CAN project team, local direct services providers, and residents interested in addressing public safety concerns participated in two half day sessions to understand transformative justice, resources and systems of healing/support, the ways the existing public safety infrastructure isn't working, and new methods for reducing harm and increasing support.

West Fresno Black/Brown Solidarity and Strategy Caucus

CAN project staff and Fresno Housing engaged community member to examine the unique challenges for different racial/ethnic groups, how to unify efforts to address these challenges and identify ways to create transformation change.

Affinity Group Caucus: Human Trafficking Survivors

CAN project staff and Fresno Housing engaged survivors to discuss what a safe and supportive neighborhood would look and feel like and the type of housing and services necessary to promote safety and a high quality of life. Through these conversations strategies were identified as ways to create transformation change

Oral History Recordings

Oral histories of CAN residents were recorded and produced into a documentary to celebrate what living in the neighborhood has meant to them.

Transportation Ride Along

The project team, FAX, city staff, and elected officials were paired with CAN residents for a comprehensive survey of mobility challenges in the CAN community.

The Spirit of West Fresno Exhibit: Community Stories and Memories with Spoken Word and Live Music

In partnership with local cultural arts partners, CAN project staff and Fresno Housing hosted a storytelling and spoken word night. The event featured a DJ, a photo exhibit of CAN residents and a documentary celebrating what they loved about their neighborhood and the people who live there.

Community Vision Wonderland

The Community Vision Wonderland provided residents an opportunity to answer questions via QR code and receive holiday swag.

Public Safety Advocate Training Part II

Two half-day sessions to understand transformative justice, resources and systems of healing/support and ways in which the existing public safety infrastructure isn't working for the community and new methods for reducing harm and increasing support.

Public Safety Action Planning Convening Part III -Day 1

The Public Safety Advocates Roundtable reconvened to begin developing a CAN-specific action plan for public/community safety that centers on racial equity and social justice.

Public Safety Action Convening – Day 2

The Public Safety Advocates Roundtable reconvened to begin developing a CAN-specific action plan for public/community safety that centers racial equity and social justice.

King Elementary School Design Challenge

Students were asked to create a vision for the CAN neighborhood and presented their designs to project staff, elected officials, educators and CAN staff.

Gaston Middle School Design Challenge

Students were asked to create a vision for the CAN neighborhood and presented their designs to project staff, elected officials and educators.

CAN Virtual Office Hours

Interactive series of on-line discussions hosted by Fresno Housing designed to take a deeper dive into specific areas of focus presented in the West Fresno CAN! Plan recommendations.

CAN Coffee and Donuts

Monthly outreach effort aimed to interact with residents and kids heading to work and school. The CAN team, ENP partners, & Resident Advisory Committee passed out coffee and donuts and discussed the neighborhood.

Fresno Summer Nights

Community basketball tournament hosted by Advanced Peace every Friday night through summer, intended to provide alternative activities for kids and keep them off the street. The CAN team was present each week to promote the market and neighborhood initiatives.

Sacramento Choice Neighborhood Site Visit

Fresno Housing, the planning team, CAN residents and ENP visited the Sacramento Housing and Redevelopment Agency (SHRA) to learn more about SHRA's Choice Neighborhood investment Mirasol Village, formerly the Twin Rivers public housing community. SHRA provided a tour of the site and shared their journey from the initial CN planning grant award in 2012 through implementation (SHRA received a \$30M CNI Implementation award in 2015) and how this Choice neighborhood has impacted the residents and community at large. The project is expected to be complete in 2024.

Spirit of West Fresno Exhibit: Here to Stay

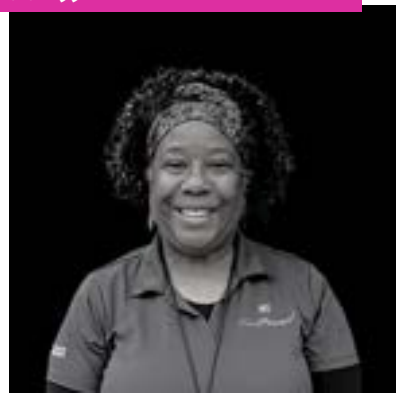
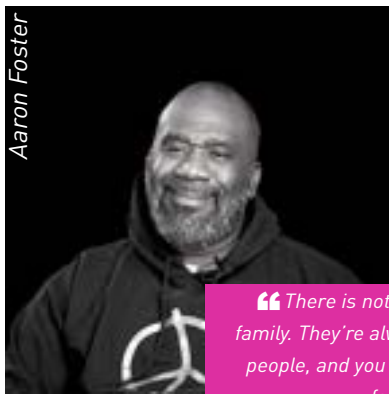
This collection features oral histories, videos, photos, art and other materials from residents of the neighborhood that speak to people, places and histories that the CAN community values. Residents submitted artifacts, photographs, and works of art to be included in the initial video documentary/montage that was shared during the opening night exhibition called “The Spirit of West Fresno” on December 2, 2021. This digital gallery will continue to be updated to include community oral histories, photos, and other artifacts. <https://www.westfresnocan.org/spirit-of-west-fresno>



Dakari Cleveland

Vittoria Molina

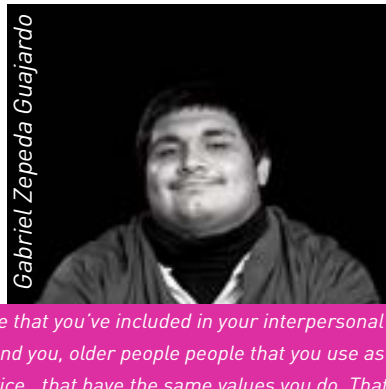
“People in West Fresno don’t feel heard so when they get the opportunity to voice their opinion or to speak, they will speak....especially if you’re willing to listen.”



Aaron Foster

Christina Sidhu

“There is nothing like a Fresno family. They’re always big and full for the people, and you invite people into your family too.”



Sylvia Medina

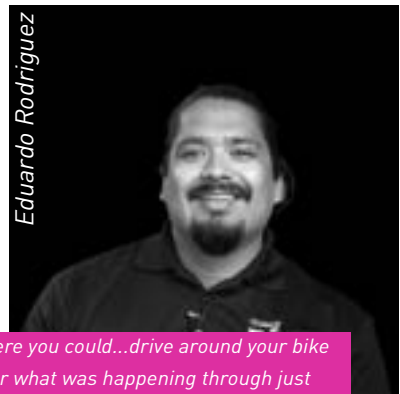
Gabriel Zepeda Guajardo

Sharon Wilson Williams

“Family is people that you’ve included in your interpersonal circle...kids that feel comfortable around you, older people people that you use as mentors, that give you advice...that have the same values you do. That’s family.”



Ivanka Saunders - Hunt



Eduardo Rodriguez

“I've always loved a neighborhood where you could...drive around your bike and go from block to block and hear what was happening through just people's music and laughter...I think it's the most beautiful thing.”



“I want people to know and smell and taste and feel Southwest Fresno like those of us that live in Southwest Fresno, because then they'll see what we see.”



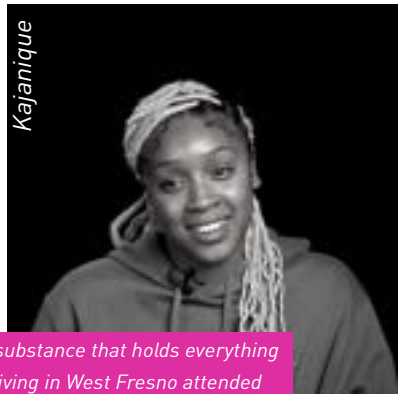
COMMUNITY
ENGAGEMENT



Artie Padilla

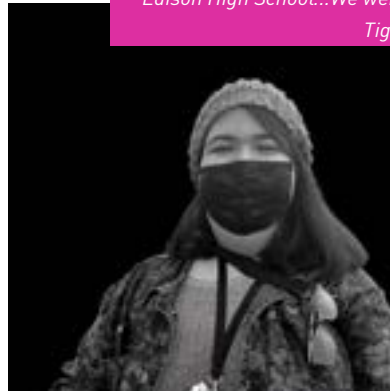


Ms. Doris Ashley



Kajanique

“Edison High School is...like the substance that holds everything together...Most of the people living in West Fresno attended Edison High School...We were Tigers, we are Tigers, and we are Tigers for life.”





4

GOALS & STRATEGIES

The new vision for CAN will be achieved through three overarching goals that capture the desires and needs of the community, taking into consideration market potential, financial feasibility and implementation capacity.

Goal 1: A Connected, Vibrant, Safe and Equitable Neighborhood for All

Goal 2: Residents are Healthy, Happy and Thriving

Goal 3: Community Partnerships, Assets and Momentum are Leveraged

GOAL 1

A Connected, Vibrant, Safe and Equitable Neighborhood for All

The focus of the West Fresno CAN! Plan is to build upon the existing neighborhood assets and create a safe and diverse community of choice, by improving the built environment and the quality of life for residents. The Plan strategies are anchored by a community-based Neighborhood Improvements Framework, which was created to serve as a blueprint for revitalization and includes the following recommendations:

- Concentrate increased density and a mix of uses along major corridors such as California and Church Avenues
- Redevelop the target housing sites as a catalyst for revitalization
- Reposition vacant and underutilized properties as opportunities
- Support existing owners and businesses to improve their properties and continue to thrive
- Improve neighborhood connectivity and the quality of life for residents



- 1.1 Develop a Housing Plan which Offers Diverse Housing Choices to Retain Current and Attract New Residents**
- 1.2 Reposition Vacant and Underutilized Parcels**
- 1.3 Provide Support for Existing Businesses and Property Owners**
- 1.4 Establish Better Connectivity and Accessibility**
- 1.5 Address Environmental Injustice**
- 1.6 Establish a Network of Functional Open Spaces for All Age Groups**
- 1.7 Enhance Neighborhood Identity**



- CAN Boundary
- Target Housing Sites
- Potential Mixed-Use Redevelopment Areas
- Potential Residential Development
- ★ Neighborhood Identity and Public Art
- ★ Existing non-residential commercial
- California Avenue Improvements
- Southwest Fresno Trail (TCC)
- Green Street Improvements (Maud Avenue)
- Complete Street Improvements
- Proposed Signalized Pedestrian Intersection
- Potential Intersection Improvements
- Homeownership Investments
- New Construction
- Support for Existing Owners
- Neighborhood Investments
- Fresno City College West Campus (TCC)
- New United Health Center
- West Creek Development
- Proposed New Community Clinic and Supportive Services (EOC)
- New Neighborhood Serving Retail
- Target Housing Site Developments
- Transit/Mobility Hub
- Hyde Park Environmental Remediation and Clean Up
- Farmers Market
- Neighborhood Identity Investments
- CAN Street Murals
- Support for Existing Business Owners
- Neighborhood Broadband
- Proposed New Commercial Kitchen

Fig 4.1: Neighborhood Master Plan

PLANNING SPOTLIGHT

Community Visioning Workshop: Site Strategies

The Housing Plan focuses on 36-acres of land owned by Fresno Housing. This includes Fairview Heights, Desoto Gardens I&II, Sierra Terrace (Upper and Lower), Sierra Plaza and the vacant parcels at the Triangle.

The planning team collaborated with Fresno Housing residents and community members to develop site alternatives based on the following critical elements:

- Walkable blocks
- Connectivity
- Diversity of housing options
- Mix of uses
- Density compatible with the surrounding neighborhood with appropriate transitions
- Community amenities and open spaces
- Complete streetscapes encouraging multi-modal transportation
- Parking accessibility

Residents compared alternatives and provided input to develop the preferred Housing Plan, which was further refined by the input received from Committee members, stakeholders and FH staff.



Fig 4.2: Community Visioning Workshop

On December 1, 2021, Fresno Housing residents gathered at Fairview Heights to collaborate with the planning team to develop a vision for the target housing sites and the Triangle. The residents used building blocks and reference sheets on housing types and amenities to explore various site layout options.

Based on their input the following overall strategies were developed:

- Create a contiguous parcel by vacating Kern Street, Klette Avenue and Inyo Street
- Improve pedestrian safety along California Avenue by realigning Kern Street with Fairview Street to create a safer perpendicular intersection
- Create a community hub of services and amenities at the Triangle
- Integrate a variety of green spaces within each site:
 - 1) Create a community gathering space at the Triangle
 - 2) Smaller open spaces in each housing development
 - 3) A connected network of sidewalks, trails and greenways for neighborhood access
- Ensure the new development fits within the neighborhood context:
 - 1) Urban character and streetscape along California Avenue
 - 2) Lower scale as you move away from California Avenue
- Create a diversity of housing options in each development

Conceptual Site Framework Alternatives

Multiple options of site development frameworks were developed based on the input received at the workshops.



OPTION A

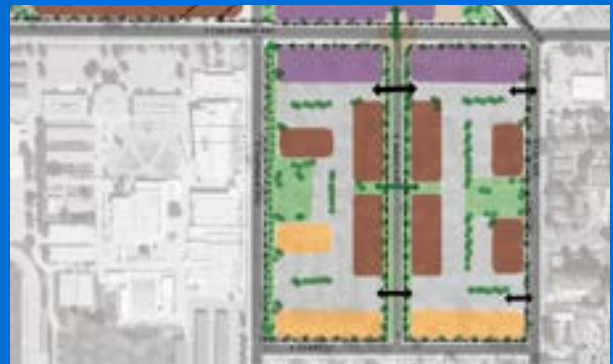
Focus Area 1: Triangle and Sierra Terra Upper



OPTION B



Focus Area 2: Fairview Heights and Desoto Gardens I & II



Focus Area 3: Sierra Plaza and Sierra Terrace Lower



Fig 4.3: Site Development Alternatives

1.1 Develop a Housing Plan which Offers Diverse Housing Choices to Retain Current and Attract New Residents

Housing Program and Unit Mix

The Preferred Plan, illustrated in Figure 4.5, proposes a total of 494 units, including 228 one-for-one replacement units. The housing program is a mix of affordable, workforce and market rate units. It also accommodates community services and amenities that were identified and prioritized by the residents during the planning process. The Plan assumes the approval of the proposed Chandler Airport Overlay amendment and it will be implemented in multiple phases with a “build first” strategy.

PROPOSED HOUSING PROGRAM		
Replacement [0-50%]	228	46%
Additional Affordable [50-80% AMI]	176	36%
Market [81% AMI]	58	12%
Homeownership	32	6%
Total	494	100%

PROPOSED UNIT MIX		
1 Bedroom	170	34%
2 Bedroom	225	46%
3 Bedroom	75	15%
4 Bedroom	23	5%
5 Bedroom	1	0%
Total	494*	100%

*Number includes 32 for sale units

Fig 4.4: Proposed Housing and Unit Mix

Plan Assumptions:

- One-for-one replacement of the 228 existing units
- 55 Affordable homeownership units
- Mixed-income and mixed-use community
- Neighborhood/resident amenities
- Responds to community priorities
- Financially feasible
- Approval of the proposed Chandler Airport Overlay Amendment
- Build First Strategy for implementation

The Preferred Plan explores a mix of uses and housing typologies, featuring denser, 3-story mixed-use or residential developments along California Avenue and transitioning to 2-story residential apartments or townhomes to be compatible with the existing character of the adjacent residential neighborhoods. The proposed buildings in Fairview Heights, Desoto Gardens I & II and Sierra Terrace Upper are aligned to face the main streets (Safety by Design measure), while parking and open spaces are located internally for better accessibility and safety. Similarly, in Sierra Plaza and Sierra Terrace Lower, the buildings frame the main streets to align with the adjacent residential context, as the Plan proposes duplexes along Pottle and Mayor Avenues and a 2-story residential building along Tulare and Kern Streets. The mixed-use building proposed at Fairview Heights will include residential amenities on the first floor such as a fitness center, community room, mail room, lobby/lounge areas, business center and a leasing office.

The Triangle is envisioned to be a community hub with a 3-story mixed-use building along California Avenue, including non-residential retail/commercial/office uses of approximately 26,000 SF on the ground floor, a standalone community space (approximately 9,000SF) in place of the existing Waterman Building, a transit/mobility hub and a large, communal open space.

To add to the housing choice options, the Plan also includes 32 single-family lots along Geary Street (southern portions of Desoto Gardens I & II and Fairview Heights) as a potential affordable homeownership/for sale opportunity which will also serve as a compatible transition to the adjacent neighborhood.



Fig 4.5: Preferred Housing Plan

Open Space, Amenities and Green Infrastructure

The need for a wide variety of open space is a top priority expressed by the community. This Plan creates a network of open spaces with programming prioritized by residents, proposing a large community park at the Triangle which incorporates, flexible hardscaped areas a plaza, water feature, and a landscaped area with an outdoor seating/pavilion for residents to connect.

Within each housing site, smaller unprogrammed green space has been integrated for resident use. The central open space proposed at Fairview Heights includes a clubhouse and a potential water feature, such as a swimming pool, with outdoor seating and walking trails. Whereas, Desoto Gardens proposes a playground, outdoor seating/grill areas/pavilion, walking trails, a community garden and areas for active recreation. These open spaces are all connected to the Triangle park by Maud Avenue with a dedicated pedestrian crossing on California Avenue. Maud Avenue is envisioned to be converted into a green pedestrian-oriented street with wider sidewalks, landscaping, a tree canopy and the opportunity to be used as a flexible event space.

There are two open spaces proposed within the Sierra Terrace Upper site and one central open space at Sierra Plaza. Both include a community building, playground, shaded pavilion/barbeque grilling areas and walking trails. All proposed open spaces are connected by sidewalks, landscaped areas and streetscape buffers, with adequate lighting for safety and branding/way-finding elements. The corner of Waterman and California Avenues have been identified as a Gateway for the neighborhood and a prime location for the installation of public art.

California Avenue is envisioned to be a major transit corridor. A transit/mobility hub is integrated into the proposed Triangle development with a pull-away bus stop and potentially multi-modal amenities such as bike share, ride share pick up and drop off areas and electric vehicle charging stations.



Fig 4.6: Proposed Open Spaces at Triangle, Desoto Gardens I&II and Fairview Heights.



Fig 4.7 Proposed Sierra Plaza Open Space



Fig 4.8 Proposed Sierra Plaza Redevelopment

Incorporate High Quality Building and Site Design Principles and Best Practices

The Plan is diverse to accommodate the need for affordable, workforce and market rate housing. Housing choices range from one-bedroom to five-bedroom units, and include a 1:1 replacement of the 228 existing public housing units. The mix of bedroom sizes are scattered throughout the four typologies — corridor mixed-use buildings, 2-3 story multi-family, townhomes and duplexes, ensuring a wide variety of choices and compliance with the Fair Housing Act and International Building Code Requirements.

Additionally, buildings and units will be designed to be accessible, and will comply with the requirements of the American Disability Act and California Building Code. Aesthetically, the residents did not prefer a particular architectural style. However, value was placed on windows, balconies, color and texture of the façade.

During the visioning process, residents prioritized various amenities, identifying interior features such as ample storage, larger living spaces and bedrooms, bathrooms without glass partitions, washer and dryer connections, ceiling fans and central heat and air. Also identified were exterior features such as ample parking, landscaping and semi-private outdoor areas, such as balconies, stoops, patios and yards. These features could be included as part of the building design, particularly in units adjacent to the centralized green spaces and playground areas to foster a sense of community and create a space where parents can comfortably watch their children play.

Sustainable Building Design Principles

Any new development in CAN should meet the basic standards of sustainability and resiliency. The following sustainable design principles can be incorporated into the design of the buildings:

Exterior:

- Cool roofing products to reduce the heat island effect found in urban climates
- Rapidly renewable insulation in the exterior wall cavity
- Flashcoat of spray-foam insulation at the backside of the exterior sheathing, which reduces the amount of air infiltration from the exterior
- Thermally insulated, double-paned windows with a low solar heat gain coefficient
- Durable exterior material selections, which may include masonry, cement-fiber siding, and metal panels
- Sunshades and canopies to appropriately respond to the buildings' solar orientation

Interior:

- Energy-efficient Heating Ventilation and Air Conditioning (HVAC) systems
- ENERGY STAR rated appliances and lighting
- Low-flow plumbing fixtures
- Formaldehyde-free insulation
- Low-Volatile Organic Compound (VOC) paint and interior finishes
- Interior walk-off mats reduce the amount of contaminants tracked into the living space
- Rapidly renewable flooring tile
- Tile flooring, carpet and drywall to have high recycled content
- Mold resistant drywall in wet areas
- Tile flooring adjacent to exterior doors
- Durable structural systems, such as concrete and steel framing, in lieu of wood construction
- Sealants to control fire, sound and provide an air tight barrier between each dwelling unit

Incorporate “Safety by Design” principles and best practices to create a safer community

To address concerns regarding safety, Crime Prevention Through Environmental Design (CPTED) principles were incorporated to the site plan and housing design:

- Natural surveillance is integrated into the site and housing design by creating “eyes” on the front of the building with windows, porches and balconies facing the street.
- All open spaces are located along main streets, with buildings facing it, enhancing its visibility and making it safer.
- Clear delineation of public (sidewalks, open spaces, etc.) and private (driveways, porches, etc.) areas by leveraging different materials
- Streetscaping and adequate lighting along all streets and public spaces.
- Proper maintenance of landscaping, lighting and other features is vital to ensuring that CPTED elements serve their intended purpose.

New on-site homeownership opportunities along Geary Street

The Plan identifies the southern portions of Fairview Heights and Desoto Garden I & II for a potential 32-unit single family affordable homeownership opportunity to address the desire to increase homeownership opportunities within CAN and to appropriately transition to the south.

Homeownership counseling and information about assistance programs will be critical for residents, more information about available programming is included on Page 4.31.



Fig 4.9: On-site New Homeownership Opportunities ~32 lots

1.2 Reposition Vacant and Underutilized Parcels

Support Renovation and Infill Housing Projects to Increase Quality Homeownership Opportunities

New infill housing helps reduce blight by reducing the inventory of vacant lots and buildings, adding people and homes to activate streets and support neighborhood rejuvenation. Clusters of City-owned parcels and vacant or underutilized properties within the neighborhood are opportunities to create new homes.

Florence Avenue Development

Fresno Housing is in the process of developing a 33-unit, 3-4 bedroom single family development along Florence Avenue to increase homeownership opportunities within CAN. This Plan recommends acquiring adjacent sites and other infill parcels to further expand homeownership opportunities.

1.3 Provide Support for Existing Businesses & Property Owners

Identify and connect current business and home owners to available resources which could help them maintain and improve their properties and buildings. Such programs include Fresno County HUB Grants, Business Recovery Loan Fund, City of Fresno Revolving Loan Fund, Access Plus Capital Microloan Program, and additional homeowner oriented resources included on Page 4.31.



- CAN Boundary
- ▭ Target Housing Sites
- ▭ New Construction
- ▭ Support for Existing Owners
- Ⓜ H1 FHA Led Homeownership Development - 33 units
- Ⓜ H2 Target site for acquisition and construction of new homeownership units
- Ⓜ H3 On-site new homeownership opportunities along Geary Street - 32 units
- Ⓜ H4 Potential funding opportunities for existing homeowners to maintain and improve their properties

Fig 4.10: Homeownership Investments

1.4 Establish Better Connectivity and Accessibility

The main focus of this strategy is to:

- Improve Street Connectivity and Circulation
- Improve Pedestrian Safety and Experience
- Improve Multi-modal Transit and Connectivity

Based on the input received from Fresno Housing residents, stakeholders and community members the following major improvements were identified.

California Avenue Improvements

California Avenue has been identified as a major pedestrian safety concern by the neighborhood. The plan calls for the reconfiguration of California Avenue to enhance the pedestrian environment through extended/improved sidewalks, installed lighting, sheltered bus stops, pedestrian crosswalks and the exploration of traffic calming strategies such as a landscaped street median. Based on the preferred site plan for the Triangle, Klette and Inyo Streets are proposed to be vacated and Kern Street realigned. These improvements will not only establish a larger land area for the new development, but also reduce curb cuts along California Avenue and enhance its pedestrian experience. The Plan proposes a transit/mobility hub at the Triangle with a potential sheltered bus-stop along California Avenue; spaces for rideshare pick-up and drop offs, bike share/scooter facilities, information kiosks and electric charging stations. The City is also considering a transit route along California Avenue to better serve the neighborhood. The City of Fresno Department of Public Works is currently working on improvement plans for California Avenue through a CMAQ Grant received in October 2021. Future improvements will address traffic calming, lighting, intersection improvements, installing a Hawk signal crossing, parallel parking, turn lanes and dedicated bike lanes along California Avenue.

Southwest Fresno Trail

A TCC project, the Southwest Fresno Trail is under construction and will serve as a major asset for the neighborhood once it is completed and connected to a network of other potential trails, such as the proposed walking trail along Tulare Street.

Green Street Improvements

Maud Avenue was identified by the residents as a potential pedestrian-oriented street connecting the new open spaces in Fairview Heights, Desoto Gardens and the Triangle. Envisioned as a neighborhood street with streetscaping and green, linear open spaces, Maud Avenue will have the flexibility to be converted to an event space when needed, functioning as community gathering space.

Complete Street Improvements

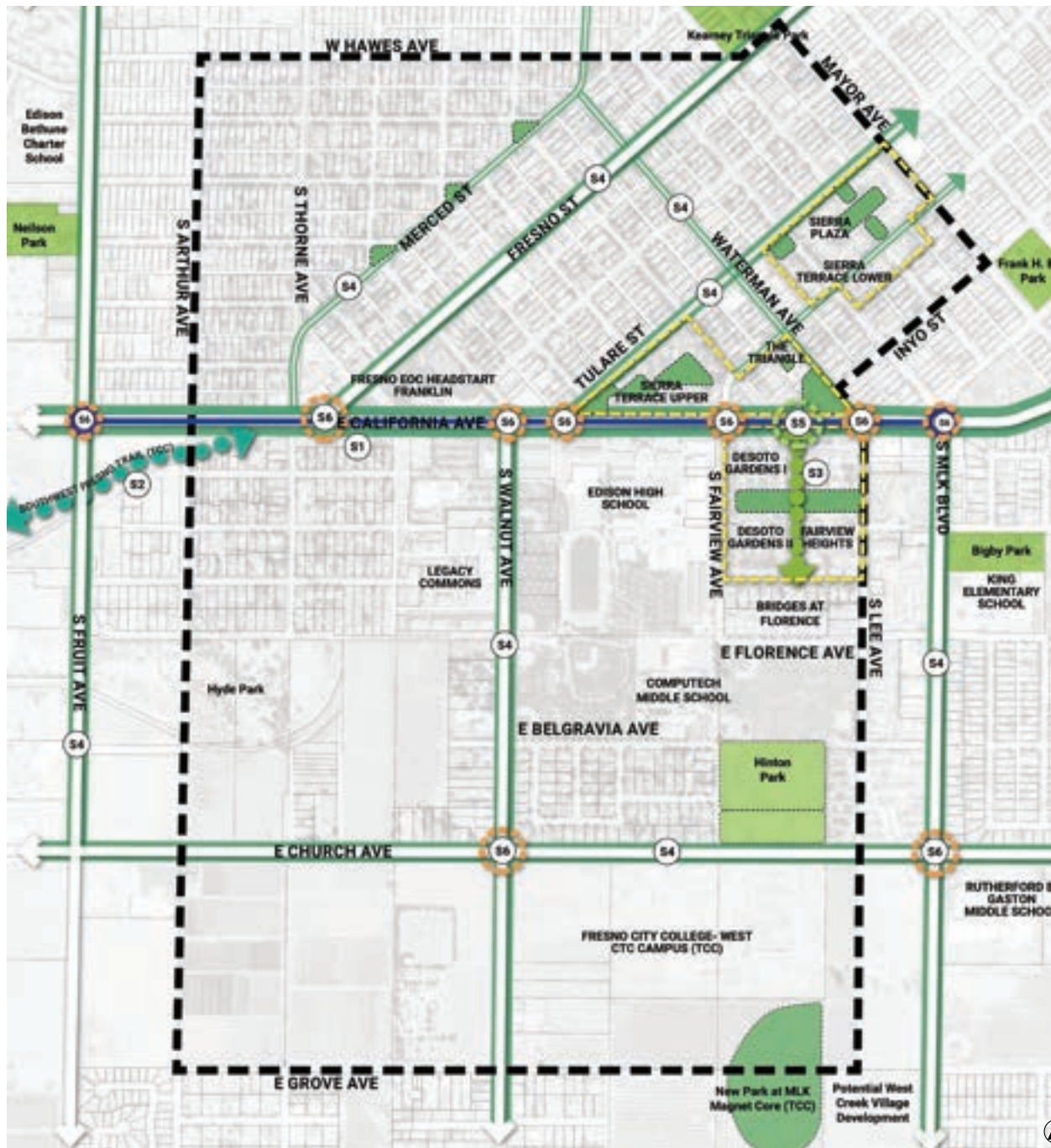
The Plan identifies California Avenue as the primary corridor; Fresno Street, Walnut Avenue, Church Avenue, Fruit Avenue, MLK Boulevard as secondary corridors; and Kern Street, Tulare Street, Merced Street and Waterman Avenue as important neighborhood streets. Improving connectivity in these areas include incorporating context-sensitive “Complete Streets,” which address safe access for pedestrians, bicyclists, motorists and transit riders of all ages and abilities. The improvements could include contiguous sidewalks, planting strips, street-scape furnishings, bike facilities, traffic calming elements, parallel parking, etc. The next steps are to work with the City of Fresno and distinguish specific improvements for each of the priority corridors and identify appropriate funding.

Proposed Signalized Pedestrian Intersection

The Plan identifies the intersection of California Avenue and Maud Avenue as a dedicated pedestrian intersection, preferably signalized to address the pedestrian safety concerns.

Potential Intersection Improvements

The community also identified California - Walnut Avenue; Walnut - Church Street; California - Waterman Avenue; California - MLK Boulevard; California - Fresno Street; and California - Arthur Avenue as potential intersections for improvements to avoid vehicular and pedestrian conflicts and create a safer environment. Such improvements could include proper striping, landscaping, crosswalks, branding and way-finding, etc.



- CAN Boundary
- Target Housing Sites
- New Parks/Open Spaces
- Improvements to Existing Parks & Centers
- Streets and Infrastructure Improvements
 - (S1) California Avenue Improvements
 - (S2) Southwest Fresno Trail (TCC)
 - (S3) Green Street Improvements (Maud Avenue)
- (S4) Complete Street Improvements
- (S5) Proposed Signalized Pedestrian Intersection
- (S6) Potential Intersection Improvements

Fig 4.11: Street and Infrastructure Improvements

Planned Dedicated
Bike Lanes

Bus Stop

3-Story Mixed-use Building with Residential
Amenities on First Floor

Signalized Pedestr



Fig 4.12: Potential Green Street Improvements to Maud Avenue

ian Intersection

Maud Avenue as a Green Street
flexible event space, tree canopy, wider
sidewalks/trails for bikes and pedestrians

Seating areas along
the trails/sidewalks



GOALS &
STRATEGIES

1.5 Address Environmental Injustice

The California Environmental Protection Agency has identified West Fresno as the riskiest place to live in California with people more prone to higher health adversities, such as acute asthma. Between the industrial pollution, former landfill hazards and constant unauthorized dumping, this area has been consistently burdened by environmental issues. The plan identifies the following strategies to alleviate these concerns.

Remediate Hyde Park

Hyde Park, a 16-acre former landfill parcel, is not utilized to its fullest potential due to environmental concerns. Based on the input received from the community, Hyde Park's remediation is a critical element supporting the revitalization of CAN. A complete environmental abatement of the site is recommended before engaging with the community to develop Hyde Park's potential land use and future plan.

Enforce Existing Programs to Address Unauthorized Dumping

The Plan will work with the City and County to more aggressively enforce existing rules against unauthorized dumping and to clean up trash and blight in the neighborhood with an emphasis on the areas around Hyde Park.

Incorporate Urban Greening Strategies

Increase the tree canopy and vegetation throughout CAN along street corridors and on existing and planned open spaces to help improve air and water quality, reduce heat island effect, reduce flooding and sewer overflow and provide places for the community to get together and connect.

Incorporate Sustainable and Healthy Building Design Principles

Design new housing and community buildings with good indoor air filtration systems, proper ventilation, certified building materials and standards to improve indoor air quality.

Initiate an Educational and Strategy Work Session

Organize a collaborative work session with owners of the adjacent industrial properties, City of Fresno staff and technical experts to explore and identify strategies to further improve the overall environmental quality and mitigate negative impacts of the industries.

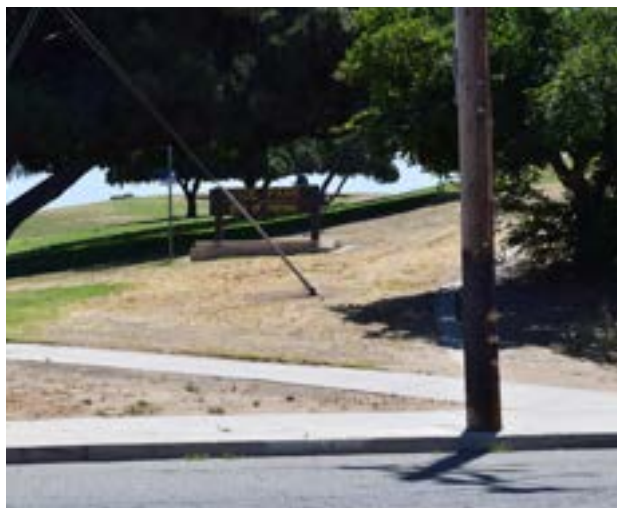


Fig 4.13: Hyde Park Landfill



Fig 4.14: Unauthorized Dumping in Hyde Park

1.6 Establish a Network of Functional and Well-Programmed Open Spaces for All Ages

Public and open spaces provide community gathering and recreational opportunities that are essential to a neighborhood's identity and vitality. Ensuring that the West Fresno CAN community has a network of functional open spaces is a highlight of the Transformation Plan and will be accomplished through the following strategies.

Improve Existing Hinton Park and Hinton Community Center

Hinton Park is the only existing open space within the CAN boundary and has been identified by the Parks Master Plan for Tier 1 Critical Improvements, including the repair and lifecycle replacement of existing park amenities, estimated at approximately \$1.1M. It has also been identified for Tier 2 Strategic Improvements of approximately \$750,000 to convert tennis courts into a soccer field, and the existing baseball field into a multi-purpose field, a playground, a picnic shelter with tables, grilling stations, security lighting, loop path, and a community garden. Improvements identified for the Hinton Center are included in the Planning Spotlight (Page 4.21).

Develop a Connected Network of Open Spaces

Expand existing and create new biking/walking trails, greenways and sidewalks, within CAN into adjacent neighborhoods.

Introduce Additional Open Spaces throughout the Neighborhood

MLK Magnet Core Project

An approximately 9.5-acre public park is planned within the new West Creek Village residential development adjacent to the new Fresno City College campus, on the west side of M.L.K. Jr. Boulevard between Church and Jensen Avenues. This is part of the TCC projects and is currently under construction.

Triangle Community Hub

The new open space and community hub at the Triangle is a cornerstone of this Plan. The amenities featured in the Triangle were designed through community input. Residents used a priority planning technique to identify the recreational facilities they would most like to see in the new park. The Triangle will be programmed to feature multiple amenities serving a diverse population, such as hard-scaped areas to include a farmer's market/flexible event space, a plaza with potential retail space and a transit/mobility hub; green spaces with a pavilion/outdoor seating, a water feature for the community, event space and gateway public art.

New Open Spaces within the Redeveloped Target Housing Sites

The proposed redeveloped housing plans consciously integrate a variety of community open spaces such as a clubhouse, swimming pool, playgrounds, shaded pavilions, plaza, outdoor seating areas, hardscaped flexible event spaces to softscape green open areas, walking trails, community gardens and active recreation areas. Details of each site have been included previously on Page 4.9.

New Community Park along Tulare Street

A small pocket park at the intersection of Tulare Street and Pottle Avenue to serve the Fresno Housing residents and the community.

New Pocket Parks along Merced Street

In the northern portion of CAN along Merced Street, overlaps in the street grid create multiple small triangle spaces. These spaces provide the opportunity to be reprogrammed into small pocket parks. Some of the features which could be incorporated include, seating areas, walking trails, grilling stations, picnic tables, dog walk areas, etc.



- | | | |
|---|--|--|
| <ul style="list-style-type: none"> ■ CAN Boundary ■ Target Housing Sites ■ New Parks/Open Spaces ■ Improvements to Existing Parks & Centers ★ Water Features ★ Skate Park ★ Amphitheater | <p>Open Space and Recreation Improvements</p> <ul style="list-style-type: none"> 01 New Triange Park/Community Space 02 Desoto Gardens & Fairview Heights New Open Space 03 Sierra Terrace Upper New Open Space 04 Sierra Plaza New Open Space 05 New Community Open Space 06 Hinton Park Improvements 07 Hinton Center Improvements 08 New Park at MLK Magnet Core (TCC) 09 Reprogrammed Triangular Park Spaces along Merced Street | <ul style="list-style-type: none"> 010 Southwest Fresno Trail (TCC) 011 Green Infrastructure Improvements to Maud Avenue 012 Network of connected streetscaped sidewalks and trails 013 Signalized Pedestrian Intersection |
|---|--|--|

Fig 4.15: Open Space and Recreation Improvements



GATEWAY PUBLIC ART INSTALLATION



EVENT / GATHERING SPACE



WATER FEATURE (SPLASH PAD)



PLAZA



SKATE PARK



FLEXIBLE EVENT SPACE

Fig 4.16: Proposed New Park at The Triangle

PLANNING SPOTLIGHT

Cecil C. Hinton Community Center



Fig 4.17: Proposed New Community Park at the corner of Tulare Street and Pottle Avenue



Cecil C. Hinton Community Center is located at 2392 S. Fairview Avenue, across the street from the Fresno City College's new West Fresno campus and adjacent to Computech Middle School.

It is centered within the CAN boundary and has been part of this community for 50+ years. Hinton Center provides meaningful afterschool programming to youth of all ages. Computer skills, upcycling via sewing and homework labs are some of the programs offered. The facility also houses a boxing gym, a music studio and a computer lab, which are available for use to all community members.

The Hinton Center is in need of extensive repairs and renovations in order to effectively serve the community. HVAC, new windows, plumbing and electrical wiring, along with fully renovated bathrooms are some of the most crucial renovations that the center could benefit from.

The Hinton center campus could also benefit from a new playground, baseball field and programming of its expansive greenspace.

1.7 Enhance Neighborhood Identity

Invest in Public Art and Wayfinding Opportunities

CAN Street Mural

Located on Inyo Street and Klette Avenue and adjacent to the Triangle, this street mural is a collaboration between Fresno Housing, local artists, and Southwest Fresno residents to invest their sweat equity and visually enhance the neighborhood.

Gateway Art at The Triangle

The intersection of California and Waterman Avenues is a natural gateway into CAN from Downtown Fresno. The northwest corner of this intersection is one of the most visible areas and most suitable to display neighborhood pride in the form of a gateway public art concept.

Neighborhood Banner Design

Fresno Housing invited the community to create a banner that best represented their neighborhood. Participants were asked to consider three priority elements; creativity, family and history for inspiration in their design. The winning banners will be integrated as a branding element installed along California Avenue and the Triangle.



Fig 4.18: Mock-up of potential streetlight banners

Fig 4.19: Potential Examples for Enhancing Neighborhood Identity

Source: Google.com

PLANNING SPOTLIGHT

93706 Market

The CAN boundary can be characterized as a food desert, with little to no access to fresh produce and healthier food options. To address this issue in 2021, The Southwest Farmers Market Planning Committee (SWFMPC) was formed to support the preparation and launch of a new farmer’s market in CAN.

This is a true community partnership between the Resident Advisory Committee (RAC), Fresno Housing, Every Neighborhood Partnership (ENP), St. Rest Economic Development Corp., Fresno EOC, Southwest Development Corp., Fresno Department of Public Health-CalFresh Healthy Living and Fresno Metro Ministry (FMM). From its inception, the SWFMPC has been working together to develop a strategy for the implementation of a farmer’s market in Southwest Fresno. Building upon experience and knowledge, along with funding commitments the SWFMPC was successful in establishing the CAN Farmer’s Market which had its grand opening on August 13, 2022 and is open every second Saturday of each month.

The CAN Farmer’s Market has also proved to be an economic catalyst for public housing residents to establish micro-businesses and the opportunity to cultivate an alternative food economy in the neighborhood. With the guidance of Fresno Housing and collaboration with the city’s “Cottage Food Program,” residents went through a food handling/ vendor training program and received the necessary certifications and permits to sell food at the farmers market.



Fig 4.20: 93706 Market



GOAL 2

Residents are Healthy, Happy and Thriving

The West Fresno CAN! Transformation Plan sets goals and implementation strategies that ensure all residents regardless of background, age or ability, are supported in their own personal growth and development.



- 2.1 Reduce Food Insecurity & Increase Opportunities for Access to Healthy Food Options**
- 2.2 Improve Resident Health Outcomes by Increasing Access to Health and Wellness Programs and High Quality Medical Care**
- 2.3 Create Multiple Pathways for Greater Self-Sufficiency**
- 2.4 Create New/Expand Existing Youth Education Opportunities and Programming**
- 2.5 Develop New and Leverage Existing Programming to Address Crime**
- 2.6 Increase Access to Resources and Programs for Affordable Homeownership Opportunities**
- 2.7 Support Existing Homeowners to Improve Their Homes and Remain in Place**
- 2.8 Steer D.R.I.V.E Resources to the Neighborhood**

2.1 Reduce Food Insecurity and Increase Opportunities for Access to Healthy Food Options

The CAN boundary can be characterized as a food desert, with the closest full-service grocery store, FoodMaxx, located over a mile away. Many residents expressed concerns about the cost and quality of items and produce at FoodMaxx and have made it clear that they are interested in pursuing a more innovative approach to addressing food insecurity within the neighborhood. Per the resident survey, households reported a deficit in the consumption and access to the daily recommended number of fruits and vegetables. The following strategies attempt to address food insecurity and the variety of challenges presented to the community due to lack of access to healthier food options.

Implement a Community Organized Farmer's Market

In 2021, The Southwest Farmers Market Planning Committee (SWFMPC) was formed to support the launch of a neighborhood serving farmer's market. Building upon experience and knowledge of the committee, along with funding commitments from Trinity Health Systems/St Agnes Hospital the Wells Fargo Foundation and Early Action Activity

dollars from HUD, the SWFMPC was successful in establishing the 93706 Market which had its grand opening on August 13, 2022. See the Planning Spotlight on Page 4.23 for the more on the market.

Increase Access to Healthy Meals for Residents of all Ages by Supporting the Expansion of EOC's Healthy Food Initiatives

Support the expansion of EOC's Food Rx Program

This program target's individuals at high risk for chronic conditions who are food insecure. It provides either produce boxes or Farmer's Market debit cards to active participants on an every other week basis, along with related culinary nutrition and health related classes.

Support the expansion of the Food Express Bus

The Food Express Bus provides nutritious meals for children at various locations via its Rural and Urban Food Express Buses. The program now distributes food to more than 30 sites, including urban and rural locations.



Fig 4.21: 93706 Farmer's Market



Fig 4.22: EOC Food Express Bus

2.2 Improve Resident Health Outcomes by Increasing Access to Health and Wellness Programs and High Quality Care

While 95% of residents report having health insurance, approximately 50% of them suffer from chronic illness such as Anxiety/Depression, Hypertension, Asthma and Diabetes. Also reported are low levels of daily physical activity which contribute to the incidence of different health conditions (e.g. high blood pressure, diabetes, coronary heart disease, and obesity) and underscore the need for physical fitness programs. Developing key preventative programs and interventions that specifically address health challenges for adults and children will help mitigate health concerns that arise due to the above mentioned challenges.

Employ/Deploy Peer Health workers in neighborhood

Peer Health workers bridge under-served communities and healthcare systems to help reduce or eliminate disparities in health care and outcomes. St. Agnes has received a TCI grant to pilot this program in West Fresno.

Work with the School District, County and Healthcare Providers to develop preventative youth programs designed to address behavioral health concerns.

Work with Fresno Unified, Parks and Recreation and community partners to create new and leverage existing community-based recreation programs that engage all ages in physical activity.

Expand local community garden and farmer's market programs to include healthy cooking and nutrition classes for residents.

Develop programs with Fresno Unified, the county and social service and health organizations to provide social/emotional support to residents to address post pandemic anxiety and stress.

Explore Opportunity to Co-locate an EOC Community Health Clinic at the Triangle

Through our resident survey, location and proximity to home were some of the biggest challenges to receiving healthcare services, co-locating services at the triangle will provide easy access to neighborhood families.



Fig 4.23: EOC Health Care Services



Fig 4.24: African American Coalition

2.3 Create Multiple Pathway for Greater Self - Sufficiency

Connect Individuals to Fresno City College's Southwest Fresno Campus Workforce Programming

Fresno City College's (FCC) new Southwest Career and Technology Center is home to one of the regions most recognized Auto Technology Program, providing qualified technicians to auto makers across the central valley region. In addition, FCC offers many other 2-year programs leading to promising careers.

Connect Residents to EOC Resource Intake Service Center

EOC is the largest provider of social services in the central valley and provides an array of support services within West Fresno. The Intake Service Center is a one-stop shop for families. Through a centralized database of support service programs, families are connected to resources within and outside the network of EOC programs and services.

Provide Universal Internet Access

Removing barriers to technology and tech resources is critical to helping families in CAN succeed. The COVID-19 pandemic has impacted the way we work, learn and communicate. Providing free public wi-fi through connectivity Hubs in strategic locations ensures that all families will have the necessary tools to complete homework, apply for jobs or benefits, conduct research and have access to information.

Increase enrollment in EOC's Local Conservation Corps

Improve outcomes for the neighborhood's young adults (18-26) with the opportunity to participate in vocational training such as recycling, solar/ weatherization, construction, public lands, and landscaping while dually enrolled in an academic program.

2.4 Create New/Expand Existing Youth Education Opportunities and Programming

Per the resident survey, 53% of households in the target housing sites have children under the age of 18. The aforementioned strategies leverage existing programming that improves short and long term education outcomes and also address kindergarten readiness and ancillary youth programming.

Expand Enrollment at Franklin Head Start to Include a New Early Head Start Program

The Franklin Head Start (FHS) would like to expand their existing programs to include 0-5, providing comprehensive child development and family support services.

Increase Enrollment of CAN Children at the Franklin Head Start (FHS) Campus

Due to COVID-19, enrollment at Franklin Head Start has been impacted. Now post-pandemic, FHS is looking to increase enrollment in both Head Start and home visitation programs, through community outreach and engagement.

Develop a Pipeline for Students in CAN to Fresno City College's Southwest Campus Programming



Fig 4.25: Fresno EOC Headstart

Increase the accessibility and number of out of school time programs

Expand partnerships with community-based youth programming providers such as Hinton Center, ENP and EOC to provide additional educational, social and supportive services to school-age children.

Build capacity of parents to be strong caregivers

Increase enrollment in programs that work with pregnant women and parents of children in CAN to provide tools and resources reinforcing positive parenting such as The Franklin Headstart, EOC's pre motherhood program, and Pre-Conception to Five (DRIVE).

Work with Local School Districts to ensure adequate resources are available to absorb the influx of new students as a result of new housing coming to West Fresno.

Increase enrollment and participating organizations for EOC's Foster Grandparent Program

One of the things we heard during our multiple touches with residents is that a sense of community is important and that the neighborhood elders are a source of wisdom and highly respected within the community. The Foster Grandparent Program bridges generations as senior volunteers provide one-to-one mentoring and emotional support to underserved infants, children, and teens.



Fig 4.26: EOC Foster Grandparent Program



Fig 4.27: EOC Foster Grandparent Program

2.5 Develop New and Leverage Existing Programming to Reduce Crime

During the existing conditions analysis, public safety was identified as a key area of focus. Participants identified a significant gap in programming. Specifically, access to funding; sensitivity training for law enforcement providers, residents and community members; reevaluating the existing public safety structure; and implementing a community-centered approach to public safety leadership.

TCI Public Safety Collaboration is a partnership between Fresno Housing and Trinity Health to address ancillary social influencers of health as it relates to racial equity, inclusion, crime and safety.

Implement specialized neighborhood strategies such as a bike patrol and dedicated policing.

Establish programs addressing harm-reduction, crisis intervention cultural sensitivity training and deescalation training for community members in West Fresno as solutions for personal safety strategies.

Establish a Law Enforcement Community Liaison Program that has the ability to respond to minor calls and incidents.

Create a CAN Public Safety Community Task Force to present CAN specific issues to law enforcement and create a platform for community members to voice concerns and build consensus around solutions.

Access and leverage new funding sources for new and existing programs.



Fig 4.28: EOC Advance Peace Program



Fig 4.29: EOC Advance Peace Program

2.6 Increase Access to Resources and Programs for Affordable Homeownership Opportunities

Homeownership is an important component for a stable neighborhood. Homeowners are rooted in their community, vested in their property and concerned about preserving home values. As a result, they tend to be committed to civic engagement and maintaining the neighborhood. In addition to creating quality affordable and mixed-income rental housing, this plan seeks to preserve and expand homeownership opportunities.

Expand Homeownership Counseling Programs

Navigating the expectations of homeownership can be a challenging process, particularly for first-time homebuyers with limited access to resources and capital. First-time homebuyer education programs prepare people for the complexity of financing and maintaining a home. Homebuyer programs set people up for wealth generation and reduce foreclosure.

Work with City, County and Other Organizations to Expand Financial Incentives Programs and Opportunities

Financial incentives, such as the City's "America's Homebuyer" program and other low-interest loan and loan guarantee programs, help offset the entry costs associated with homeownership and can help attract potential buyers to locate within the neighborhood.



Fig 4.30: New Homeowner
Source: <https://media.istockphoto.com/>

2.7 Support Existing Homeowners to Improve Their Homes and Remain in Place

In addition to attracting new homebuyers, retaining existing homeowners is critical. Many existing homeowners have lived in CAN for 30 years or more. They provide access to the history and culture of the neighborhood and have been the backbone of the community during its most challenging past of redlining, divestment and exclusion.

Link Existing Homeowners to Resources for Home Improvements

Maintaining a home can be a large financial commitment and residents cannot always afford to prioritize home improvements. Deferred maintenance can often lead to larger, more complex repairs or abandonment of homes. In addition, costly upgrades of building systems can improve energy efficiency and enable residents to age in place. Providing access to grants and loans for repairs and improvements will be critical for maintaining home values and allowing homeowners to age in place. Fresno EOC's Energy Services provide weatherization funding and solar power installation to income eligible homeowners to repair critical items and systems and increase a home's energy efficiency.



Fig 4.31: Home Renovation
Source: www.google.com

2.8 Steer D.R.I.V.E Resources to the Neighborhood

DRIVE is a significant 10-year community investment plan that directly intersects with the priorities, goals and strategies of this transformation plan. By identifying and aligning resources with the three key initiatives outlined below, many of the strategies set forth in this plan can be realized.

Skilling, Reskilling & Upskilling - a multi-pronged strategy to reshape the workforce development system, including 1:1 case management for at-risk residents, family support and training funds, and a career network hub for work-based learning.

Preconception to Five - includes four core components to expand evidence-based programs including high-quality early childcare and education, group prenatal care, nurse and para-professional home visits, and 2-generation coaching to ensure a healthy and equitable start to life.

Wealth Creation in Communities of Color- a suite of innovative, wealth creating tools and programs to support communities of color in Fresno. The aim is to materially close the wealth gap for low income communities and people of color.



Fig 4.32: DRIVE Portfolio of Initiatives
Source: <https://www.fresnodrive.org/>

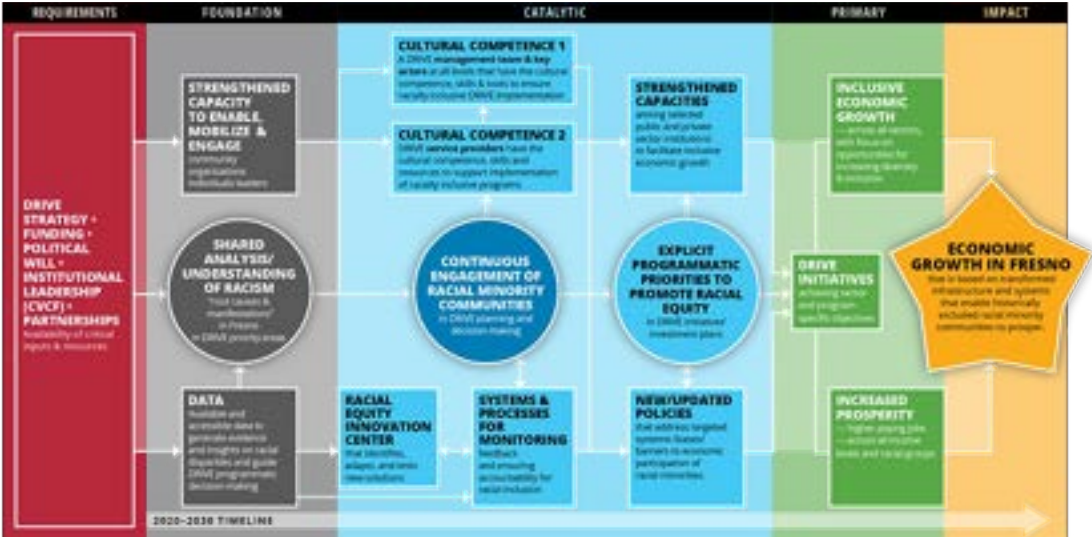


Fig 4.33: DRIVE Theory of Change
Source: <https://www.fresnodrive.org/>

GOAL 3

Community Partnerships, Assets and Momentum are Leveraged

There is more than \$50M of planned capital improvement projects planned in West Fresno and the CAN boundary. These include FCC’s new campus, a master planned community and public park, a new Unity Health Care Center, and new bike lanes, trees and trails throughout the neighborhood. The West Fresno CAN! Transformation Plan leverages these investments and momentum to create change in the neighborhood.



Fig 4.34: Fresno City College - West Fresno Campus

- 3.1 Leverage Capacity of Partnerships and Anchor Institution Investments**
- 3.2 Invest in a Robust Outreach Program and Marketing Campaign that Connects Residents and Community Partners to Existing Resources**

3.1 Leverage Capacity of Partnerships and Anchor Institution Investments

Fresno City College (FCC)



Fig 4.35: Fresno City College - West Fresno Campus

Fresno City College (FCC) is a major anchor partner in the neighborhood. Scheduled to open in Fall 2022 is the new West Fresno Campus. The campus will sit on approximately 39 acres and house a 110,000 square-foot state-of-the-art academic and career technical campus at the southeast corner of Church and Walnut Avenues. This campus will serve as the new home to the existing Career and Technology Center (CTC) and will house FCC's flagship Automotive Technology and Collision Program which also serves as a regional hub for the training of skilled mechanics for major automakers such as Toyota, Ford, General Motors and Tesla.

United Healthcare



Fig 4.36: United Healthcare

United Healthcare is building a new 12,000 square-foot health center at the corner of California and Plumas. The facility is adjacent to Edison High School and across the street from the Franklin Head Start center. The new facility will bring much needed health services to West Fresno. Primary care services, urgent care, dental clinic, optometry, podiatry, chiropractic care, and behavioral health and psychiatry are the core services that will be offered at this clinic. Vaccinations, COVID testing as well as ancillary services such as a pharmacy, x-ray technology and a medical testing lab will also be available on-site.

Fresno EOC



Fig 4.37: Fresno EOC - Healthy Food Initiative

Fresno EOC is a non-profit Community Action Agency that provides opportunities, strengthens self-sufficiency, and offers support for all people in Fresno. Being a key provider of supportive services in West Fresno, EOC is an integral partner for this transformation plan's implementation

EOC's holistic programming model addresses a multitude of challenges for families in the neighborhood. Health programs, social service support, early childhood education, youth programming and food scarcity are just a few of the support services offered.

The West Creek Village Development Project



Fig 4.38: The West Creek Village Development Project

Although slightly south of the CAN Boundary, The West Creek Village Development Project is a 120-acre project proposed on Church Avenue, south of the Triangle site. The project's plan consists of the new Fresno City College campus (36 acres), a central park, single family and multi-family housing, and commercial space. It is proposed that Phase I of this new development will consist of a supermarket-anchored neighborhood center and that Phase II will consist of 225,000 square feet of retail space and a movie theater.

Fresno Unified

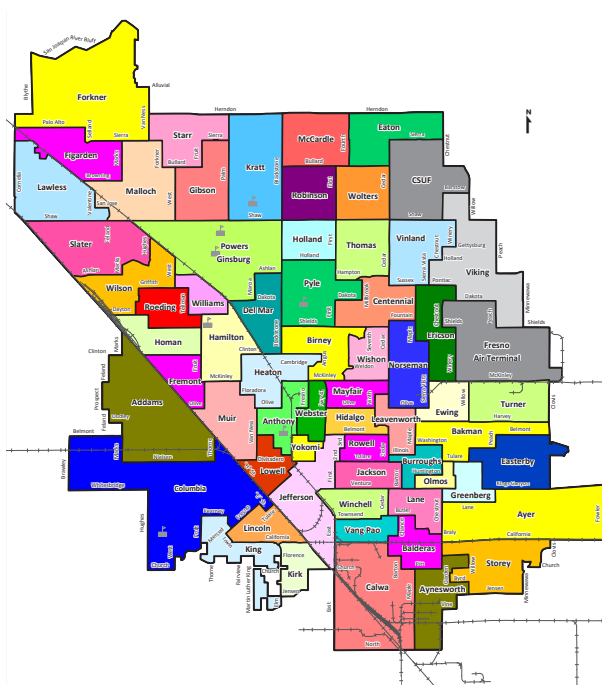


Fig 4.39: Fresno Unified Elementary School Boundaries

Fresno Unified School District (FUSD) is a critical partner for the transformation of the neighborhood. Committed to the long-term educational success of its students, FUSD has put multiple programs in place to ensure inclusion and equity for its students and their families. FUSD supports its students in the classroom as well as in the community by providing after-school program funding for providers. They have also committed to bridging the digital divide by providing every FUSD student a laptop and are in the process of implementing a project that will turn all FUSD public schools into internet connectivity hubs for community use.

California Avenue Improvements

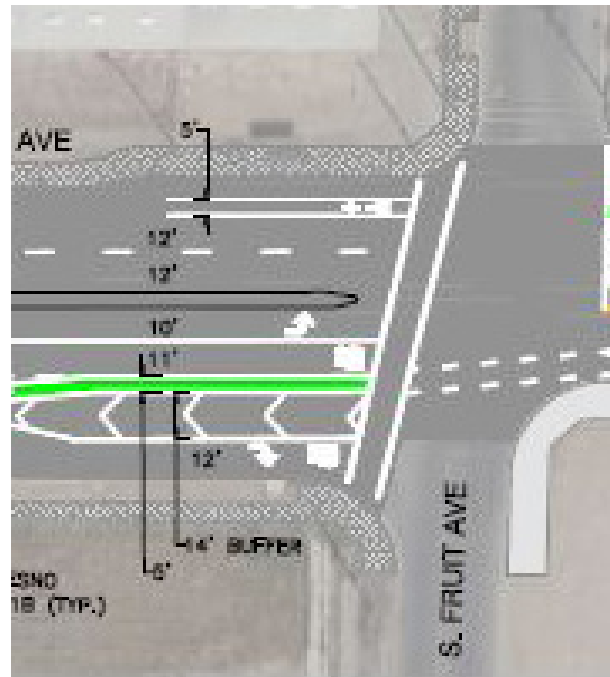


Fig 4.40: California Avenue Improvements

Several improvement projects have been planned for California Avenue within the CAN boundary, including streetlamp installations, pedestrian crosswalks, bike lane installations and other tactical urbanism measures to calm traffic and increase pedestrian safety, through a CMAQ Grant received by the City of Fresno Department of Public Works in October 2021.

Southwest Fresno Trail



Fig 4.41: Southwest Fresno Trail

The Southwest Fresno Trail project focuses on Urban Greening to install a trail along the fanning ditch from the intersection of S. West Avenue at W. Florence Avenue to E. California Avenue and S. Thorne Avenue. The project will also install trees to increase the tree canopy in the area and include trail and street lighting improvements.

Clean Shared Mobility Network



Fig 4.42: CEV Charging Stations at Sierra Terrace

This project includes an EV car sharing programs volunteer driver program providing electric vehicle rides to underserved residents, an electric vanpool for accessing employment centers, an electric bikeshare program and a mobility hub customer service center that will provide a physical location for engaging with the program. There are currently 8 EV charging stations located at Sierra Terrace (Lower) and 6 EV charging stations at Fairview Terrace.

MLK Magnet Core Project



Fig 4.43: MLK Magnet Core Project Pre-Design Rendering

An approximately 9.5-acre public park is planned within the new West Creek Village residential development adjacent to the new Fresno City College campus, on the west side of M.L.K. Jr. Boulevard between Church and Jensen Avenues.

Inside Out Community Garden

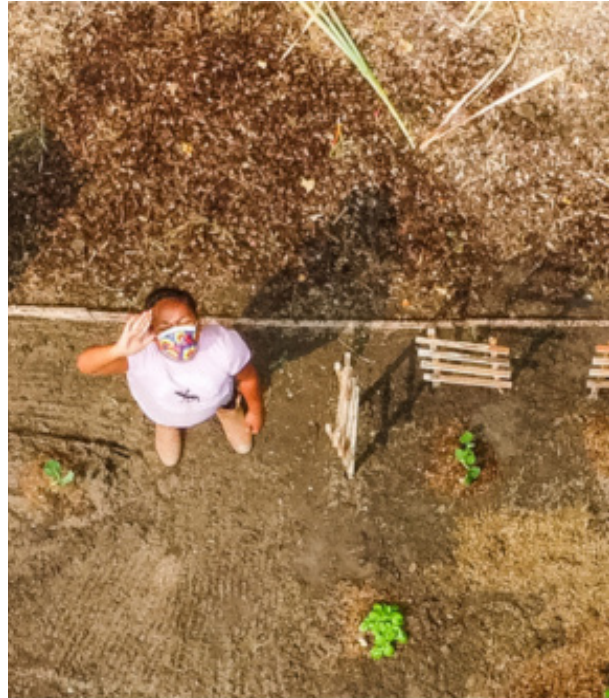


Fig 4.44: Fresno Unified School District

Located at Sunset Community Center, which is just outside the CAN boundary, this project's objective is to heal the West Fresno community through education, community participation, and building healthy eating habits while combating food injustice and lowering greenhouse gas emissions by planting drought-resistant and edible foliage.

Southwest Fresno Community Food Hub



Fig 4.45: Fresno EOC

Southwest Fresno Community Food Hub is a 0.73 acre community orchard, bioswale and hugelkultur (raised garden beds) at Yosemite Village Community Garden and Farm Incubator (Yoville). This project supports a local food eco-system by expanding the number of edible trees, creating additional planting spaces, and improving the site's capacity to provide educational opportunities to residents.

3.2 Invest in a Robust Outreach Program and Marketing Campaign that Connects Residents and Community Partners to Existing Resources

West Fresno is home to many supportive service partner's such as EOC, ENP, St. Rest, St Agnes, United Healthcare and others. However, there has been a distinct gap in matching families to resources and programming and also linking programming and resources to eligible families. Proposed strategies to create more awareness around programming and resources include but are not limited to the following;

- Collaborate with Resident Advisory Council and community partners to facilitate capacity building workshops and bring information to CAN households improving awareness and access to existing resources in West Fresno
- Support the expansion of the Dignity Team
- Fund intensive, wrap-around service coordination and supports
- Align service providers and host resource fairs to showcase local programs and leverage capacity of neighborhood organizations

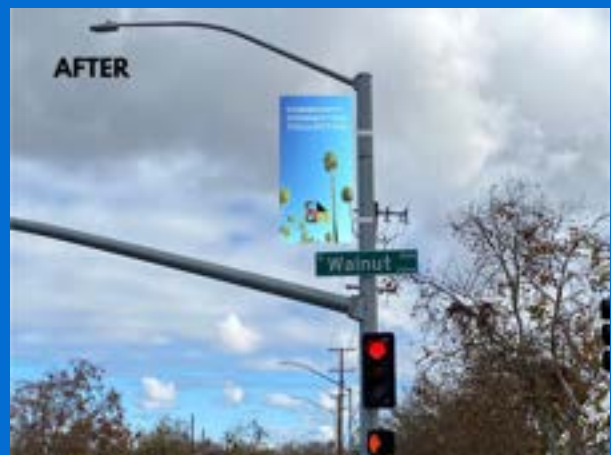
Early Action Activities



CAN Street Mural



Farmer's Market



Neighborhood Branding-Flag Design Challenge

Fig 4.46: Early Action Activities

GOALS & STRATEGIES





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IMPLEMENTATION

This chapter outlines the structure, key roles, partners and responsibilities necessary to implement the West Fresno CAN! Transformation Plan strategies, summarizes potential funding sources for implementation activities, and identifies timeframes and metrics to measure progress.



Implementation Partners

Collaboration and coordination is the cornerstone to any successful implementation effort. Throughout this process, the following implementation partners have made this plan possible:

Fresno Housing



Fresno Housing (FH) has worked tirelessly to develop key partnerships and align priorities and resources in order to create a plan that is realistic and executable. FH will lead this implementation effort and rely on a diverse group of the following partners to help carry out Fresno CAN's vision.

City of Fresno



The City of Fresno has made a strong commitment to affordable housing and infrastructure and will be one of the key implementation partners for the strategies focused on Neighborhood and Housing.

Fresno City College



Fresno City College (FCC) has committed to West Fresno by building their new Career and Technology Center in CAN. FCC is integral to the Workforce and Employment Strategies outlined in this plan and is committed to developing programs and a pipeline of new students from the West Fresno/CAN community.

EOC



Fresno Economic Opportunities Commission (EOC) will lead the coordination and implementation of the Supportive Service Strategies. EOC has a legacy of helping families in West Fresno and will be integral in facilitating specific activities to help CAN residents thrive. In coordination with FH's Office of Resident Services, EOC will provide case management services to families in the target housing sites, connecting them to a synchronized database and matching them to a variety of wraparound services for which they are eligible.

ENP



Every Neighborhood Partnership (ENP) will continue to be an integral partner for community outreach and resident capacity building. ENP is committed to West Fresno and will be a key facilitator and strategist in keeping residents informed and engaged as CAN's transformation plan is realized.

Ongoing Community Engagement

Fresno Housing and implementation partners are committed to keeping CAN residents informed and engaged. They will continue to facilitate public meetings, workshops and community activations for input as implementation activities advance. The Resident Advisory Board, Steering Committee and the Neighborhood, Housing and People Committees will remain active and engaged, helping push forward the goals outlined in the plan and their vision for the neighborhood.



Fig 5.1: Committee Meeting

IMPLEMENTATION

Phasing

The phasing plan anticipates six phases. To minimize disruption to residents and their families, a build first strategy will be implemented on the vacant/underutilized parcels in phases one and two. The housing plan balances several factors including preservation of affordability, funding and market potential. However, the phasing plan is subject to change as funding and/or new development opportunities emerge.

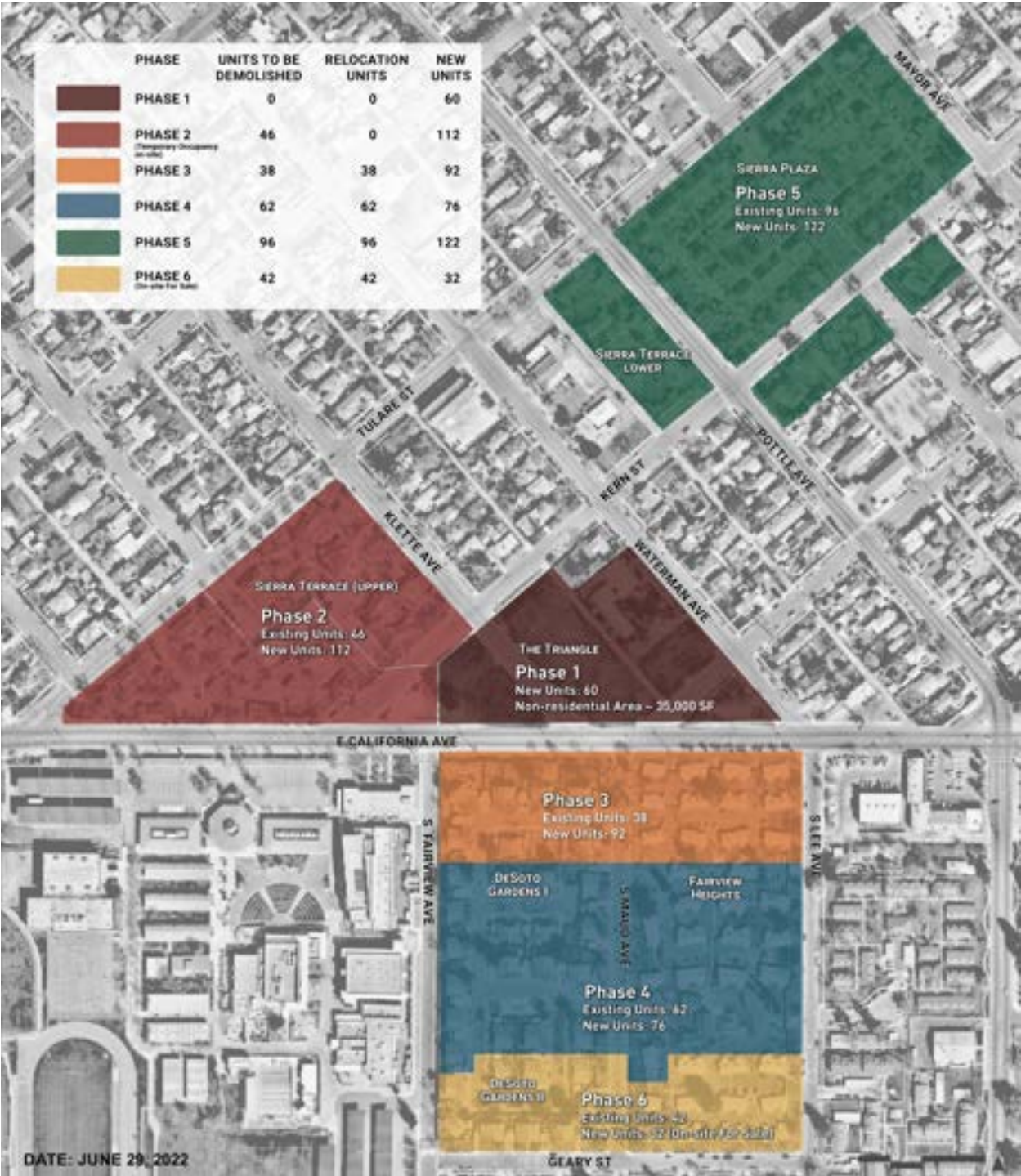


Fig 5.2: Phasing Plan

Relocation and Right to Return

1. Fresno Housing proposes a “build first strategy” with the first housing phase constructed on the vacant triangle parcel.
2. FH understands that relocation can be an extremely stressful topic and disruptive to the lives of families, particularly those who have children. FH will work closely with the Fresno Unified school district to coordinate relocation for families with school-age children.
3. FH will work closely with the Resident Advisory Board, residents at the target housing site and the community to develop a Relocation Plan that clearly adheres to the rights of residents and follows the guidelines outlined by HUD according to the Uniform Relocation Act (URA) and all other applicable provisions required by HUD.
4. FH will seek to maximize relocation options for families, ensuring that their transition is as smooth as possible. For households who will be required to relocate as a result of this plan, FH commits to:
 - Providing a comparable safe, sanitary and affordable temporary or permanent replacement unit
 - Providing mobility counseling and services to every affected household
 - Paying relocation expenses for families required to move and for their return to a new replacement unit once the redevelopment is complete and a new unit is available.
 - Every lease-compliant household who is required to move as a result of this plan will have the RIGHT TO RETURN to a new unit at the redeveloped site.

Financing Plan

Fresno Housing, along with the City of Fresno and key implementation partners are committed to this revitalization effort and will be relying on a variety of funding sources to bring this project to fruition. The following resources have been identified as viable funding opportunities and will be pursued:

Fresno Housing/Public Housing Funds

FH will commit public housing resources to developing replacement units in addition to financing demolition, relocation and associated supportive services.

Low Income Housing Tax Credit (LIHTC) Equity

LIHTC equity is expected to be a primary source of funding for all residential development phases. The housing plan assumes a combination of 9% and 4% LIHTC. Maximizing the number developments produced with 9% credits will reduce the need for other funding sources and subsidies to fully implement the master plan. The plan assumes that multiple rounds of tax credits will be necessary.

Choice Neighborhoods

FH intends to pursue a future Choice Neighborhoods Implementation grant which could provide approximately \$40 million dollars towards the implementation of the West Fresno CAN! Transform Plan. This funding source is subject to annual appropriations by Congress.

Conventional Debt

Some residential/non-residential phases of the Plan will be capable of supporting debt. The plan assumes that taxable and tax-exempt debt will be an important source of financing for the rental housing developments, exclusive of public housing replacement units.

Tax Increment Financing (TIF)

TIF can be an important source of financing and FH will explore the viability of expansion of an existing TIF, or a new TIF to support the plan, whichever is more viable. TIF financing will be necessary to finance the extensive infrastructure upgrades that will be necessary at the housing sites.

Federal Home Loan Bank (FHLB) Affordable Housing Program (AHP)

AHP grants are awarded through a competitive application process to FHLB members working with housing developers or community organizations to create rental and homeownership units for low-to-moderate income households. These private sector grants typically award up to \$500,000 per project/phase.

New Markets Tax Credits (NMTC)

NMTC may be used for the nonresidential components in the Plan. The federal NMTC program provides capital markets funding (equity and/or debt at below market terms) for economic development projects in low-income communities. NMTC funding can be used for commercial projects and for rental housing (though operating income from housing in a NMTC transaction cannot exceed 80%). NMTC cannot be combined with LIHTC, though these financing structures can be side-by-side in a development.

Deferred and Reinvested Developer Fee

As developer or co-developer, FH may receive all or some of the developer fee for planned residential and non-residential development projects and reinvest these fees to implement future phases of the Plan.

HOME Funding

HOME funds can be used to provide home purchase or rehabilitation financing assistance to eligible homeowners and new homebuyers; build or rehabilitate housing for rent or ownership; or for "other reasonable and necessary expenses related to the development of non-luxury housing," including site acquisition or improvement, demolition of dilapidated housing to make way for HOME-assisted development, and payment of relocation expenses.

Community Development Block Grants (CDBG)

CDBG funds are for activities that benefit low- and moderate-income persons, prevent or eliminate slums or blight, or address community needs for which other funding is not available.

Section 108 Loan

Under the Section 108 loan guarantee program, HUD offers communities a source of financing for certain community development activities (e.g. housing rehabilitation, economic development, large-scale development projects, etc.). The City essentially pledges a portion of its current and future CDBG funds as security for a loan guarantee.

American Rescue Plan Act

Provided to CDBG eligible communities to help stimulate economic recovery as a result of the COVID-19 pandemic.

CIP/City Funds

The Plan assumes that, over time, the City will undertake several of the neighborhood initiatives proposed in the Plan utilizing Capital Improvement Funds.

Foundation Funding

FH and its implementation partners will explore partnerships with local and national foundations in support of the Plan.

National Endowment for the Arts (NEA)

NEA provides a variety of arts programs for communities. NEA's Our Town grant program supports creative placemaking projects that impact livability by affecting community priorities such as public safety, health, blight and vacancy reduction, job creation, local business development, civic participation, and/or community cohesion.

CHCD Accelerator Program

California Department of Housing and Community Development provides gap funding for projects that are unable to move forward due to funding gaps and have already received one or more funding commitments from CHCD.

Affordable Housing and Sustainable Communities Program (AHSC)

The AHSC Program will assist project areas by providing grants and/or loans, that will achieve emissions reductions and benefit Disadvantaged Communities through increasing accessibility of affordable housing, employment centers, and key destinations use of transit, bicycling, or walking.

Capital Magnet Funds

The Capital Magnet Fund program, administered by the U.S. Department of Treasury, is a competitive grant program that funds affordable housing and community development projects. The Capital Magnet Fund was created to spur investment in affordable housing and related economic development efforts that serve low-income families and low-income communities across the country. Applicants must be a Community Development Financial Institution (CDFI) or non-profit.

Opportunity Zone

The target housing site and target neighborhood are located in a qualified Opportunity Zone, which can be a great opportunity to attract investors to establish an Opportunity Fund.

Other Funding

Other funding sources may become available over the course of implementation of the Plan. FH and implementation partners will pursue all opportunities that arise.

These may include federal or state grant or tax credit programs, energy conservation-related funding, private grants and state or local funding programs.

Implementation Matrix

Based upon the strategies described in Chapter 4, the following implementation matrix identifies the responsible implementing entity, supporting partners and the timeframe for implementation of each strategy.

GOAL 1 Connected, Vibrant, Safe and Equitable Neighborhood for All		
Strategies	Partners	Activities
1.1 Develop a Housing Plan which offers diverse housing choices to retain current and attract new residents	Fresno Housing	Deliver diverse typologies of multi-phased, mixed income housing.
1.2 Reposition Vacant and Underutilized Parcels	City of Fresno, Fresno Housing	Support renovation and infill housing projects to increase quality homeownership opportunities
	Developer TBD, Fresno Housing or Home Ownership Developer	Florence Avenue Development
		Develop 33 units of affordable homeownership units on Geary Street
1.3 Provide Support for Existing Businesses and Property Owners to Maintain/Improve their Properties	FH, City of Fresno, Fresno County, Self-Help Enterprises	Link residents to CDBG programming
1.4 Establish better Connectivity and Accessibility	Fresno Housing, City of Fresno	Improve street connectivity and circulation

or All

Timeframe	Potential Funding Resources	Metrics
Ongoing	LIHTC, PBV, RAD, Unrestricted FH funds, HOME, CN Implementation Grant	Number of rental units in the neighborhood by type, i.e. public, LIHTC/affordability restricted, market rate/unrestricted, single family
Short - Long Term	LIHTC, PBV, RAD, Unrestricted FH funds, HOME, CN Implementation Grant	Rate of homeownership in the neighborhood
Short Term		
Medium Term		
Short Term	City of Fresno	Number of residential facade improvements and/or rehabilitations
Short - Medium Term	City of Fresno	Walkability Score

IMPLEMENTATION

Short Term 0-2 years | Medium Term 3-5 Years | Long Term 5+ Years

		<p>Improve Pedestrian safety and experience</p> <p>Improve transit, bike, trails and multi-modal connectivity</p>
1.5 Address Environmental Injustice	Fresno Housing, City of Fresno	<p>Secure funding to remediate Hyde park</p> <p>Enforce existing programs to address unauthorized dumping</p> <p>Incorporate urban greening strategies</p> <p>Incorporate healthy building design principles in new construction</p> <p>Initiate discussion with owners of adjacent industrial properties to address environmental pollution</p>
1.6 Establish a Network of Functional Open Spaces for All Age Groups	<p>Fresno Housing, City of Fresno</p> <p>City of Fresno, Fresno Housing</p> <p>Fresno Housing, City of Fresno</p>	<p>Improve existing Hinton Park and community center</p> <p>Introduce additional open spaces throughout the neighborhood</p> <p>Develop a connected network of open spaces</p>

Short - Medium Term	HUD, City of Fresno, Fresno County	The site is remediated
Short Term		Reduced dumping in neighborhood footprint
Short - Long Term		Enhanced and increased number of green spaces available to the public
Medium - Long Term	LIHTC, PBV, RAD, Unrestricted FH funds, HOME, CN Implementation Grant	Create and promote housing design standards consistent with improved health outcomes and accessibility
Ongoing	City of Fresno, FH, CN Implementation Grant	Launch and develop a strategy to address environmental pollution, improved air quality
Short - Medium Term	LIHTC, PBV, RAD, Unrestricted FH funds, HOME, CN Implementation Grant, Measure P, City of Fresno	Hinton site receives extensive capital investments and site improvements
Short - Long Term		Implement additional open/community spaces for public use
Short - Long Term		Square footage of open space in the neighborhood

IMPLEMENTATION

Short Term 0-2 years | Medium Term 3-5 Years | Long Term 5+ Years

1.7 Enhance Neighborhood Identity	Fresno Housing	CAN Street Mural
	City of Fresno, Fresno Arts Council, Fresno Housing	Gateway Art at Triangle
	Fresno Housing	Neighborhood Banners

GOAL 2 Residents are Healthy, Happy and Thriving

Strategies	Partners	Activities
2.1 Reduce Food Insecurity and Increase Opportunities for Access to Healthy Food Options	Fresno EOC, Fresno Housing	Sustainability Plan for the Farmer's Market
	Fresno Housing, Fresno EOC	Support the expansion of EOC's Food Rx and Healthy meal delivery program
2.2 Improve Resident Health Outcomes by Increasing Access to Health and Wellness Programs and High Quality Medical Care	Fresno Housing, Trinity Healthcare	Employ/Deploy Peer health workers in neighborhood
	Every Neighborhood Partnership, City of Fresno	Work with Fresno Unified, Parks and rec and community partners to create new and leverage existing community-based recreation programs
	Fresno EOC, Fresno Housing	Expand local community garden and farmer's market to include healthy cooking and nutrition classes for residents

Short Term	HUD Early Action Funds, City of Fresno, Fresno Housing Unrestricted Funds, Philanthropy, CNI Grant Funds, Fresno Arts Council	Installation of CAN street mural at Klete and Inyo Streets
Short - Medium Term		Installation of Public Art at Triangle
Short Term		Number of banners installed on California Ave

Timeframe	Potential Funding Resources	Metrics
Ongoing	Philanthropy, Fresno Housing, Choice Neighborhoods, Partner Leverage	Plan developed and implemented for the 93706 Market
Ongoing		Number of residents reporting food insecurity
Short Term	St Agnes, TCI Grant, Measure P, Fresno Unified, City of Fresno, Fresno County, Fresno Housing, Philanthropy, Partner Leverage	Number of peer health workers assigned to southwest Fresno
Short Term		Number of new recreational programs offered in neighborhood and increased enrollment in existing
Ongoing		Number of expanded healthy food cooking and nutrition classes in the neighborhood

IMPLEMENTATION

Short Term 0-2 years | Medium Term 3-5 Years | Long Term 5+ Years

	Fresno EOC, Fresno Housing	Explore opportunity to co-locate an EOC health clinic at Triangle
2.3 Create Multiple Pathways for Greater Self-Sufficiency	Fresno EOC	Connect residents to EOC resource intake center
	Fresno EOC	Provide universal internet access
	Fresno EOC	Increase enrollment in EOC's conservation corp
	Fresno EOC, Fresno City College	Connect individuals to Fresno City College's Southwest Fresno Campus workforce programming
2.4 Create New and Expand Existing Youth Education Opportunities and Programming	Fresno EOC	Expand enrollment at Franklin Head Start to include a new early program
	Fresno Housing, Fresno EOC	Increase enrollment of CAN children at Franklin Head Start campus
	Fresno Housing, City of Fresno, Fresno Unified School District	Increase the accessibility and number of out-of school time programs
	Fresno EOC	Build capacity of parents to be strong caregivers
	Fresno Unified School District, City of Fresno, Fresno Housing	Work with local school districts to ensure there are adequate resources to absorb the influx of new students as a result of new development coming to West Fresno
	Fresno EOC, Fresno City College	Develop a pipeline for students in CAN to Fresno City College's new Southwest Campus programming.

Ongoing		Health clinic at Triangle site
Short Term	St Agnes TCI Grant, Measure P, Fresno Unified, City of Fresno, Fresno County, Fresno Housing, Philanthropy, Partner Leverage	Increase in residents receiving support services
Ongoing		Increase in neighborhood household ability to access the internet
Ongoing		Rate of employment, rate education attainment
Ongoing	Fresno City College	Number of CAN students enrolled in FCC programs
Short Term	Fresno EOC, Fresno Unified, City of Fresno, CN Grant Funds, Fresno County	Franklin Head Start offers an early Head Start Program
Short Term		Number of CAN families enrolled in Franklin Head Start
Short Term		Number of CAN children enrolled in out-of school activities
Short Term		Number of parents enrolled in Head Start parent program
Short Term		New families have access to quality schools and educational programming
Ongoing	Fresno City College	Number of CAN students enrolled in FCC programs

IMPLEMENTATION

Short Term 0-2 years | Medium Term 3-5 Years | Long Term 5+ Years

	Fresno Housing, Fresno EOC	Increase enrollment in EOC's foster grandparent program
2.5 Develop New and Leverage Existing Programming to Address Crime	Fresno Housing, Trinity Health	Access existing and leverage new funding resources to implement a comprehensive community policing strategy
	Fresno Housing, Trinity Health	Establish programs such as harm-reduction, crisis-intervention and de-escalation training for community members as solutions for personal safety strategies
	Fresno PD, Fresno Housing, City of Fresno	Establish a CAN public safety community liaison program
	Fresno Housing, Trinity Health, Every Neighborhood Partnership	Create a CAN public safety community task force
	Fresno Housing	Support programs that work with families affected by gun violence
2.6 Increase Access to Resources and Programs for Affordable Home Ownership Opportunities	Fresno County, City of Fresno	Expand homeownership counseling programs
	Fresno County, City of Fresno	Work with city, county and other organizations to expand incentive programs such as down payment assistance and other financial opportunities for homeowners

Short Term		Number of CAN seniors enrolled in FGP
Short Term	St Agnes TCI Grant, CNI Grant Funds, Philanthropy, City of Fresno	Creation of a community policing strategy
Short Term		Creation of a community policing strategy
Short Term		Reduction in harm
Short Term		Reduction in crime rate within the neighborhood hot spots
Short Term		Number of new programs implemented
Short - Medium Term	City of Fresno, Choice Neighborhoods, CDBG, Private funds, Partner Leverage	Rate of homeownership in the neighborhood
Short Term		Rate of homeownership in the neighborhood

IMPLEMENTATION

Short Term 0-2 years | Medium Term 3-5 Years | Long Term 5+ Years

2.7 Support Existing Homeowners to Improve their Homes and Remain in Place	City of Fresno, Fresno County	Link existing homeowners to resources for home improvements
2.8 Steer D.R.I.V.E. Resources to the Neighborhood	City of Fresno, FH, CVCF, DRIVE Task Force	<p>Skilling, reskilling & upskilling</p> <p>Preconception to five</p> <p>Wealth creation in communities of color</p>

GOAL 3 Community Partnerships, Assets and Momentum are Le

Strategies	Partners	Activities
3.1 Leverage Capacity of Partnerships and Anchor Institutions		<p>Link existing homeowners to resources for home improvements</p> <p>United Healthcare</p> <p>West Creek Development</p> <p>California Ave Improvements</p>
3.2 Invest in a Robust Outreach Program and Marketing Campaign that Connects Residents and Community Partners to Existing Resources	Fresno Housing, Every Neighborhood Partnership	Collaborate with resident advisory council and community partners to facilitate capacity building workshops and bring information to CAN households

Short Term	City of Fresno, Choice Neighborhoods CDBG	Number of facade improvements
Short - Medium Term	D.R.I.V.E.	Number of dollars allocated to programs in West Fresno/CAN
Short - Medium Term		Number of dollars allocated to programs in West Fresno/CAN
Short - Medium Term		Number of dollars allocated to programs in West Fresno/CAN

Leveraged

Timeframe	Potential Funding Resources	Metrics
Ongoing	TCC Funding, City of Fresno, Partner Leverage	Completion of construction of new campus
Ongoing		Completion of construction of new health center
Medium - Long Term		Phase I of new development complete
Ongoing	2021 CMAQ Grant, City of Fresno	Installation of pedestrian crosswalk, lighting and bike lanes along California Ave
Ongoing	Fresno Housing, Partner Leverage, Fresno EOC, Partner Leverage, CNI Grant Funds	Number of meetings and workshops held each year

IMPLEMENTATION

Short Term 0-2 years | Medium Term 3-5 Years | Long Term 5+ Years

Dignity Team, Fresno Housing

Support the expansion of the Dignity Team

Fresno Housing, Fresno EOC

Fund intensive wrap-around services and supports for residents

Fresno Housing, Fresno EOC

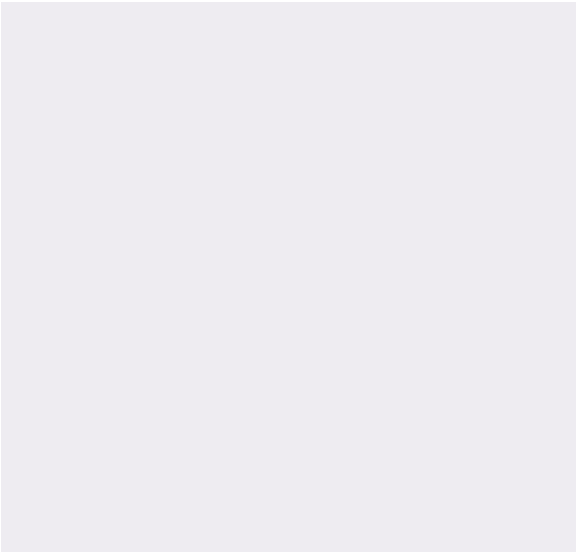
Align service providers and host resource fairs to showcase local programs and leverage capacity of neighborhood organizations



Ongoing

Short - Medium Term

Ongoing



Number of Dignity Team Members

Number of residents enrolled in wrap-around services

Number of residents who report access to services

Short Term 0-2 years | Medium Term 3-5 Years | Long Term 5+ Years



IMPLEMENTATION



WEST FRESNO



HUD Choice Neighborhood Initiative
TRANSFORMATION PLAN
December 2022

Fresno Housing Authority
FRESNO, CALIFORNIA



Prepared by EJP Consulting Group