City of SACRAMENTO
Neighborhood Development Action Team

Forward Together Action Plan
Notice of Funding Availability (NOFA)

Grant Name: Forward Together Action Plan Pilot Grant Program for Neighborhood and Commercial Corridor Revitalization

NOFA #: P23020014006

NOFA Posted on: May 17, 2024
Application Period: May 17 – August 5, 2024

Question Priority Deadline: May 31, 2024
Responses Posted on: June 10, 2024

Applications Due: August 5, 2024, by 11:59 p.m. PDT

City of SACRAMENTO
Neighborhood Development Action Team

CONTENTS

PART I: GRANT INFORMATION

BACKGROUND ON THE NEIGHBORHOOD DEVELOPMENT ACTION TEAM

The Neighborhood Development Action Team (NDAT) is a collaboration between City departments and partner agencies. Led by the Office of Innovation and Economic Development and the Community Development Department's Planning Division, NDAT is committed to ensuring Sacramento's neighborhoods and commercial districts reflect a sustainable, resilient, and inclusive economy. We do this by ensuring equitable investments and resources from the City and its partner agencies result in an increase in the quality of life and economic growth for the people and businesses in Sacramento's historically disenfranchised and disinvested neighborhoods. NDAT's guiding principles are:

- Capacity Building and Ownership (Anti-Displacement)
- Collaboration
- Inclusion and equity
- Outcomes-oriented

More information about NDAT, its current projects, and staff members can be found on the City of Sacramento website.

GRANT OVERVIEW

The Forward Together pilot grant program is meant to invest in community-led actions that contribute to an increased quality of life and economic growth for people and businesses that live, work, shop and experience the Marysville - Del Paso Boulevard commercial corridor and adjacent neighborhoods.

NDAT initiated the Forward Together: Marysville & Del Paso Boulevard Action Plan (Forward Together Action Plan) in August 2021 to organize community priorities along the commercial corridor and surrounding neighborhoods. The pilot grant supports the implementation of the goals, priorities, and actions that have been identified by broader stakeholders – businesses and residents - identified within the Forward Together Action Plan. The grant funds will be awarded to proposals that support the actions identified in the Action Plan, organized into four main categories:

1. **Live**: create and preserve affordable housing and home ownership opportunities for residents.
   a. Actions 1-3
2. **Work**: foster and retain businesses and employers in the study area that provide living-wage jobs and career growth opportunities for workers in the community.
   a. Actions 4-7
3. **Shop**: create an inclusive retail corridor that meets the various shopping and entertainment needs of the community.
   a. Actions 8-11

4. **Experience**: foster inviting spaces and experiences where residents, workers, businesses, and visitors can gather.
    a. Actions 12-17

Please see the Forward Together Action Plan online at
https://www.cityofsacramento.gov/community-development/planning/major-projects/marysville-del-paso-blvd-action-plan.

With the intention to catalyze the Forward Together Action Plan and build momentum toward accomplishing the goals, strategies, and actions within it, NDAT is launching a $700,000 pilot grant program to fund proposals that address the needs identified in the plan.

PILOT GRANT CATEGORIES

The Forward Together Pilot Grant Program features two grant types – the Collaborative Impact Grant and the Action Grant. Each grant type asks the applicant to propose actions that align with the Forward Together Action Plan. Proposals must include clear timelines, budget and actions that benefit the people and businesses within the Forward Together Action Plan study area.

THE COLLABORATIVE IMPACT GRANT

The intent of the Collaborative Impact Grant is for organizations and businesses to collaborate on a single proposal that will achieve multiple actions listed in the Forward Together Action Plan. This grant is for nonprofits, community-based organizations, business and property owners, faith-based institutions, and other organizational stakeholders to build capacity and collaborate on achieving outcomes aligned with the goals, strategies, and actions in the Forward Together Action Plan.

There are two types of Collaborative Impact Grants - the Commercial Corridor grant and the Arts and Creative Economy Grant.

1. **The Commercial Corridor grant** is designated for partnerships focusing on all aspects of revitalization that benefit the commercial corridor and its surrounding neighborhoods. Applicants in this category can seek funding of up to $400,000.
    a. Partnerships including art and culture organizations that propose actions that advance art, culture, and the creative economy are eligible for an additional $100,000 for a total of up to $500,000.
2. **The Arts and Creative Economy grant** is tailored for arts and culture organizations collaborating to create transformative community art and enhance the creative economy. Proposals solely dedicated to actions related to art, culture, and the creative economy can apply for grants of up to $100,000.

Characteristics of the Collaborative Impact Grant include:

- Proposals must be collaborative. Individuals are not eligible to apply. A partnership includes multiple organizational and/or business stakeholders, and the proposal outlines each partners' role in implementing the proposed set of actions.
  - Proposals can be from existing, established partners, or new collaborators seeking to work together for the first time.
- Proposals must address the goals, strategies, and actions outlined in the Forward Together Action Plan.
- Proposals should attempt to achieve multiple actions in more than one area of the Forward Together Action Plan – Live, Shop, Work, and Experience.
- Proposals should aim for a 12–18-month work plan with accomplishments occurring throughout the duration of the work plan.
- Proposals must benefit residents and/or businesses within the study area.
- Proposals must identify one lead grantee as the responsible entity that is able to fulfill the contracting requirements of the City. The lead grantee must possess the capacity to administer the grant fiscally and adhere to the reporting and documentation requirements of the City.

For funding details, please see the Funding Request Limits section below.

THE ACTION GRANT

The Action Grant is intended to fund projects that deliver tangible results and impact within 12 months or less. In this grant type, the project proposal should convey strong feasibility, project management, and clearly measure outputs, outcomes, and defined impact. The Action Grant is for organizations, businesses, individuals, artists, entrepreneurs, nonprofits, and more to apply – either on their own, or in partnership – to address a goal, strategy, or action in the Forward Together Action Plan.

There are two types of Action Grants – Quick Win and Project Support Grants.

1. The **Quick Win Action grant** is a fixed funding award for a specific project that can be accomplished within a six-month timeframe and provides a tangible impact. The goal of the Quick Win Action grant is to improve the corridor and surrounding neighborhoods through beautification, activation, art and culture experiences, clean and safe activities, events, promotional campaigns, and more. Applicants in this category can apply for up to $5,000.

2. The **Project Support Action grant** is also for specific projects that deliver tangible impact and typically require more funding and time than a Quick Win grant proposal. Project Support Grants must be able to accomplish the project in 12 months or less, and ideally have secured other funding toward the project. Applicants in this category can apply for grants between $10,000-$25,000.

Characteristics of the Action Grant include:

- Individuals, businesses, organizations, and more may apply. Collaboration with other entities and individuals is not required yet encouraged.
- Proposals must align with the goals, strategies, and actions outlined in the Forward Together Action Plan.
- Proposals must attempt to achieve at least one action listed in the Forward Together Action Plan.
- The proposed activities must benefit residents or businesses within the study area.
- The lead applicant must be able to fulfill the contracting requirements of the City, possess the capacity to administer the grant fiscally and adhere to the reporting and documentation requirements of the City. A fiscal sponsor that can do so on their behalf is allowed, if approved by the City.

For funding details, please see the Funding Request Limits section below. Please note that business facade and property improvements will be funded through the Forward Together façade grant. See the Ineligible Activities section for more information.

AMOUNT AVAILABLE

A total of $700,000 of grant funding is available to support the implementation of the Forward Together: Marysville – Del Paso Boulevard Action Plan.

FUNDING REQUEST LIMITS AND AWARDS ALLOCATED PER CATEGORY

1. The Collaborative Impact Grant* - a pool of $500,000 is available in this category.
    a. The Commercial Corridor Grant – up to $400,000 available
        i. The minimum funding request per application is $100,000.
        ii. The maximum funding request per application is $400,000.
            1. If collaborating with arts and culture organizations, the max request is $500,000.
        iii. Up to four grants will be awarded.
    b. The Arts and Creative Economies Grant – up to $100,000 available
        i. Eligible to arts and culture organizations only
        ii. The maximum funding request per application is $100,000.
        iii. Up to one grant will be awarded.

    *Grant agreements in the amount of $250,000 and above will need City Council approval and NDAT will take the lead on that internal process.

2. Action Grant – a pool of $200,000 is available in this category. At least $100,000 will be for proposals that focus on arts, culture, and the creative economy.
   1) Quick Win Action Grants
      a) The required funding request per application is $5,000.
      b) Up to 20 grants will be awarded.
   2) Project Support Action Grants
      a) The minimum funding request per application is $10,000.
      b) The maximum funding request per application is $25,000.
      c) Up to 10 grants will be awarded.

ELIGIBLE ACTIVITY CATEGORIES

Eligible activities will be aligned with the goals, strategies and actions outlined in the action plan and will be categorized into the following focus areas. Please see Attachment 1 for example activities in each focus area.

1) Organizing and Capacity building
2) Clean and Safe
3) Small Business Assistance
4) Marketing, Promotion, and Events
5) Placemaking and Infrastructure Improvements

INELIGIBLE ACTIVITIES

Ineligible activities are activities that generally do not align with the Forward Together Action Plan. Ultimately, the scope of the grant agreement will include eligible activities only, and any activities not included in the executed grant agreement will be considered ineligible. Specifically, the Forward Together pilot grant will not fund:

1) Political campaigns and any related expenses;
2) Alcohol;
3) Works of art proposed to be installed on public property are ineligible for Arts & Creative Economy funding. At this time, the Office of Arts & Culture cannot offer City permits for art installations. Any art projects proposed for this program will need to be installed on private or nonprofit community spaces, not City-owned property.
4) Façade and property Improvements
   a) Businesses interested in facade and property improvements, please visit the Forward Together Façade and Property Improvement program, Round 3 webpage. The application for façade and property improvements is open at the same time as the

Forward Together Pilot Grant Program, and therefore, applicants applying for multiple City of Sacramento grants cannot receive funding from multiple programs to pay for the same improvements. We encourage proposals for façade and property improvements to be directed to the Forward Together Façade and Property Improvement Program. For questions regarding the Forward Together Façade and Property Improvement Program, Round 3, please email smallbusiness@cityofsacramento.org.

5) Galleries, music venues and other arts and culture venues may be considered for funding from the upcoming grant funding for venues from the City of Sacramento Office of Arts and Culture. Check the grants webpage frequently for updates.

FUNDING PARAMETERS

PAYMENT DISBURSEMENT METHOD

In general, the City will disburse grant funds on a reimbursement or incurred costs method. This means that for the City to process payment, proof of payment is required, or proof that the grantee is obligated to pay – and in some cases, has yet to pay – an expense.

For Quick Win grants of $5,000, the City will consider advance funding, with proper documentation including itemized receipts, invoices, etc. required before the agreement expires. For Project Support grants between $10,000 and $25,000 and Collaborative Impact grants between $100,000-$500,000, the City will consider advance funding for a portion of the award to kick-start the project. Proper documentation will be required prior to the next payment disbursement.

The City will withhold 10% of the total grant award until all advanced payments are reconciled. Failure to use advance funding for the specific and agreed upon use will result in immediate contract termination and potential restriction on future grant awards.

MATCH REQUIREMENT

This grant program does not require a cash match.

ELIGIBLE APPLICANTS AND PROPOSALS

To be eligible for The Collaborative Impact Grant:

1. Proposals must be collaborative. Multiple stakeholders form a collaborative, coalition or some partnership structure, and the proposal outlines each partners' role in implementing the actions and activities proposed.

2. Proposals must identify one lead grantee as the responsible entity that is able to fulfill the grant agreement requirements of the City (see grant agreement requirements section below).
3. For the Arts and Creative Economies grant, at least one partner must be an arts and culture organization.
4. The lead grantee must possess the capacity to administer the grant fiscally and adhere to the reporting and documentation requirements of the City.
5. The proposal must benefit residents, businesses, and/or stakeholders within the [study areas](#).
6. The proposal must align with the goals, strategies and actions outlined in the Forward Together Action Plan and must fall into at least one of the eligible activity focus areas.
7. Proposals must specify their geographic area of focus within the [study area](#).
8. NDAT will encourage and support applicants collaborating to ensure no duplication of efforts. Competing proposals will not be funded.

Ideal applicants

9. Partners include a diverse set of stakeholders from nonprofit, community-based organizations, and faith-based institutions, to businesses, property owners, social service organizations, and foundations.
10. Partners have established working relationships, and the proposal aims to deepen and strengthen the partnership, potentially through an agreement such as a memorandum of understanding, to achieve a comprehensive and coordinated approach to commercial and neighborhood transformational change.
11. Partners center racial equity and economic justice in their work.
12. Partners have engaged with the Forward Together Action Plan in some capacity since the project's inception in 2022.
13. The proposal is not in competition with other proposals, geographically and/or with the types of activities proposed.

To be eligible for the Action Grants:
1. The proposed activities, including physical improvements, must benefit residents or businesses within the [study area](#).
2. The proposed activities, including physical improvements, must align with the goals, strategies and actions outlined in the Forward Together Action Plan and must fall into at least one of the eligible activity categories.
3. The lead applicant must be able to fulfill the grant agreement requirements of the City (see grant agreement requirements section below), possess the capacity to administer

the grant fiscally and adhere to the reporting and documentation requirements of the City. A fiscal sponsor that can do so on their behalf is allowed, if approved by the City.

4. Collaboration with other individuals or organizations is not required but preferred.

QUESTIONS AND ACCOMMODATIONS

The priority question deadline is May 31, 2024. All questions regarding this solicitation must be submitted in writing to smallbusiness@cityofsacramento.org.

All questions must be submitted no later than **August 2, at 12 PM**. Questions submitted via other methods will not receive a response. Answers to all questions submitted by the deadline will be posted **within 7 days** on the grant webpage.

If applicants require in-language assistance, please also submit requests in writing to smallbusiness@cityofsacramento.org. The City will make reasonable accommodation to provide in-language assistance.

TENTATIVE TIMELINE

Activity	Estimated Date
NOFA Published	May 17, 2024
Outreach and Engagement e.g. Info Sessions, Workshops, Partnership Opportunities, Office Hours, etc.	May 17- July 31 (see webpage for details)
Priority Question Deadline	May 31, by 11:59 p.m.
Priority Question Answers Published	June 10, 2024
Application Period	May 17 – August 5, 2024
General Question Deadline	August 2, 2024, by 12:00 p.m.
General Question Answers Published	August 5, 2024, by 12:00 p.m.
Application Submittal Deadline	August 5, 2024, by 11:59 p.m.
Application Review Period	1-2 months from Application Submittal Deadline

Award Notification and Grant Agreement Execution	1 months from Application Review Period
Anticipated grant term	12 months; if seeking a longer term, the requested timeline must be addressed in the application

The City reserves the right to modify the dates listed above at its discretion. Schedule changes will be communicated via websites, newsletters, and other communication channels e.g. social media.

PART II: APPLICATION PROCESS

APPLICATION INSTRUCTIONS

Completed grant applications must be submitted no later than **August 5, at 11:59 p.m.**

To apply, applicants must submit an online application via the City of Sacramento's [Submittable platform](). The City will not accept mailed or emailed versions of the application. Applications will only be accepted online via [Submittable]().

For collaborative grant writing purposes only, the City has made a working copy of the application, in Microsoft Word, available to download on the [website](). Use the working copy to become familiar with the application and to draft responses among your collaborators. A reminder that the working copy will not be accepted. Information added to the working copy will need to be pasted into the online grant application and submitted. It is recommended to use the working copy to ensure that no data is accidentally lost when using the grant platform.

The following information and materials must be submitted:

1. **Application Questionnaire**—Complete a grant application questionnaire.
2. **Work plan**
3. **Budget**
    (a) Detailed description of the funding request
    (b) Budget Table—Complete a detailed budget table itemizing your funding request. The table must include a description of the methodology used to derive each budget line-item request. For example, when requesting funding for staff time, please list the classification/title, percentage of time, salary or hourly rates, benefits costs (if applicable), and a description of roles and responsibilities for every position funded by the grant.
    (c) **Timeline**

4. **Organizational Chart** *(as required)*
5. **Partner Letters of Commitment or Support** *(recommended)*

Please review sample applications, organizational charts, work plans and budgets on the [website](#).

REVIEW AND SCORING PROCESS

Applications will be scored by a review panel comprised of non-conflicted City staff, partner agency staff and community members. Staff may request other City Staff with specialized expertise to comment on the feasibility or background of proposals that affect publicly owned property or have technical or engineering aspects. For example, if a crosswalk or sidewalk is proposed, the City's Public Works staff will be consulted to ensure that the proposal is viable and not already funded.

Based on the panel scores, and potential interviews, staff will recommend full or partial grant award amounts. Due to the limited funding available, applicants are not guaranteed to receive full, partial or any amount of grant funding. City staff may contact potential grantees to discuss receiving a partial award, allowing for grantees to modify their scope in line with contingent award amount. Scores will help inform the recommended award; however, staff will take into consideration funding across organization types, geographic distribution, environmental equity and more before making a final award recommendation.

The City will notify all applicants of their application status once the awards are finalized. This includes a review and approval of the staff's recommendation by the City Manager. Award recommendations of $250,000 and above will be brought to the City Council for approval.

SCORING CRITERIA

The review panel will score applications using the following criteria:

Scoring Criteria (as applicable by grant type)	Maximum Points
Collaboration and Partnerships 1. The applicant demonstrates the capacity and a plan to establish, maintain and grow the partnership, improve collaboration, or be willing to partner. 2. Partnerships are genuinely inclusive of residents, businesses, and other stakeholders – youth, seniors, unhoused, etc. – across various disciplines and sectors i.e. business, arts and culture, housing, parks, climate, transportation, infrastructure, workforce development, philanthropy, faith-based institutions, etc.	40

3. Partner letters of commitment or support. 4. The proposal is not in competition with other proposals, geographically and/or with the types of activities proposed. 5. Partnerships include stakeholders with lived experience, generational heritage, or legacy in the study area.	

Need and Equity
 	
 1. The applicant makes a strong justification as to how the request serves a high-need area(s) and/or vulnerable population(s)
 2. The applicant makes a strong justification as to how the request addresses racial equity impacts.
 3. Applicant(s) demonstrate a commitment to diverse staff, leadership and board as indicated by:
   a. % identify as BIPOC
   b. % identify as LGBTQ+
   c. % identify as living with a disability
   d. % identify as some other marginalized community
 4. Applicant(s) are actively pursuing racial equity and cultural diversity initiatives as indicated by:
   a. Engaging in DEI-informed leadership development, recruitment, and contracting processes
   b. Developing a plan for advancing diversity, equity, and inclusion throughout the organization's operations.
   c. Producing programs/activities that center the identity and experience of BIPOC, LGBTQ+, disabled, or other marginalized communities.
   d. Investing in the development, promotion, acquisition, or presentation of works or products by BIPOC, LGBTQ+, disabled, or other marginalized communities.
	30

Project Feasibility, Capacity and Cost 1. The applicant possesses extensive qualifications and experience to deliver the project or program. 2. The applicant demonstrates the ability to successfully administer the grant. 3. The applicant clearly explains the methodology used to derive the amounts requested in each category. The applicant requests a reasonable and allocable amount of grant funds given the proposed usage.	20
Objectives and Impact 1. The applicant clearly describes the funding request and proposed usage.	10

2. The applicant articulates how the request advances one or more of the key goals of the grant program.	
3. The applicant defines reasonable goals and measurable objectives. If applicable, the applicant identifies the number of unique individuals and/or households the request will serve.	
4. The applicant clearly describes a plan for oversight and monitoring to ensure the applicant meets their stated goals and objectives.	
5. Project or program can be completed within 12-18 months or sooner.	
Total Points	**100**

GRANT AGREEMENT

All grant recipients must execute a grant agreement with the City. The applicant is responsible for reading and understanding the grant agreement's terms and conditions prior to applying. Any exceptions to the grant agreement must be noted in the applicant's proposal narrative and may be a basis for non-award.

GRANT AGREEMENT REQUIREMENTS

To sign an agreement with the City of Sacramento, the grantee must meet the following conditions:

1) Must be in active and good standing with the California Secretary of State's business registry, unless a sole proprietor.
   a) If a sole proprietor, must have an active registration with the County of Sacramento for a fictitious business name.
2) If located in the City of Sacramento, must possess an active City of Sacramento Business Operations Tax (BOT) Certificate or, if a nonprofit organization, a BOT exemption certificate.
3) Must comply with the applicable City of Sacramento's Commercial General Liability, Automobile Liability; Workers' Compensation, and Professional Liability insurance requirements.

REPORTING REQUIREMENTS

Additionally, all grant recipients must comply with the following reporting requirements:

1. **Activity report**—a narrative submitted on a quarterly basis summarizing progress toward authorized activities.

2. **Financial report**—a request for reimbursement on an as-needed basis (no more frequently than monthly) including an itemized summary of costs incurred and supporting documentation to corroborate expenditures.

PART III: MISCELLANEOUS

AMENDMENTS

The City reserves the right to revise or amend any part of this Notice of Funding Availability (NOFA) by issuing an addendum up to the due date/time for submittal. If necessary due to the revisions or amendments, the due date for applications may be postponed.

PUBLIC RECORDS

All applications and application materials are public records. All information received from an applicant, whether received in connection with a grant application or in connection with any grant funded activities performed, will be disclosed upon receipt of a request for disclosure pursuant to the California Public Records Act. Application scores may also be disclosed. The City reserves the right to use application materials as demonstration examples with confidential information removed.

RECORDS RETENTION

Grant recipients, as applicable by Tier awarded, shall maintain records of all matters related to the grant agreement including:

1. General ledger and subsidiary ledgers are used to account for the receipt of grant funds and the disbursements of grant funds.

2. Payroll, time records, human resource records to support costs incurred for payroll expenses.

3. Contracts and subcontracts entered, and all documents related to such contracts.

4. Grant subaward agreements and all documents related to such awards.

5. All documentation of reports, audits, and other monitoring of contractors, subcontractors, the grantee, and subrecipients

6. All documentation supporting the performance outcomes of contracts, subcontracts, grant subaward agreements, and this agreement.

7. All other pertinent records sufficient to reflect all direct and indirect costs of whatever nature claimed to have been incurred and anticipated to be incurred in performance of the grant agreement, and all other matters covered by the grant agreement.

RIGHT TO AUDIT

The City and the United States Department of the Treasury's Office of the Inspector General ("OIG") retain the right to review all records and always request an independent audit of the grantee's financial records during and up to five years after the final payment is made and the grant is complete. If an audit is conducted, the grantee must provide access to personnel, personnel documents, facilities, financial documents, and any other pertinent documents as part of the audit process.

If it is determined that a grant recipient expended funds in a manner inconsistent with this policy or the terms of the grant award, the grantee shall return the funds to the City within 60 days of a demand from the City.

ALLOWABLE COSTS AND INDIRECT COSTS

All costs of any program must be reasonable. No applicant shall claim any indirect cost recovery more than 10% of the direct program costs (unless the grantee has negotiated a higher indirect cost rate with the federal government).

All grantees shall track grant money as a standalone project, activity code, or assigned project to prevent the commingling of other expenses not related to the grant.

REJECTION OF APPLICATIONS

The City of Sacramento may, at its discretion, determine not to award any grant in response to this request or to negotiate with any grantee in any manner necessary to serve the best interests of the City. No applicant shall receive any compensation for preparing any grant application. A debrief meeting will be offered to non-awardees.

Attachment 1

Example Activities per Focus Area

A. Organizing and capacity building activities include:
   a. Align the community around long-term housing goals and strategies (Action 1)
   b. Develop an area-specific housing agenda that protects residents from displacement and gentrification pressures (Action 1.1).
   c. Build on existing resources and networks to support residents with pathways to homeownership and wealth building opportunities (Action 2)
   d. Develop partnerships with financial institutions to educate community members about financial literacy, access to funds, grants, and wealth-building opportunities (Action 2.2).
   e. Facilitate educational programs that connect long-term residents and homeowners who may need support with housing services through ADUs, roommate matching or other programs (Action 2.4).
   f. Advocate for more transparent communication and feedback loops between community members and existing homeless service providers in the area (Action 3.2)
   g. Designate boulevard-wide business ambassador that can work with the City and other organizations to support local businesses, or roommate matching program (Action 5.2).
   h. Strengthen workforce development resources and training opportunities for workers in the area (Action 7).
   i. Work with existing workforce training providers across the City to both advertise and offer more employment resources and opportunities (Action 7.2).
   j. Develop a community job-shadowing program where local business owners and employers share information about the types of employment opportunities available (Action 7.3).
   k. Create a program to promote collective investment models and support community-led efforts to utilize vacant commercial properties, such as identifying funds for activation events, resources for acquiring vacant commercial property, establishing pop-up programs, and more (Action 9.1).
   l. Bring more healthy food options to the corridor for all to access (Action 11).
   m. Build community participation and capacity to shape planning and infrastructure projects (Action 14).
   n. Coordinate community-advised planning support of the Action Plan study area and serve as a liaison between the City and the community (Action 14.1).
   o. Create a communication plan for opportunities for community involvement and planning/infrastructure updates (Action 14.2).

p. Educate community members on development processes (Action 14.3). 4 Organize local youth organizations and schools to advocate for new programming for youth in the area and identify accessible sites in the area that can be designated as youth and family gathering spaces (Action 15.1).

q. Additional activities include:
   i. Administration support and training such as coalition building, partnership facilitation, governance models, board development, strategic planning, fundraising, finances, fiduciary responsibilities, HR, taxes, etc.)
   ii. Develop inclusive outreach and engagement tools, resources, and best practices
   iii. Create education and training programs such as the City's Management Academy, real estate development 101, education on City processes and procedures
   iv. Accessory Dwelling Units (ADUs) education, support, and assistance
   v. Peer learning and mentorship programs
   vi. Race and gender equity work (normalize, organize, operationalize)
   vii. PBID creation and renewal support

B. Clean and safe activities include:
   a. Support community members experiencing homelessness (Action 3)
   b. Create a resource guide to educate residents and business owners on available City services to help alleviate homelessness challenges in the area (Action 3.1).
   c. Focus dedicated resources towards on-going improvements include items such as removing graffiti, trash pick-up, and storefront enhancement (Action 4.1.1)
   d. Create a community ambassador group to educate and empower residents to advocate and create pathways for safer and cleaner streets. Issues of concern may include pedestrian safety, illegal dumping, animal control, insufficient lighting, etc. (Action 12.1).
   e. Promote safe street crossings through signage, educational materials, and tactical, low-cost traffic calming interventions (Action 12.2).
   f. Invest in lighting to improve safety along the corridor (Action 12.4).
   g. Coordinate community cleanups to remove trash, litter, and graffiti and post signage that promotes clean streets (Action 13.1)
   h. Additional activities include:
      i. Coordinate with the City Department of Community Response to address unhoused services and safety (sharps pickup, etc.)
      ii. Coordinate training and education on City's clean and safe, and unhoused services
      iii. Organize neighborhood block watch, community clean ups and paint nights
      iv. Contract for street sweeping, power washing, security

v. Improve public and private lighting for art and security purposes

C. Marketing, promotion, and event activities include:
a. Publicize existing City resources and homeless service providers to educate community members and host related workshops (Action 3.3)
b. Promote more business-friendly investments along the corridor (Action 4)
c. Create area specific business attraction campaign to retain and bring new employers and businesses to the corridor that have living-wage jobs available (Action 6.1).
d. Develop a value statement around the types of employment opportunities and businesses that meet community needs (Action 6.1.1).
e. Develop a community-specific job board to make job opportunities around the community and in the City more accessible to residents and workers (Action 7.1).
f. Attract a broader diversity of retailers to create a more comprehensive shopping experience for residents and visitors (Action 8).
g. Create an artist fund to support local artists build window displays on vacant buildings or properties (Action 9.3).
h. Define a corridor-wide identity to attract more visitors and support businesses (Action 10).
i. Develop an area-specific marketing campaign strategy for the corridor that includes new branding and signage to reflect the area's unique identity (Action 10.1).
j. Maintain and create a community brand (Action 10.1.2).
k. Install public art that celebrates the history of the area and develop signage to announce arrival of and promote local businesses (Action 10.1.3).
l. Other activities include:
    i. Promote local campaigns (buy local, shop local, art walks, cash mobs, coupon/voucher programs, etc.)
    ii. Promote and attract funding for local community-led events such as weekly art walks, street fairs, annual festivals, parades
    iii. Advertisements (online, radio, print, social, etc.)
    iv. Support permitting and approval process
    v. Artist meetup events to build community
    vi. Summer film screenings in a local plaza or community garden
    vii. Translation and interpretation services

D. Small business assistance activities include:
a. Connect businesses to established resources and programs to help them upgrade, expand, and serve new customers (Action 5)
b. Create a one-stop business resource center to capture and distribute resources for local businesses, including but not limited to resources like capital funds for

infrastructure improvements, marketing support, and other forms of technical assistance (Action 5.1).

c. Attract and expand employers that will hire local workers, offer living-wage jobs, and promote entrepreneurship (Action 6)

d. Work with local business owners and employers to pledge to support an increase in local hires from the community (Action 6.1.2)

e. Attract and expand employers that will hire local workers, offer living-wage jobs, and promote entrepreneurship (Action 6).

f. Build a new business incubator space on the corridor to support aspiring entrepreneurs with starting their businesses (Action 6.2)

g. Create a grant program (or expand existing grant programs) specific to local businesses in the area that can provide financial support for storefront façade improvements, tenant improvements, and improved gathering spaces and experiences for customers, such as outdoor dining concepts (Action 8.1).

h. Build coworking/shared spaces to promote business entrepreneurship and shared space models (Action 8.2).

i. Create a pop-up program for emerging restaurants and retailers for vacant storefront sites (Action 8.3).

j. Attract an additional mainstream grocery store or general merchandise store that provides an array of basic goods and services and responds to community needs (Action 11.1).

k. Develop a co-op grocery store that hires residents and connects the community to healthy food options (Action 11.2).

l. Other activities include:
    i. Navigating City services (permitting, development, resources available, etc.)
    ii. Provide business technical assistance through resource providers (business planning, operations, inventory management, strategy, succession, taxes, accounting, bookkeeping, legal assistance, contracting, etc.; offer industry specific and in-language TA, as needed)
    iii. Support for community galleries, music venues, performance halls
    iv. Provide point of sale systems and helpful software such as QuickBooks
    v. Connect small business owners with access to capital resources
    vi. Offer relevant market data to small business owners
    vii. Support local, small business support initiatives (community ownership/investment, cooperative ownership, etc.)
    viii. Entrepreneurship development (artists, creative economy industries, manufacturers, popup businesses, etc.)

E. Placemaking and infrastructure improvements activities include:

a. Work with community partners to identify public lots, buildings, and local homes that can be used for permanent affordable rental housing and homeownership opportunities (Action 1.2).
b. Provide property tax support and home improvement support for existing homeowners to help community members stay in their homes (Action 2.3).
c. Identify priority business hub locations in need of infrastructure and physical facade improvements and focus dedicated resources towards those improvements (Action 4.1)
d. Focus dedicated resources towards improvements such as updated signage, lighting, street cleaning, and landscaping (Action 4.1.2)
e. Support boulevard-wide broadband and utility upgrades to promote a business-friendly area (Action 4.2)
f. Explore the potential of any new transit-oriented development (TOD) to attract a larger employer or anchor-institution (Action 6.3).
g. Activate vacant lots and properties to promote more vibrancy along the corridor (Action 9)
h. Identify funds for events where residents and business owners can activate vacant spaces along the corridor (Action 9.2).
i. Build a community garden on a vacant site that offers educational programming on access to healthy food (Action 11.3).
j. Promote long-term community safety through physical and programmatic interventions (Action 12).
k. Advocate for resident-friendly approaches to community monitoring and responses to reports that ensure everyone from all walks of life, including teens and people of color, enjoy open access to the public realm (Action 12.3).
l. Rebuild the community's connection with the streets and beauty of the area (Action 13).
m. Create more spaces and opportunities for youth (Action 15).
n. Create more spaces for community of all ages to gather and "own" their space (Action 16).
o. Identify two to three areas along the corridor with high foot traffic and rethink how to leverage these spaces to build dedicated gathering spots that can host different events and activities (Action 16.1).
p. Create a fund to help community members pay for permit fees to host events in the area and provide liaison support to the City (Action 16.2).
q. Develop more education around how to get the permits necessary to host events (Action 16.2.1).
r. Reinvigorate community assets that are unique to the corridor (Action 17).
s. Develop a crowdfunding campaign to reopen and maintain certain community assets, including historical or other unique buildings (Action 17.1).
t. Other activities include:

i. Assessment project to identify and inventory target areas for placemaking
ii. Murals
iii. Mosaics, e.g. to beautify the entryway to a school or business
iv. Street pole banner signs
v. Gateway signs
vi. Creative crosswalks
vii. Parklets
viii. Street furniture
ix. Stop signs
x. Sidewalks
xi. Trees or community gardens
xii. Environmental planning and streamline processes
xiii. Infrastructure analysis and development
xiv. Transportation oriented development