



Supporting Stronger, Greener Communities

A report on housing, homelessness, and workforce development policies

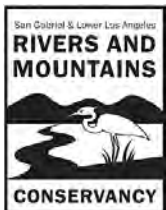




Photo by Calvin Abe

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EXECUTIVE SUMMARY

This report was prepared by the UCLA Institute of the Environment and Sustainability and SGA Marketing to support the Lower LA River Para Todos campaign.

It consists of a review of affordable housing, homelessness, and workforce development policies and programs that can help enable communities to thrive in place alongside investments in river revitalization and urban greening. It also contains profiles of each of the cities in the Lower LA River region, their demographics, including their workforces and jobs, and their affordable housing, homelessness, and workforce development policies and programs.

This report is designed as a resource for residents, city staff, and elected officials to learn about options available for their cities to make investments in equitable community development strategies. We hope it provides a way for cities to learn from one another as well as to lift up communities economically and environmentally. We intentionally do not make recommendations for individual cities, as we believe that the residents, city staff, and elected officials in each city should determine the policies and programs best suited for their communities.

We stand ready to assist in any way we can with those deliberations and decisions, answering any questions, and providing additional information that can help Lower LA River communities along this path.



Photo by Irene Garcia

PLANNING IN THE LOWER LA RIVER: CONTEXT OF THE REPORT

The Lower LA River Revitalization Plan

The Lower Los Angeles River is the 19 miles of the Los Angeles River that runs from the City of Vernon to the mouth of the river in the City of Long Beach. This portion of the river is the centerline of Southeast Los Angeles and provides critical environmental and social infrastructure to the region. Primarily, the river manages flood risk, collecting stormwater and channeling it to the ocean. Without this flood water management, heavy rains would pose severe risks to the built and natural environment of the area. The river also has a number of paths and trails that provide space for the community to recreate, travel, and connect with nature in the region. Despite these functions, the river's potential as a place for relaxation, discovery, recreation, tourism, and economic development is yet to be fully realized.

In 2015, California State Assembly Bill 530 (AB 530) was passed to revive the river through the development of a watershed-based, equitable, community-driven plan. The language of AB 530 (Rendon) called for Secretary John Laird of the Natural Resources Agency, in consultation with the Los Angeles County Board of Supervisors, to appoint members to participate in the Lower Los Angeles River Working Group for the development of the Lower Los Angeles River Revitalization Plan (the Plan). The Working Group, chaired by the San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy (RMC), included elected officials and representatives from local cities, regional agencies, and community advocates who came together to create the Plan.

The Plan encompasses areas within one mile on each side of the 19-mile section of the river, which includes two unincorporated LA County communities and 13 cities.



The Plan describes opportunities for improving the environment and residents' quality of life along the river. It also aims to ensure the voices of the people are heard now and in the future as the river is reimagined and revitalized into an integral part of a healthy, equitable, and sustainable community.

The Plan is comprised of two volumes, Volume 1: People + Place + Process + Projects, maps out the history of the lower LA River, the vision for its future, and the community-driven process by which the potential projects in opportunity areas that shape its future were developed. Volume 2: Technical Plan catalogs the 155 potential opportunity areas and the benefits those projects could provide to the region.

The Plan provides a number of resources in addition to the two volumes, including a map of the opportunity areas, a community stabilization toolkit developed to help support existing communities stay in place as revitalization moves forward, a watershed education plan, and a watershed informational pamphlet to inform youth and adults about the revitalization effort.

Lower Los Angeles River Para Todos Campaign

The Lower Los Angeles River Para Todos (Para Todos) campaign was created as a tool to facilitate collaboration among partners and continue community feedback loops as the Plan is implemented. There are 155 multibenefit potential project opportunity areas identified in the revitalization plan, and as projects across the region move forward, the Para Todos campaign is meant to ensure equity and community stabilization.

Over the next three years, the Rivers and Mountains Conservancy (RMC) will be engaging with community leaders to align development along the river with the goals of advancing equity, strengthening communities, and realizing the vision of the Lower LA River Revitalization Plan.

A key part of this campaign will be ensuring new park development in the region is accompanied by adopting housing stabilization policies, addressing homelessness, and investing in workforce development.

One of the Plan goals and objectives is Community Economics, Health and Equity. This goal speaks to the intention to bring economic and environmental benefits to all residents and local, small businesses without contributing to gentrification and displacement. The RMC will be working with local stakeholders to implement policies and programs that leverage river investments while preventing displacement of existing residents and businesses. The following study outlines the existing conditions in the Lower LA River as of 2023 and maps out displacement avoidance strategies referenced in the Plan and community stabilization toolkit. This report is meant to be a resource to support the implementation of those strategies in the region.



**COMMUNITY
KICK OFF**

Free resource fair, kids activities,
food, and more!

**HOLLYDALE PARK, SOUTH GATE
THURSDAY, 08/03/23 @ 5:30-7PM**

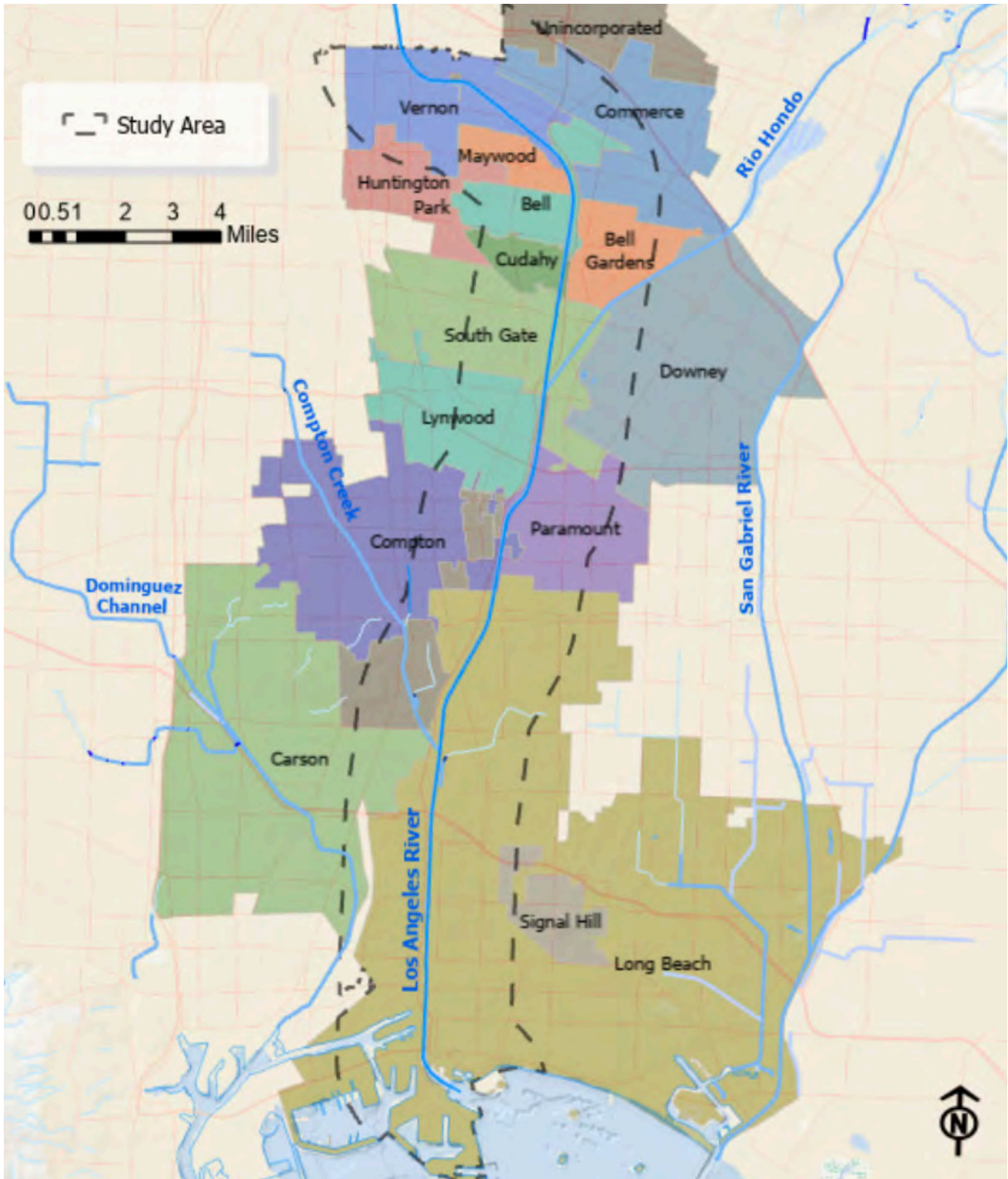
Our Role

In this research report, we are building on the Plan's Community Stabilization Toolkit to provide a more detailed list of policies and programs that can be implemented to support the community's ability to remain in their homes and with their businesses open throughout development. We use the following process:

- To understand the context we used a multi-disciplinary research methodology to understand the demographics of the region. This includes a community profile for each city with information on existing stabilization policies and key demographic details.
- To identify policy and program options for community stabilization we conducted a policy and program scan of possible tools that can be used to combat displacement. This policy scan is presented for each core topic –housing, homelessness, and workforce development – to inform a menu of options that can be used when shaping equitable community development strategies in each city and the region.



PARA TODOS CAMPAIGN: STUDY AREA OVERVIEW



531,707
Study Area Population

13 Cities
2 Unincorporated LA
County Communities

62% Renters
94% of residents live in an area
with a High or Very High Park
Need Score

Data Overview

Demographic and Environmental Data Utilized

To better understand the communities within 1.5 miles of the Lower Los Angeles River, this study couples 2020 U.S. Decennial Census and 2021 American Community Survey data on income, race, ethnicity, and housing status with information such as LA County Park Needs Assessment results, river access points, USDA Department of Forestry Service urban tree canopy cover, and CalEPA Urban Heat Island data.

Workforce Data Utilized

Cities' information on their workforce characteristics used the 2019 American Community Survey as it holds a more stable sample prior to the 2020 COVID-19 pandemic. The most current unemployment data was obtained from California's Employment Development Department (EDD).

High-level Demographics and Definitions

While analyses are detailed in subsequent sections for each city, the study area as a whole is made up of more low-income residents, renters, and residents of color than the Los Angeles County (LA County) average. Furthermore, nearly all residents (95%) live in census tracts designated within the top 25% of CalEnviroScreen 4.0 scores, indicating significant cumulative burdens in regard to environmental conditions, sensitive populations, and socioeconomic factors.

Income and Housing

The study area's median household income (MHI) is 77% of the LA County MHI (~\$18,000 lower), qualifying the area as low-income.¹ Housing units are majority renter-occupied (60%) and over half of those households are rent-burdened, spending 30% or more of their income on rent every month. Low-income and rent-burdened residents are highly vulnerable to displacement in conditions of gentrification and rising housing costs, especially if insufficient tenant protection policies and programs are in place.²

	MHI (\$)	Renter-Occupied Housing Units (%)	Rent-burdened Renters (%)
LA County	\$76,123	54%	56%
Study Area	\$58,478	62%	59%

Race and Ethnicity

Racial and ethnic data were incorporated into the analyses to ensure the next phases of the Lower LA River Revitalization Plan are implemented with active, equitable engagement of communities of color. People of color have historically been marginalized from discussions of public investment, and the Para Todos campaign aims to include the voices of all residents. For the region within 1.5 miles of the river, 92% of residents identify as Hispanic or Latino, Black, Asian, or two or more races or ethnicities, including 73% who identify as Hispanic or Latino.

	Hispanic or Latino Origin	Black	White Non-Hispanic	Asian	Two or more Races
LA County	49%	7%	25%	15%	3%
Study Area	73%	9%	8%	6%	1%

PRIORITY TOPIC AREAS: HOUSING & WORKFORCE DEVELOPMENT

We know that some river revitalization efforts could contribute to gentrification – rising property values and rental costs and an influx of more affluent residents – and increase the risk of displacement for current residents in the region. This phenomenon of “green gentrification” occurs when investments in green space serve as a catalyst for economic displacement.³ The “greenspace paradox” describes the challenge of creating more equitable access to green space in historically deprived communities, which can ultimately contribute to financial pressures that force communities out of neighborhoods, unable to enjoy the benefits of new greenspace. A notable example of this is the High Line in New York, a former rail line transformed into an elevated park running through the Chelsea neighborhood in lower Manhattan. The economic impacts of the High Line have served as a caution for other cities turning to underutilized infrastructure for reinvestment.⁴

Each city in the Lower LA River area is different and will implement the policies and programs that make sense for their context. Rather than prescribe solutions, this report lifts up tools that are already in use in the region, as well as additional tools available to cities and stakeholders, and it offers analysis of the contexts in which different tools can be effective. We created a catalog of all the activities cities operate to protect and promote affordable housing and address homelessness. Every program with publicly available information can be found in the charts in Appendices B and C. The following two sections highlight examples of local-level policies and programs that can be expanded across the region.



Photo from Jamboree’s The Affordable Housing Pipeline website

Housing and Homelessness

There are a number of policies and programs that can be implemented to maintain housing affordability for low-income residents. These housing initiatives are inextricably linked with homelessness prevention programs, as any activities that expand the affordable housing stock have the potential to keep residents out of homelessness and open up homes to those already living without permanent shelter. The programs included are specific to individual cities, but there are additional regional efforts such as the Los Angeles County land banking pilot. The pilot focuses on land acquisitions within two miles of the river with the intention of holding land for affordable housing versus market investment. The land banking effort will complement local efforts. The programs detailed fall into the general categories of production of affordable housing, preservation of existing affordable housing stock, and resident support programs. Specific policies in each category and by city are identified in Appendix B.

Production of Affordable Housing

Local government actions that result in increased affordable housing production include legal requirements of income-restricted units, financial incentives for developers, dedicated fees to increase municipal funds for housing, and policies to add units to less dense neighborhoods.

Preservation of Existing Affordable Housing Stock

Similarly, local governments can put in place programs and policies that protect existing affordable housing stock. Rent control and rent stabilization ordinances cap the amount tenants are required to pay monthly, keeping units affordable. No Net Loss policies require that affordable units that are removed from the market be replaced, so there is no overall loss in the number of available units. Finally, organizations such as Community Land Trusts can hold land permanently affordable while allowing residents to own their specific units.

Resident Support Programs

Resident support programs surround the production and preservation of affordable housing and combine unique financing, policy incentives, and cross-sector partnerships. These city-specific programs could be expanded or replicated to ensure residents can thrive in place.

Resource Sharing: Housing can be complicated. Whether it is navigating the housing market as a first-time homebuyer, a renter at risk of eviction, or a resident looking to address any number of housing rights questions, there is a detailed web of programs, agencies, laws, and grants to navigate. The County of Los Angeles and some of the cities in the LLAR make an explicit effort to help residents understand the housing landscape and the resources, grants, and loans that are available to them. Examples of these resource sharing programs include:

- **Stay Housed L.A. (SHLA):** a partnership between Los Angeles County, the City of Los Angeles and local community and legal service providers created to provide residents with information and resources to keep people in their homes. SHLA is a central resource for residents facing eviction, with lists of vetted legal service providers, workshops, and other educational materials.⁵
- **Paramount ADU Resources Page:** The City of Paramount has a page on their website that walks those interested through the various steps on building an ADU on their property. The webpage has explainers on laws and financing in English and Spanish as well as a comprehensive explainer video.⁶
- **LB Resource Line:** a hotline that supports anyone in Long Beach who needs help finding local, city and community resources. The LB Resource Line is a central place where residents can get access to information on housing, food access, physical and mental health services, and other resources.⁷

Nonprofit Collaboration: Many cities have nonprofit partners that help them fill in social service gaps. This support can be in the form of providing services the city doesn't have capacity to operate and/or consulting with the city on how to build out services to meet resident needs. Many nonprofits have been operating in the community for decades and have a lot of knowledge on how to best address challenges around housing. Most of the city/nonprofit partnerships in the Lower LA River region address homelessness. Some examples of these collaborations include:

- **Bell Gardens and PATH:** People Assisting the Homeless (PATH) partners with the City of Bell Gardens for outreach and shelter support in the unhoused community.
- **City funded beds in shelters:** The City of Bell Gardens purchased beds at the Salvation Army Shelter located in the City of Bell to ensure their residents have access to shelter when requested.

Dedicated Staff: A few of the cities in the LLAR have created staff positions in the past few years dedicated to addressing homelessness in their cities. These roles are meant to collaborate with other city agencies to address the various issues residents experiencing or at risk of entering homelessness face. Some examples of dedicated staff positions created to housing and homelessness are:

- **Bell and Cudahy Homeless Services Liaison:** created to help within the community in Bell and Cudahy. The Homeless Liaison partners with other city departments and divisions in both the cities as well as service providers, nonprofit agencies and local businesses to connect individuals to services.⁸⁹
- **Paramount has a dedicated full time city position of Homeless Services Liaison.**¹⁰

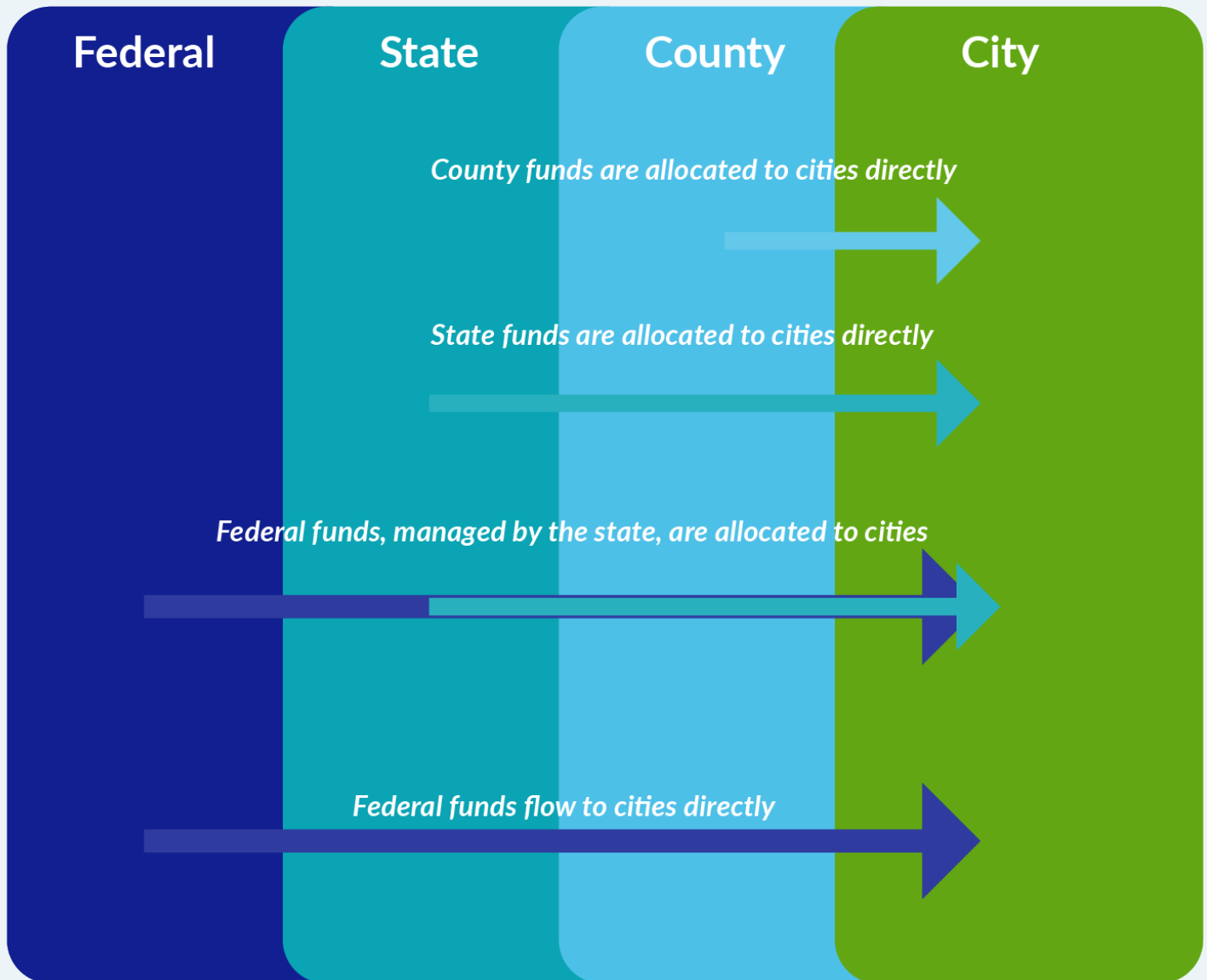
Rent and Utility Assistance Grants: During the peak of the COVID-19 pandemic, a number of utility and rent assistance grants were created to help residents make bill payments during a time of crisis. Some of these programs live on in an effort to give low-income residents a cushion in times of need. These city-operated short-term programs created help residents avoid service shut-offs or eviction include:

- **Lynwood Utility Assistance Program,** which offers financial assistance to low-income households on electricity, gas, trash, and water bills. Recipients must be making 80% or less of the area median income in order to qualify for support.¹¹
- **Huntington Park Emergency Rental Assistance Program,** three months of rental assistance available to income-eligible residents who live in Huntington Park. Funds are distributed on a first come, first served basis.¹²

PROGRAM SPOTLIGHT GATEWAY CITIES AFFORDABLE HOUSING TRUST

In 2023, the Gateway Cities Council of Governments designated housing and homelessness funds for the creation and initial round of funding disbursement from the Gateway Cities Affordable Housing Trust. The Affordable Housing Trust created the Affordable Housing Loan Program to fund the construction of housing for residents with limited financial resources. Since its inception in 2023, two Notices of Funding Availability have been issued for \$8 million and \$5.7 million for new construction and acquisition/rehabilitation of affordable housing and permanent supportive housing. Eligible recipients include non-profit and for-profit organizations or partnerships that serve lower income households and people experiencing homelessness; projects must be located in a Gateway City that is compliant with all State Housing Laws.

LEVERAGING FEDERAL HOUSING FUNDS



The city profiles in this report focus on city operated policies and programs to build a picture of what local level resources exist. Many of the cities in the Lower Los Angeles River region utilize federal, state, and county funding sources to support additional housing and homelessness programs in their jurisdictions. There are numerous funding streams cities in the Lower LA River region can and do apply for that support affordable housing construction, homelessness prevention, community economic development, and other technical assistance activities; however, these programs are big, bureaucratic, and can be difficult to track. For the most part, federal funding, often from the U.S. Department of Housing and Urban Development (HUD) trickles down through state agencies, like the California Department of Housing and Community Development (HCD) to local communities.

FEDERAL HOUSING FUNDS: GRANTS

The Community Development Block Grant (CDBG): The CDBG is a federal grant that is distributed directly to large cities or through the state to cities with populations under 50,000. These funds are intended for projects that benefit low- and moderate-income persons, aid in the prevention or elimination of slums and blight, or meet urgent needs. Many cities in the Lower LA River region use CDBG funds to fund public service and operations of community services. CDBG grants can be used for rental housing acquisition, improvements to public systems like utilities, community facilities and operations, and studies and plans for economic development.¹³

Home Investment Partnership Program (HOME): The HOME program was made by the US Department of Housing and Urban Development (HUD) to create and retain affordable housing. HOME funding goes into a city or county HOME account which can be used to grant loans to project developers. When these loans are repaid, they are reused in local HOME accounts. HOME loans can fund rehabilitation, acquisition, and construction of multifamily and single-family projects but must benefit low-income residents.¹⁴

National Housing Trust Fund Program (NHTF): The NHTF program is a federally funded deferred payment loan created to increase and preserve the supply of affordable housing, with an emphasis on rental housing for extremely low-income households. The 55-year loans can be utilized by individuals, joint ventures, trusts, and local public entities to fund housing construction.¹⁵

CalHome Program: CalHome Program is a state grant to local public agencies and nonprofit developers that can be used to support first time homebuyers and homeowners in the form of deferred payment loans. Recipients of CalHome loans can use them for down payments, home rehabilitation efforts, homebuyer counseling, mortgage assistance, and other technical assistance related to homeownership. Projects with multiple owners qualify for CalHome loans.¹⁶

Pathways to Removing Obstacles to Housing (Pro Housing): Pro Housing is a new program created by HUD to remove barriers to affordable housing. The Pro Housing program designated \$85 million to be used by local and state governments, metropolitan planning organizations, and multi-jurisdictional entities to identify and remove barriers to affordable housing production and preservation. These barriers could include outdated zoning, land use policies, or regulations, inefficient procedures, gaps in resources for development, lack of neighborhood amenities, or expiration of affordability requirements.¹⁷

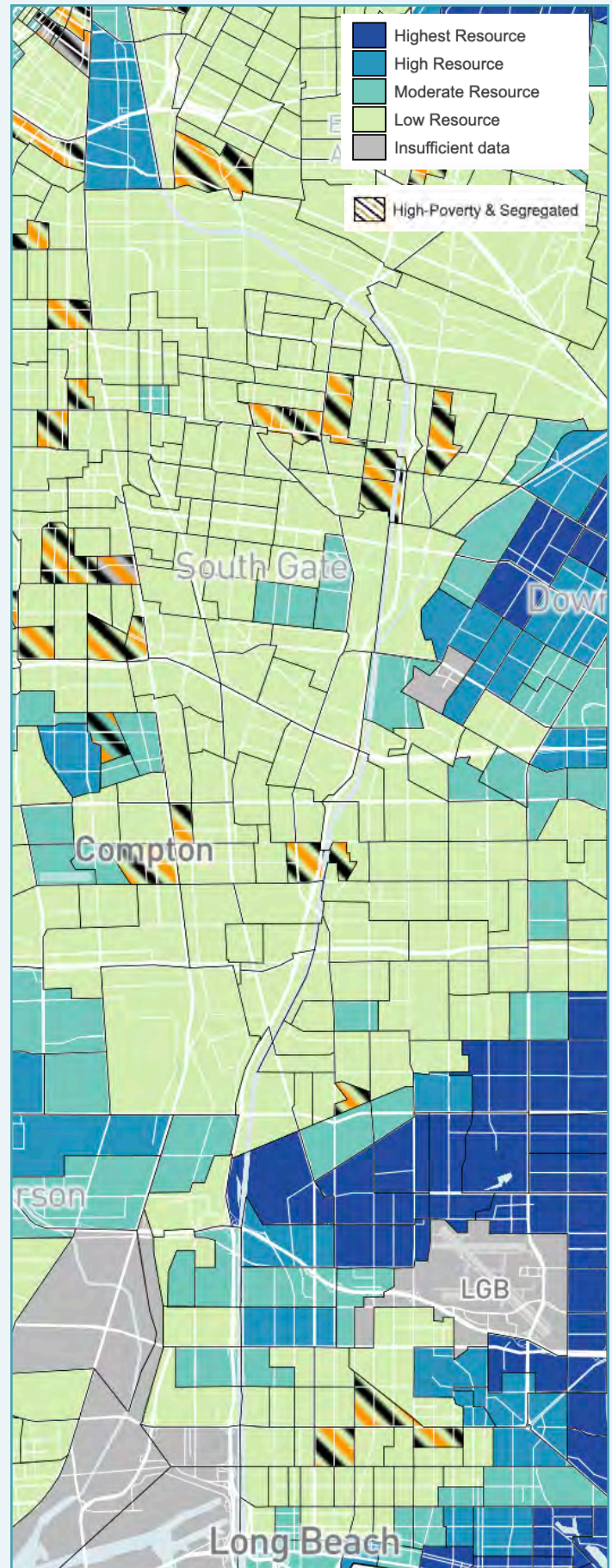


FEDERAL HOUSING FUNDS: MARKET-BASED

In addition to grant programs, the Low-Income Housing Tax Credit System (LIHTC) and the Section 8 Housing Choice Voucher (HCV) program are a significant portion of federal aid directed to housing low-income residents.

Low-Income Housing Tax Credit (LIHTC): LIHTC funding is the most significant resource for creating affordable housing in the United States. Federal tax credits subsidize the construction and rehabilitation of affordable rental housing. Each state has a dedicated agency responsible for allocating the tax credits. In California, the California Tax Credit Allocation Committee (CTCAC) has the authority to issue tax credits amounting to roughly \$106 million in funding annually to private investors building and fixing rental housing for low-income residents.¹⁸ Funds are 2024 CTCAC/HCD Opportunity Map in the sidebar to the right shows the geographic distribution of opportunity based on economic, education, and environmental indicators.¹⁹ The map shows areas with lower resources and with high-poverty and segregation.

Housing Choice Vouchers (HCVs): Sometimes called “Section 8,” HCVs are a major source of housing assistance for low-income families across the nation. The federal government appropriated \$26.4 billion for HCV contracts in 2023. Funding flows to local housing authorities that distribute the housing vouchers to eligible low-income residents. Some cities in the Lower LA River region have dedicated housing authorities while others rely on the county housing authority. These vouchers are then used to pay up to 70% of market rate housing costs to landlords on behalf of low-income residents. While the program is well established, it has severe limitations. Many programs are at capacity with closed waiting lists and wait times of decades. Vouchers are jurisdiction specific; recipients cannot transfer vouchers to other jurisdictions.²⁰



Workforce Development

While individual worker training programs are most associated with workforce development, they are just one subset in a larger network that builds economic resilience. Workforce development also includes creating sustainable programs, pathways, and opportunities for all members of the workforce who are in different stages of their careers as well as the local businesses and industries.

The cities within the study area have a wide range in the size of their workforce, economies, and industry makeup. Within our 1.5-mile study area, about half of residents aged 25 and older have a high school diploma. Commuting patterns are about the same in the study area as the county, with more than half of workers driving alone and about 5% using public transportation as their means of transportation to work. About 41% of commute times fall between 10 and 29 minutes. For residents in renter occupied housing units about 40% had one vehicle available and 13.4% did not have any vehicle available. Workers overwhelmingly rely on driving as their main form of transportation to work, and while some do carpool, the majority drive alone.

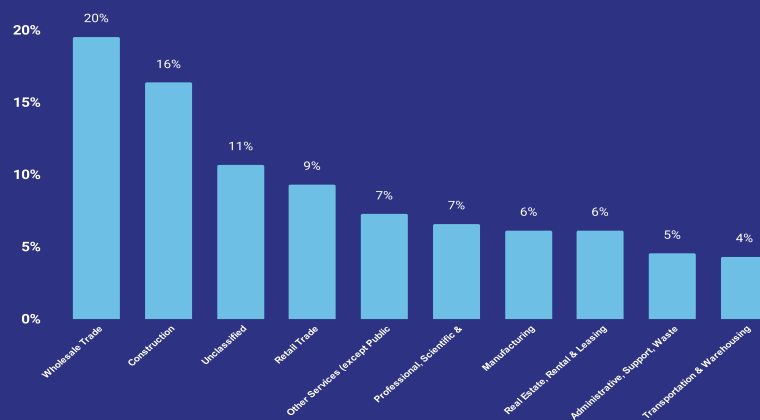
The top three occupations for workers include professional and related occupations (14%), transportation and material moving (13%), and office and administrative support occupations (13%). About 19% of male employees have a transportation and material moving occupation, higher than the county's 11.5%. For female employees, office and administrative support was the top occupation followed by professional, and sales occupations.

Business information based on ZIP code areas that overlap with the region show that the majority of business establishments are small businesses that employ fewer than five employees (51%). Regionally, the industries with the greatest projected sector employment growth

Total Active Businesses in Southeast LA Cities



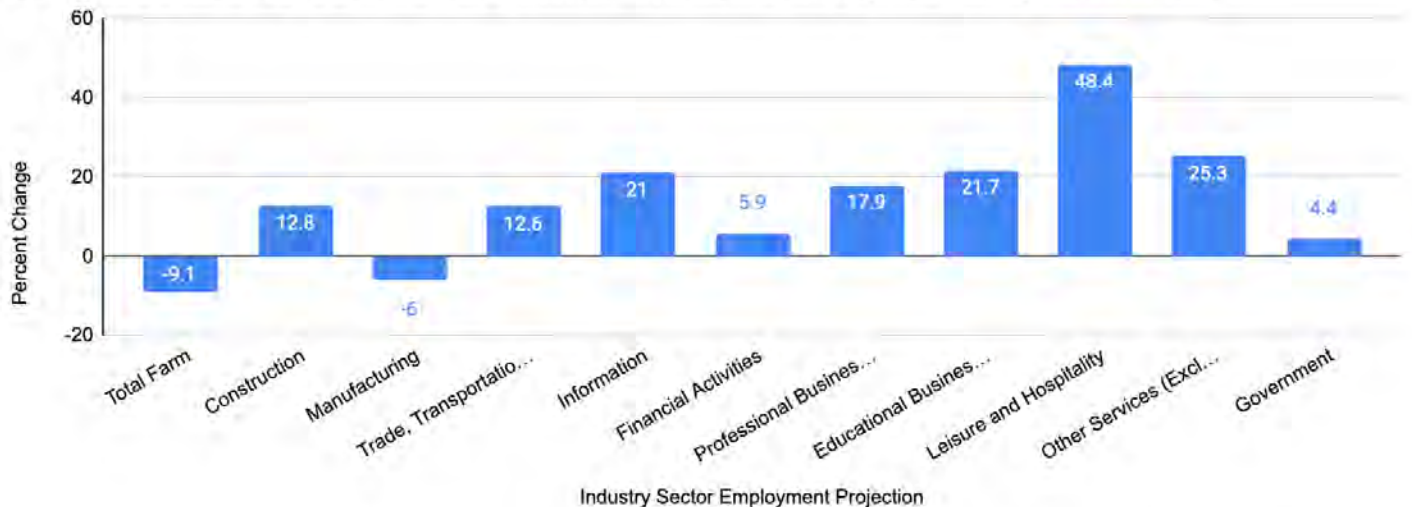
Top 10 Industries by Percentage of Active Businesses



PROGRAM SPOTLIGHT MAYWOOD YOUTH WORKFORCE PROGRAM

The City of Maywood has a Youth Workforce Program in partnerships with the Hub Cities Consortium, LA County's America's Job Center of California that provides workforce development and career placement. The program provides paid internships for youth ages 17-30 who are residents of Maywood. The first cohort included 13 youth, and the program launched its second cohort. This program supports youth career and educational development while building organizational capacity.²¹

2020-2030 Industry Sector Employment Projection Los Angeles -Long Beach MSA



are leisure and hospitality (48%), other services (25.3%), and educational business services, health care, and social assistance (21.7%). For the Los Angeles - Long Beach Region, the industries with the greatest growth are projected to be Leisure and Hospitality, Other Services, and Educational Business.

Moving towards specific large scale economic goals will take time and addressing individuals' situations will require collaboration between different agencies and CBOs to provide multiple paths of assistance. The following policies and programs are broadly grouped into three categories: business support; individual training, pre-workforce, academic readiness; and community-wide efforts that focus on the economic realities of vulnerable populations that are left out of traditional training programs or non-traditional approaches to work. While aspects of each category overlap, each category takes different approaches.

Business Support

Business support programs encourage the creation and preservation of small businesses through financial support, resource-sharing, job placement services, and technical assistance. Often these programs work on the employer-side to help microenterprises build their resilience.

Business development support: Business development can be addressed at different scales and through various channels. Citywide policies in the form of tax incentives or rebates can foster business establishments and incubator programs can provide support for small and micro-enterprises. The region's **Harbor Gateway Chamber of Commerce** as well as city-level chambers of commerce provide a centralized space for businesses to access resources, support, and network. The cities within the region are serviced by multiple resource centers including the **LA County Economic Development Corporation (LAEDC) workforce regions, Gateway Cities and South Bay,²² and four Labor Workforce Development Areas (LWDA)²³** that administer programs funded by the Workforce Innovation and Opportunity Act (WIOVA).²⁴ **LA City's EWDD Worksource Centers and Hub Cities Consortium** offer employers services to help manage growth, staff training and certification, and incentive programs. Employers can also receive specialized support for their specific or timely needs, including recruitment and layoff aversion.²⁵

Existing business support: Programs like the **Commercial Façade Improvement grants**, can help businesses stay competitive without having to go into debt. During the COVID-19 pandemic,

federal and state relief provided some assistance in the form of grants but the majority of funding programs have been phased out. Multiple cities have expressed interest in increasing business development through programs like financial incentives, expedited permits, renovation grants, tax breaks, and more recently, post-COVID impact grants, including the **Microenterprise Recovery Grant Program**. LA County offers loan programs that assist with business expansion and development such as the **Business Expansion Loan Program** and **Float Loan Program**.

Business incubators: Working in partnerships with local organizations, business incubators can help small businesses implement a long-term plan and scale up their operations. Business guidance can be beneficial in establishing industry connections and support. In 2020, **Sustainable Economic Enterprises of Los Angeles (SEE-LA)** launched their Seasoned Accelerator program to support small and micro healthy food focused businesses.²⁶ Similarly, the **Los Angeles Cleantech Incubator (LACI)** provides clean technology startups a series of workshops and tailored support to develop their business.²⁷ Through LACI's Impact Fund and Debt Fund startups can secure \$500,000 in equity and debt financing.

Tax exemptions and rebates: California's **Manufacturing and Research and Development exemption** allows for qualified participants to pay a lower sales or use tax rate.²⁸ In 2018, the exemption was amended to include businesses that generate, distribute, or store electric power. The exemption was extended until June 2030 and its rate remains at 3.3125 % sale or use tax not including additional district-imposed taxes.

California Competes Tax Credit: With an available pool of \$180 million each fiscal year until 2027-2028, the **California Competes Tax Credit** offers income tax credits to any business located in the state, especially to those classified as "high value employers," businesses that provide good wages and benefits.²⁹

Through their Public Utilities Department, the City of Vernon offers a **Natural Gas Rebate Program** aimed at reducing the cost of projects that reduce greenhouse gas emissions. This program is designed to help reach the GHG emission reduction goals of AB 32.³⁰ Funding for this program comes from the city's revenue from "freely allocated gas allowances" through CARB's Cap and Trade.



Photo by Olivia Arena

Individual Training, Pre-workforce, Academic Readiness

On the worker-side, workforce development programs can provide individual training, career readiness supports, or specific programs tailored to groups that often need additional support like undocumented workers or youth. Programs and policies in this bucket strengthen the skills, provide coaching resources, and connect job-seekers with employment opportunities.

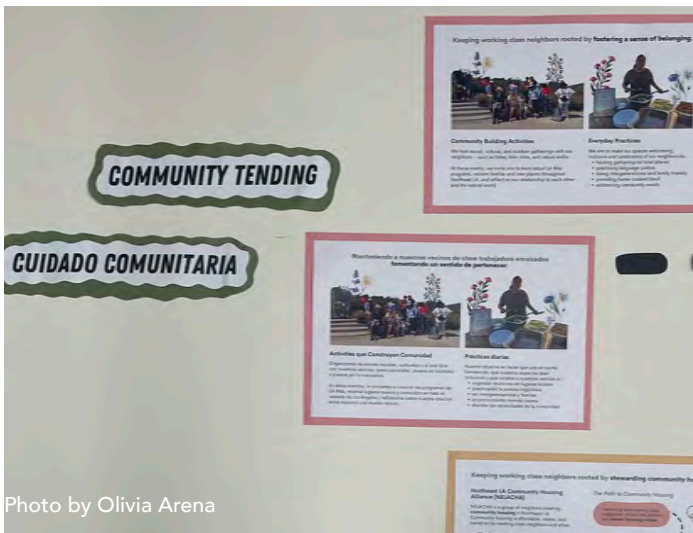
Individual training career-specific training programs: Programs that have a specific training focus can provide participants a specialized toolkit to better prepare them for career paths. Programs like the **Los Angeles River Rangers** run by the Los Angeles Conservation Corps not only provide exposure to green careers, but their cohort design provides a supportive environment.³¹ Participants receive specialized training in green careers and following the completion of the program participants can follow a pathway to full time employment. These programs are beneficial in different sectors. Establishing programs for growing and emerging fields can help residents take advantage of increased job opportunities.

Supporting undocumented workers and day laborers: Day Laborers often face job instability and risk of wage theft. The Instituto de Educación Popular del Sur de California (IDEPSCA) offers multiple bilingual know-your-rights workshops and acts as a liaison between employers and employees through their **Day Labor Program**.³² Implementing city wide information campaigns in collaboration with established organizations to provide accurate and tailored information can be a first step to addressing vulnerable populations.



Photo: Long Beach Conservation Corps

American Job Centers (AJCC): Funded by the U.S Department of Labor’s Employment and Training Administration, **American Job Centers (AJCCs)** provide multiple range of assistance to job seekers under one roof. Established under the Workforce Investment Act and reauthorized in the Workforce Innovation and Opportunities Act of 2014, the centers offer training referrals, career counseling, job listings, and similar employment-related services. These resources can be accessed at training centers or in partnership at core community locations. Both employers and job seekers can benefit from their programs. A youth focused program **Youth @ Work (Y@W)** helps youth aged 14 to 24 obtain work experience while subsidizing up to 100 hours of wages for employers who host a worker. There are nine centers within the region and two within the study area, the Rancho Dominguez AJCC and Slawson AJCC.³³ There is also the SELACO Workforce Development Board, which provides support for the entire SELA region.



Community-Wide Efforts

Finally, there are efforts that provide benefits to employers, employees, and communities as a whole. Community Benefits Agreements include stipulations that require projects to provide economic benefits to communities impacted by developments. Agreements can include funding set asides or hiring obligations. Other efforts attempt to reimagine entire economic systems in a community. Regenerative economic models encourage cooperative and collective ownership and participatory economic governance.

Community Ownership: The “**regenerative economy**” model of LA Más has focused on providing a space for community vendors to organize and have agency in their local economies.³⁴ Their support for owner autonomy promotes collective decision making, participatory budgeting, and allows residents to take an active role in shaping and guiding their local economy. As a result, business owners have greater agency and collective power. In the SELA Agenda one of the concerns around workforce development was the financial disempowerment caused by lack of investment contrasted with a high number of places with predatory lending practices.³⁵ **Mission Asset Fund**, located in San Francisco, has focused on creating accessible entries into financial systems that often leave people behind. Access to credit and credit scores can change a person’s trajectory whether it be through buying a home or starting a business.

Their lending circles provide participants a way to establish a credit line without risky high interest rates with the ultimate goal being financial security and literacy.

Community Benefit Agreements (CBAs):

negotiated between developers and unions, as well as community coalitions, can set specific criteria for developments or projects that enable the surrounding community to benefit from upcoming development. These can include but are not limited to local hiring, wage commitments, and inclusion of affordable housing units.

In planning for the construction of the SELA Cultural Center, the San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy (RMC) is negotiating with the Los Angeles/ Orange Counties Construction and Building Trades Council to create a **Community Workforce Agreement (CWA)** aimed at prioritizing the local workforce. Contractors must comply with the requirements of the agreement by providing workforce training and employment opportunities to the local community. These requirements were established to prioritize hiring of local residents and increase efforts to enroll residents in apprenticeship programs as a way to develop the local workforce.

The City of Long Beach has also engaged with the Los Angeles/Orange County Building and Construction Trades Council, along with its affiliated local unions and the Southwest Regional Council of Carpenters, through a Project Labor Agreement (PLA).³⁶ Similar to CWAs, PLAs set requirements that support local hiring, employment of disadvantaged workers, and continuity of work. **The Long Beach PLA** includes provisions mandating that 40% of construction hours must be completed by local workers and 10% must be completed by veterans or transitional workers. This PLA also supports pre-apprenticeship programming for residents through partnerships with Long Beach City College, Pacific Gateway, and the Trades.³⁷

ENDNOTES

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 - 2 Cohen, M., & Pettit, K. (2019). Guide to Measuring Neighborhood Change to Understand and prevent Displacement. National Neighborhood Indicators Partnership. https://www.urban.org/sites/default/files/publication/100135/guide_to_measuring_neighborhood_change_to_understand_and_prevent_displacement.pdf
 - 3 Anguelovski, I., Connolly, J.J.T., Cole, H. et al. Green gentrification in European and North American cities. *Nat Commun* 13, 3816 (2022). <https://doi.org/10.1038/s41467-022-31572-1>
 - 4 Flynn, K. (2019). "The High Stakes of the High Line Effect." *Architect Magazine*. https://www.architectmagazine.com/aia-architect/aiafeature/the-high-stakes-of-the-high-line-effect_o
 - 5 More information on Stay Housed L.A. can be found at www.stayhousedla.org/
 - 6 www.paramountcity.com/government/planning-department/planning-division/adu-resources
 - 7 www.longbeach.gov/press-releases/long-beach-expands-lb-resource-line-a-city-hotline-connecting-residents-with-local-community-resources/
 - 8 www.cityofbell.org/?NavID=2705
 - 9 www.cityofcudahy.com/324/Homelessness-Services
 - 10 www.paramountcity.com/government/public-safety-department/homeless-outreach-services
 - 11 www.lynwoodca.gov/DocumentCenter/View/1131/UtilityAssistanceProgram-Application-and-Guidelines?bidId
 - 12 hpca.gov/819/Emergency-Rental-Assistance-Program-ERAP
 - 13 www.hcd.ca.gov/grants-and-funding/programs-active/community-development-block-grant
 - 14 www.hcd.ca.gov/grants-and-funding/programs-active/home-investment-partnerships-program
 - 15 www.hcd.ca.gov/grants-and-funding/programs-active/national-housing-trust-fund-program
 - 16 www.hcd.ca.gov/grants-and-funding/programs-active/calhome
 - 17 www.hud.gov/program_offices/comm_planning/pro_housing
 - 18 www.treasurer.ca.gov/ctcac/program.pdf
 - 19 2024 Opportunity Map methodology is explained at belonging.berkeley.edu/2023-ctcac-hcd-opportunity-map
 - 20 nlihc.org/sites/default/files/2023-03/2023AG4-01_Housing-Choice-Vouchers.pdf
 - 21 www.youtube.com/watch?v=siEEPrtxGVs
 - 22 data.lacounty.gov/datasets/36e588a194a04b2f917919f147d2f707_0/explore?location=33.911658%2C-118.089152%2C9.70
 - 23 www.ajcc.lacounty.gov/home/showpublisheddocument/50/637446812000330000
 - 24 www.dol.gov/agencies/eta/wioa
 - 25 hubcities.org/businesses/
 - 26 foodaccessla.org/seasoned-accelerator
 - 27 laincubator.org/incubation/
 - 28 www.cdtfa.ca.gov/formspubs/pub541.pdf
 - 29 business.ca.gov/wp-content/uploads/2023/06/California-Competes-Tax-Credit-FAQ-11-30-23.pdf
 - 30 www.cityofvernon.org/home/showpublisheddocument/3510/638318706843270000
 - 31 ewddlacity.com/index.php/press/updates/1151-la-river-rangers-program-is-hiring-youth
 - 32 idepsca.org/daylabor
 - 33 www.ajcc.lacounty.gov/job-seekers/general-placement-services/employment-services
 - 34 www.mas.la/regenerative-economies-programs
 - 35 www.selacollab.org/wp-content/uploads/2021/04/SELA_Collab_2021_Agenda_Final_040621-sm.pdf
 - 36 The City of Long Beach includes more information on the PLA at www.longbeach.gov/finance/business-info/compliance/project-labor-agreement/
 - 37 More information on the Port of Long Beach's PLA can be found at polb.com/port-info/news-and-press/pla-paves-way-for-port-infrastructure-03-28-2023/
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BELL

Demographics

The City of Bell is home to 1.7 miles of the river and 32,000 people with about 28,783 living in the study area, making it one of the densest cities in LA County.

Bell has two distinct portions, one on the east side of the river and one on the west. Much of the riverfront on the east bank is an industrial district with few residences, while the western portion of the city has more homes, parks, schools, and community-serving businesses. The tree canopy cover is low (0-14%) in the eastern industrial areas of Bell, but slightly higher to the west (15-24%).

In general, the Southeast region of Los Angeles ranks high in the park needs assessment for LA County. The City of Bell is no exception. While the county average is 3.3 park acres per 1,000 residents, Bell has only 0.4 park acres per 1,000 residents. While 77% of the population lives within half a mile of a park, these open spaces that exist are too small to adequately serve the dense population.

Bell has a notably lower average income than the surrounding area. The median household income in Bell is just over \$50,000 a year, more than \$8,000 less than the rest of the study area and about \$16,000 less than the average countywide. The City's residents are majority renters (71%), 60% of whom are rent-burdened. Bell is a majority Latino community with nearly 90% of the population identifying as such in the 2021 American Community Survey (ACS).



Within 1.5 miles of the
LA River



**Study Area Median
Household Income**

\$50,079



Population

~28,783



Housing Units

**Rented
71%**



Rent-burdened Renters

60%

The City of Bell does not have any existing tenant protection policies but does have a few homeowner support programs, specifically a residential rehabilitation program funded through a federal community development block grant. The residential rehabilitation program provides up to \$18,000 in grant funding to income-eligible homeowners for things such as lead-based paint and asbestos testing, repairs, electrical and plumbing, and correction of municipal code violations.³²

Workforce

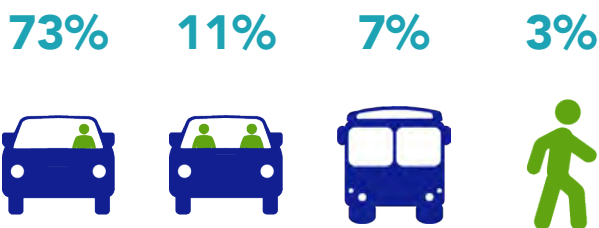
Major Employment Sectors

- 17 % Educational services, health care and social assistance
- 14 % Manufacturing
- 14 % Retail Trade

Top Occupation by Gender

- | | |
|---|--|
| <p>Female</p> <p>Office and Administrative Support</p> | <p>Male</p> <p>Transportation and Material Moving</p> |
|---|--|

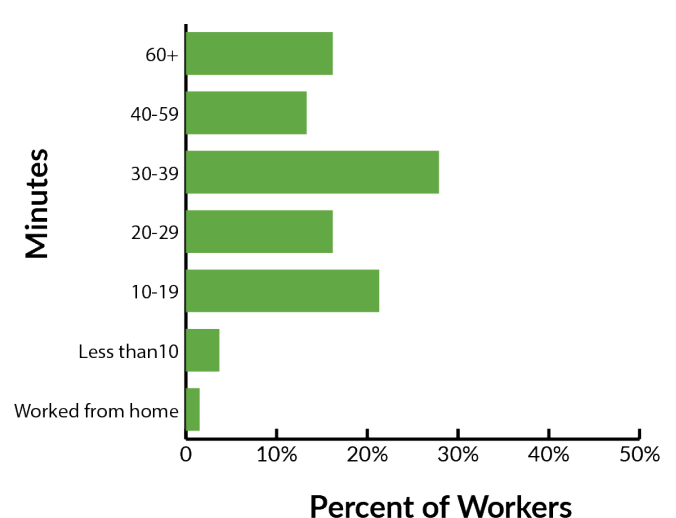
Means of Transportation to Work



Bell has a labor force of 14,600 people, and an unemployment rate of 5%. More than half of workers drive to work alone, with about 11% carpooling and 7% using public transportation. About 11% of residents in renter occupied housing units do not have access to a car while 42% do have access to a vehicle. Commuters mostly spend between 10 to 59 minutes on their commute but about 15% of workers spend more than an hour traveling to work. Nearly half of residents over 25 years old have a high school diploma and about 8% have a bachelor's degree or a higher degree. The main occupations in this area include transportation and material moving (17%), office and administrative support (13%), and production (13%). Occupations by gender for male employees were similar to the study area with transportation and material moving (25%) and construction, extraction, and maintenance (19%) being the most represented. Similarly, office and administrative support (20%) and professional occupations (14.5%) for female employees were reflective of the study area.

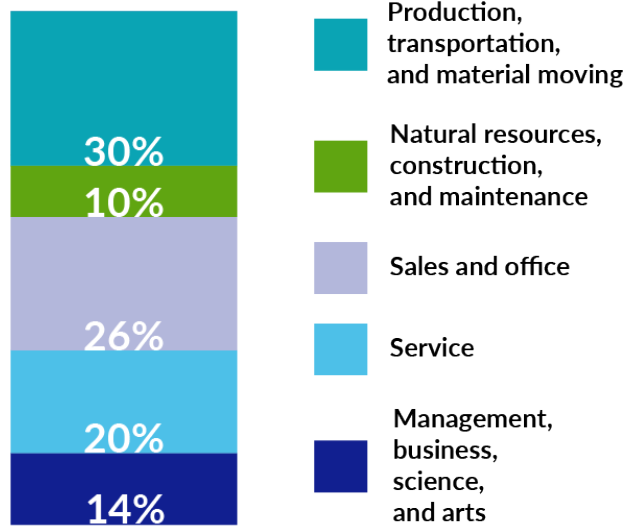
Travel Time to Work

ACS 2019



Major Occupational Categories for Bell Workforce

ACS 2019



**Categories were collapsed for reporting*

Currently the City of Bell operates a Commercial Façade Improvement Program that provides financial assistance to update business exteriors. A residential program is also available for both mobile homes and houses providing \$11,000 to \$14,000 in grant funding for exterior home improvements.

BELL GARDENS



Within 1.5 miles of the LA River



Study Area Median Household Income

\$48,946



Population

~34,200



Housing Units

**Rented
79%**



Rent-burdened Renters

61%

Demographics

The City of Bell Gardens is about the same size as Bell, but it is even denser with 16,978 people per square mile and a total land area of approximately 2.5 square miles. Bell Gardens is one of the densest cities in the southeast region of Los Angeles and LA County.

Bell Gardens is situated southeast of Bell with Downey to its south and Commerce on the northeastern border. Nearly all of Bell Gardens' land area is within the study area and about 90% of the city's population – around 34,200 residents – lives within 1.5 miles of the eastern bank of the river.

In the county's park needs assessment, Bell Gardens is high to very high in park need. There are about 2.36 park acres per 1,000 people in Bell Gardens, compared to the county average of 3.3 acres. In a similar situation to Bell, most residents in Bell Gardens live within a half mile of a park (82%), but because the parks are small and there are so many people in the city, there isn't enough park space to meet the needs of the population. Most of Bell Gardens has about 15 to 24% tree canopy cover.

The median household income in Bell Gardens is low. Estimated in the 2022 U.S. Census Data, at \$53,935, it is the lowest among cities on the lower LA River, almost \$10,000 less than the average on the lower river, and \$29,000 less than the rest of the county.

In addition to being low-income, according to the Bell Gardens 6th Cycle Housing Element, the city's population in the study area is 79% renters, 61% of whom are rent-burdened. Bell Gardens is majority Latino, with almost 97% of the study area's residents identifying as such.

Workforce

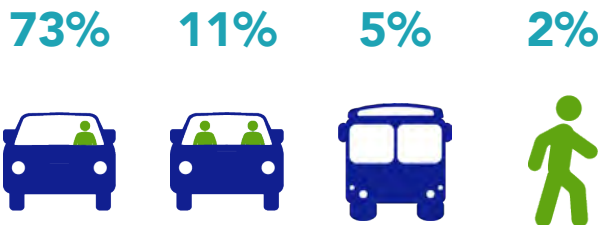
Major Employment Sectors

- 16 % Construction
- 15 % Retail
- 13 % Transportation, warehousing, and utilities

Top Occupation by Gender

- | | |
|---|--|
| <p>Female</p> <p>Office and Administrative Support</p> | <p>Male</p> <p>Transportation and Material Moving</p> |
|---|--|

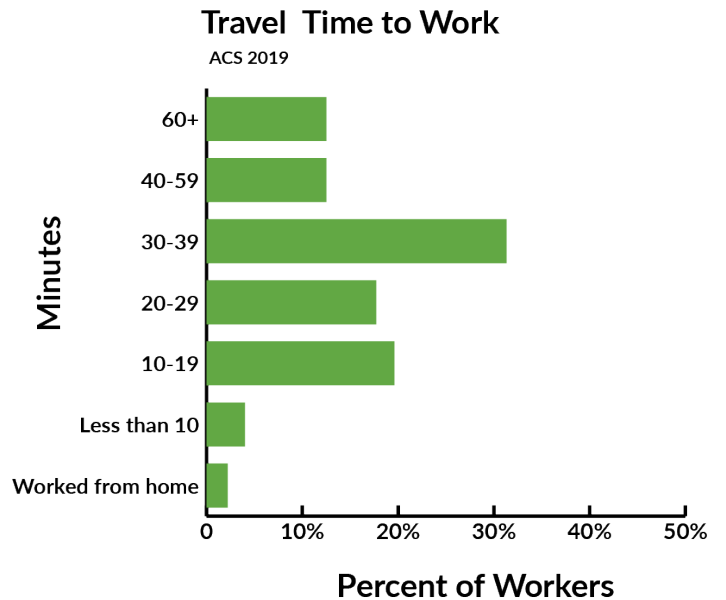
Means of Transportation to Work



In the area of housing policy, Bell Gardens has passed tenant protections to support their renter population and address rising rent concerns. These include a rent stabilization (Ordinance 925) paired with tenant eviction protections preventing landlords from terminating a lease after a tenant has legally resided in a unit for 12 months unless there is just cause (Ordinance 925).³³

Bell Gardens also has two programs that support residents' ability to buy homes and stay in the homes they are living in.

The First Time Homebuyers Program provides loans from \$10,000 to \$100,000 to support down payments, while the Owner-Occupied Rehabilitation Program funds income-eligible homeowners' repairs and renovations through loans up to \$125,000.³⁴



BELL GARDENS

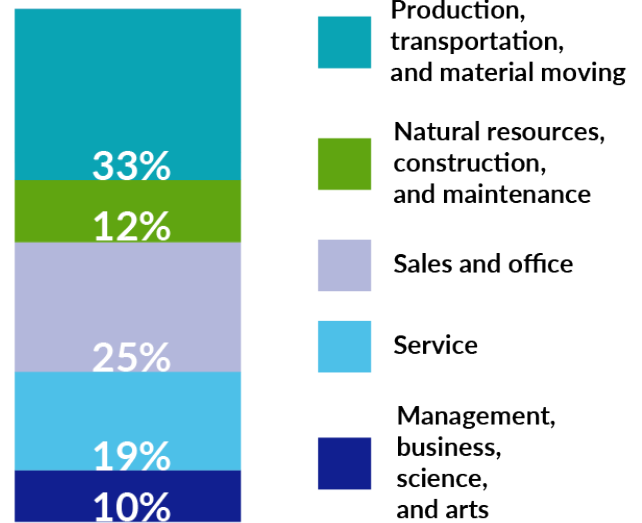
Bell Gardens has a labor force of 15,300 workers with an average 4.7% unemployment rate. The top three industries include manufacturing (15.8%), retail and trade (14.4%), and transportation, warehousing, and utilities (12.6%).

Among the city's current active businesses, the main industries are (other services (21%), construction (14%), and retail trade (14%). The occupations with the highest percentage of workers include production, transportation, and material moving (33%), sales and office (25%), and service (19.4%).

The City of Bell Gardens' Community Family Service Center acts as a community hub to connect numerous services ranging from parenting classes to job placement. They provide multiple utility assistance programs, and in partnership with Job Corps, they connect youth aged 16-24 years with training in multiple fields.

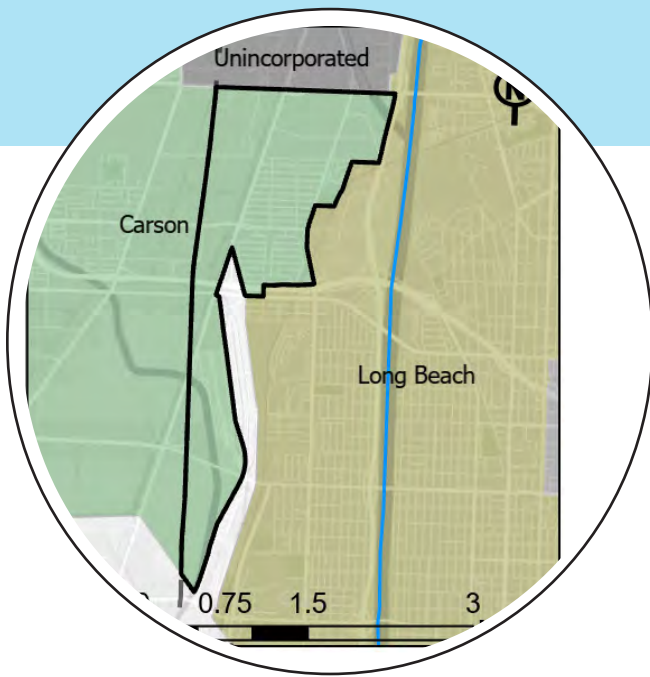
Major Occupational Categories for Bell Gardens Workforce

ACS 2019



**Categories were collapsed for reporting*

CARSON



Within 1.5 miles of the
LA River



**Study Area Median
Household Income**

\$75,670



Population

~ 7,842



Housing Units

**Rented
31%**



Rent-burdened Renters

63%

Demographics

Carson is situated to the west of Long Beach and south of Compton and Rancho Dominguez. The area of Carson in our study area is primarily zoned for heavy manufacturing, with a small residential area west of Alameda Street and south of Dominguez Street. This area is home to 7,842 residents or 8% of the City's total population. Residents primarily identify as Hispanic or Latino (69%), followed by Asian (14%), White (7%), and Black (6%).

The median household income is \$75,670, making it comparable to that of LA County and considerably higher (+\$17,000) than the overall study area. In contrast to other cities, housing units in Carson's study area are predominantly owner-occupied (69%). However, 63% of renter households are rent-burdened.

The City contains a large portion of the Dominguez Channel but does not come into contact with the Lower LA River. Residents may experience temperatures 0.8 to 1.5° Fahrenheit hotter than non-urbanized areas due to urban heat island effects. Additionally, the entire area has high park needs and very low tree canopy cover (0 to 14%), likely due to the industrial zoning.

Carson's housing policies focus on homeowner support. The Foreclosure Prevention Awareness Initiative and the Neighborhood Pride Program direct funding and resources to low- and moderate-income homeowners to help them avoid foreclosure and update their dwellings.

The Neighborhood Pride Program is funded through a federal Community Block Grant and provides residents grants of \$15,000 to \$20,000 or deferred loans of \$50,000 to make safety updates to mobile homes and single-family dwellings.³⁵

Workforce

Major Employment Sectors

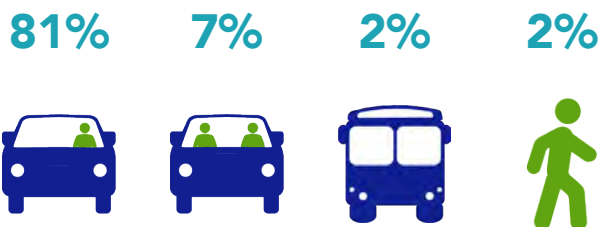
- 27 % Educational services, health care and social assistance
- 11 % Manufacturing
- 10 % Professional, scientific, management, and administrative

Top Occupation by Gender

Female
Professional and Related

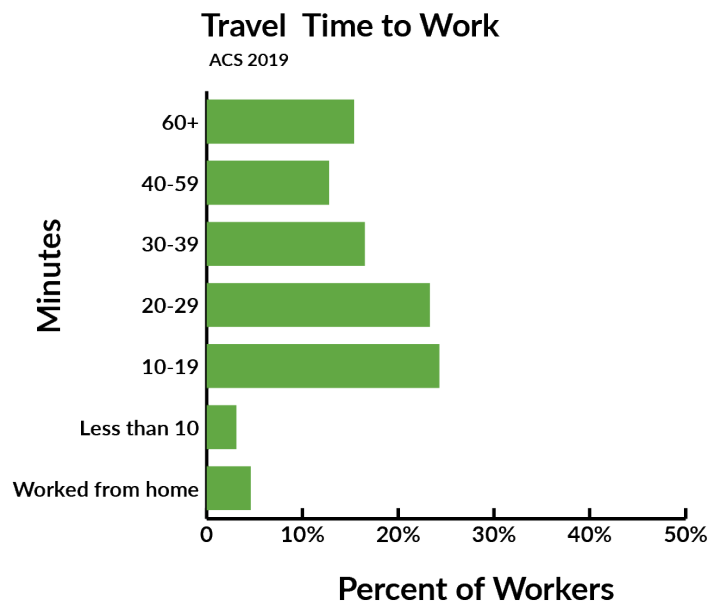
Male
Professional and Related

Means of Transportation to Work



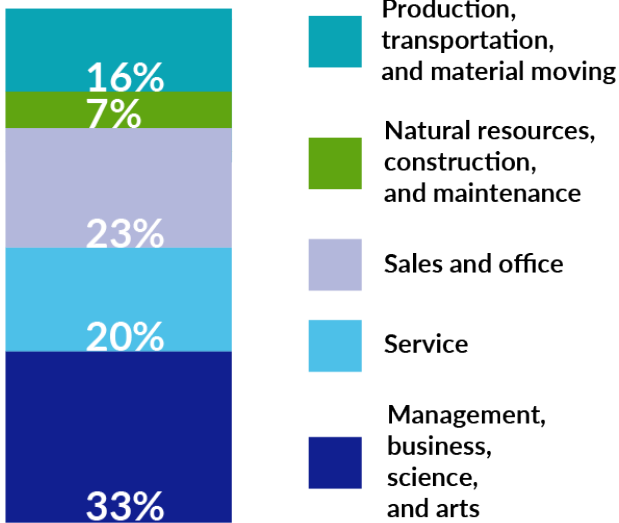
Carson's unemployment is 5.2% and has a labor force of about 45,000. About 54% of residents over 25 have a high school diploma and about 30% have a high school degree or higher, one of the highest in the region. Female and male residents have similar educational attainments, with 34% having less than a high school diploma and about 65% having a high school diploma or higher. Construction is the most represented industry based on current active businesses. Residents, however, were mostly employed in professional (21%), office and administrative support (15%), and transportation and material moving occupations.

Workers mostly rely on driving alone as their means of transportation. Only about 2% of workers use public transportation, and 7% carpool. Almost 56% of travel time to work falls under 30 minutes and only 9% of trips taking longer than 60 minutes.



Major Occupational Categories for Carson Workforce

ACS 2019



**Categories were collapsed for reporting*

Like Bell, Carson City offers a Commercial Façade Improvement project to help update business fronts and exteriors. Their Small Business Grant Program is intended to help businesses that were impacted by the COVID-19 pandemic. Successful applicants receive between \$5k-\$15k and have less than 50 employees.

Carson is home to the One Stop Career Center, providing career support, workshops, and training to residents seeking employment.

COMMERCE

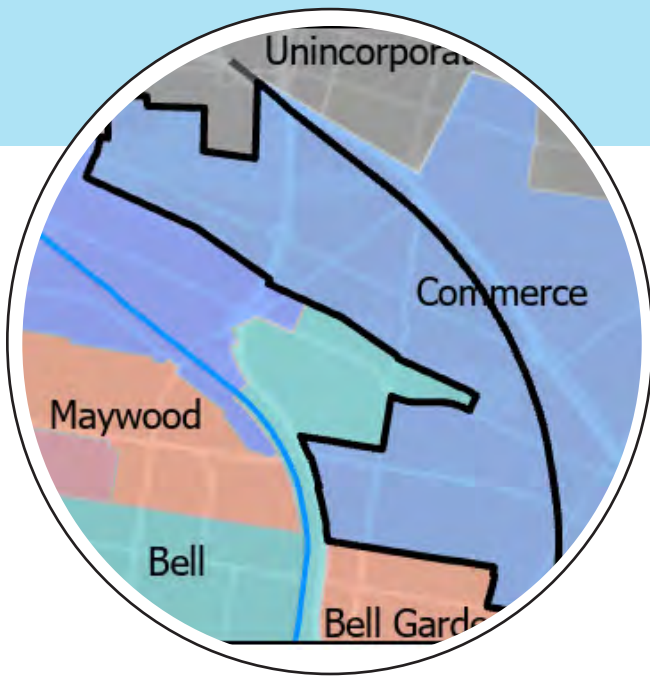
Demographics

Commerce is on the northeastern edge of the study area. About 72% of the City's land area and 55% of its residents are within the study area. Much of the northeastern and southeastern regions of the city are zoned for industrial and commercial manufacturing, while the western portion has more residential and commercial districts.

The median household income within the study area is \$59,932, which is slightly lower than that of the entire city (\$63,343). While this median household income is in line with the rest of the study area, it is almost \$17,000 less than that of the county. Commerce is a majority Latino city with 95% of the population identifying as Hispanic or Latino according to census data.

Most of the residential areas in Commerce are zoned for low-density, detached and attached single-family dwellings). Approximately 48% of units in the study area are renter-occupied, 53% of which are rent-burdened. The population density of Commerce is 1,894 people per square mile which is low for the region and the county.

Commerce has a handful of parks and has moderate to high park needs. There are 2.3 acres of park per 1,000 people compared to 3.3 acres of parkland per 1,000 people in the county. Around 50% of the population lives within ½ mile of a park which is the county average.



Within 1.5 miles of the
LA River



**Study Area Median
Household Income**

\$59,932



Population

~ 6,990



Housing Units

**Rented
48%**



Rent-burdened Renters

53%

Commerce has a number of housing policies in place to support homeowners and renters, including:

Rent Stabilization: A landlord cannot increase a tenant’s rent by more than 5% plus the Consumer Price Index (CPI), or 10%, whichever is lower, within a 12-month period.³⁷

Just Cause Protections: Tenants may only be evicted for specific “for cause” or “no-fault” reasons, such as not paying rent within three days of receiving notice, creating a nuisance or using the unit for illegal purposes, the lease started after July of 2020, or the landlord intends to demolish or substantially rehabilitate the unit.³⁸

A First-time Home Buyers Program: This program from 2022 is a partnership with a local housing development called Rosewood Village. In this program, nine participants could get up to \$150,000 in assistance for a down payment and closing cost on units in the development. To qualify, participants need to be first-time homebuyers who have lived in Commerce for at least five years. Participants were chosen through a lottery process.³⁹

Home Preservation Grant: A grant program provides income-qualified residents with up to \$25,000 in grant funding for essential home improvements such as roof repairs and electrical upgrades. These grants are for single-family homes that are the owner’s primary residence.⁴⁰

In addition to the city program at Rosewood Village, Commerce is also participating in the first-time homebuyers program run by the LA County Development Authority to provide loans at 0% interest with deferred payment options for first-time homebuyers for up to \$85,000 or 20% of the purchase price, whichever is less.⁴¹

Workforce



Major Employment Sectors

- 25 % Educational services, health care and social assistance
- 13 % Manufacturing
- 10 % Arts, entertainment, recreation, accommodation and food services



Top Occupation by Gender

Female

Management, Business, and Financial Operations

Male

Construction, Extraction, and Maintenance

+

Transportation and Material Moving



Means of Transportation to Work

77%

10%

3%

4%

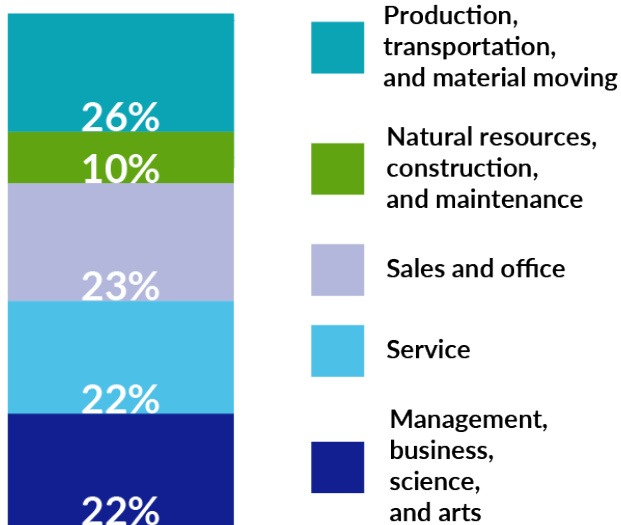


COMMERCE

The Commerce labor force is one of the smallest with around 5,500 workers and an unemployment rate of 5%. Wholesale trade and construction businesses make up 20% and 16% of current active businesses. Male workers with construction, extraction, and maintenance occupations were the largest group with 20%, followed by transportation and material moving (17%), and production occupations. Production and transportation were both slightly higher than county levels but more or less similar to the neighboring cities. Female workers in professional occupations made up 23%, which while lower than the county, a big higher than the region. Overall, professional, management, and construction occupations were the largest.

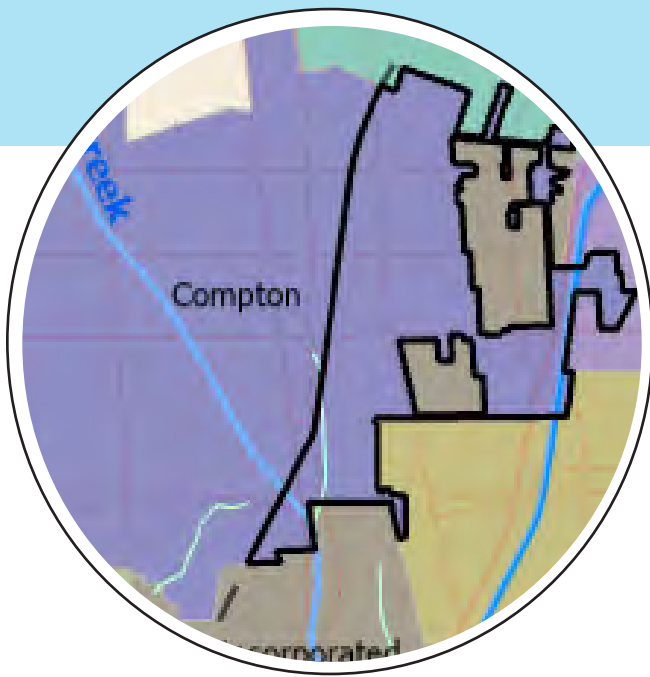
Major Occupational Categories for Commerce Workforce

ACS 2019



**Categories were collapsed for reporting*

COMPTON



Within 1.5 miles of the
LA River



**Study Area Median
Household Income**

\$61,151



Population

~ 24,246



Housing Units

**Rented
42%**



Rent-burdened Renters

61%

Demographics

The area of Compton within 1.5 miles of the river is home to 24,246 residents (25% of the city's total population), the majority of whom identify as Hispanic/Latino (71%) or Black (27%).

Residents in the study area have a median household income of \$61,151, or 80.1% of the median household income of LA County. Slightly less than half (42%) of all occupied housing units are rented, and 61% of those households are rent-burdened.

The entire area has high park needs and no river access points. Due to urban heat island effects, Compton residents in the study area may experience temperatures that are 1.5 to 2.3° hotter than more rural reference points, and the majority of the area has 15 to 24% tree canopy cover.

Compton has a City Housing Authority that manages the federally funded Housing Choice Voucher program. This program subsidizes 60 to 70% of eligible residents' rent and is at capacity. The waiting list to get support for rent is closed and as of October 2023, not accepting applications.

Workforce



Major Employment Sectors

- 18 %** Educational services, health care and social assistance
- 15 %** Manufacturing
- 19 %** Transportation and warehousing, utilities

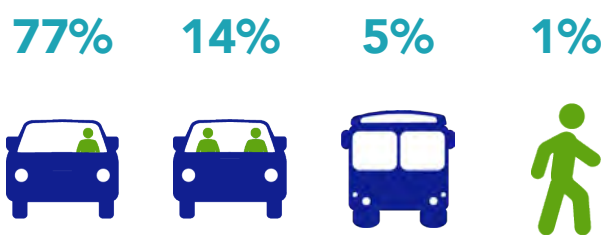


Top Occupation by Gender

- | | |
|---|--|
| <p>Female</p> <p>Office and Administrative Support</p> | <p>Male</p> <p>Transportation and Material Moving</p> |
|---|--|

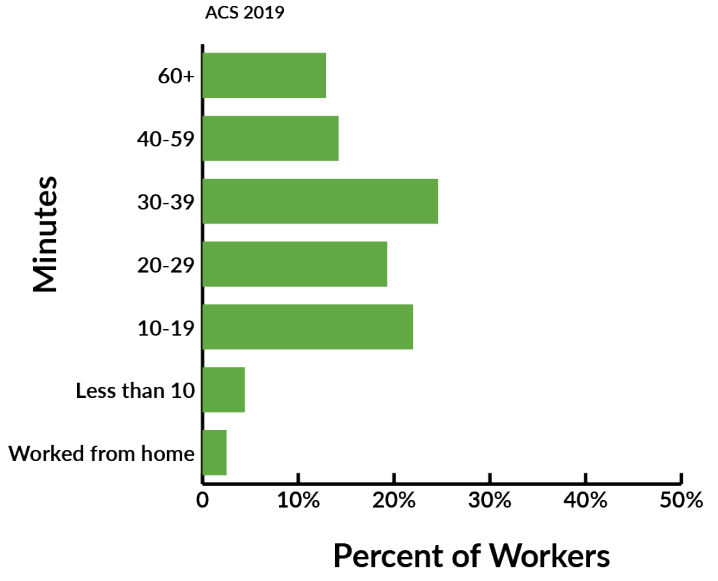


Means of Transportation to Work

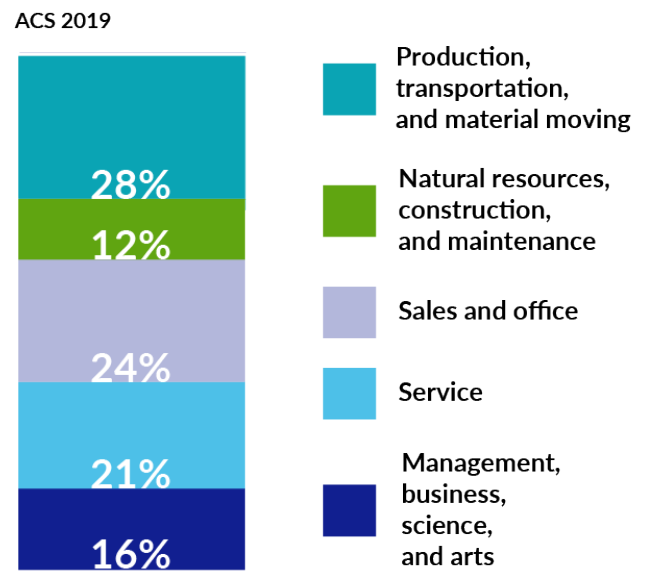


Compton's Labor force is around 38,000 and has a 7% average unemployment rate, one of the higher rates in the region. Workers who hold office and administrative support occupations make up 24%, higher than the county's 17%. Professional and sales occupations made up 15% and 11%. More than half of residents over 25 hold a highschool diploma (54%) and 10% have a bachelor's degree or higher.

Travel Time to Work

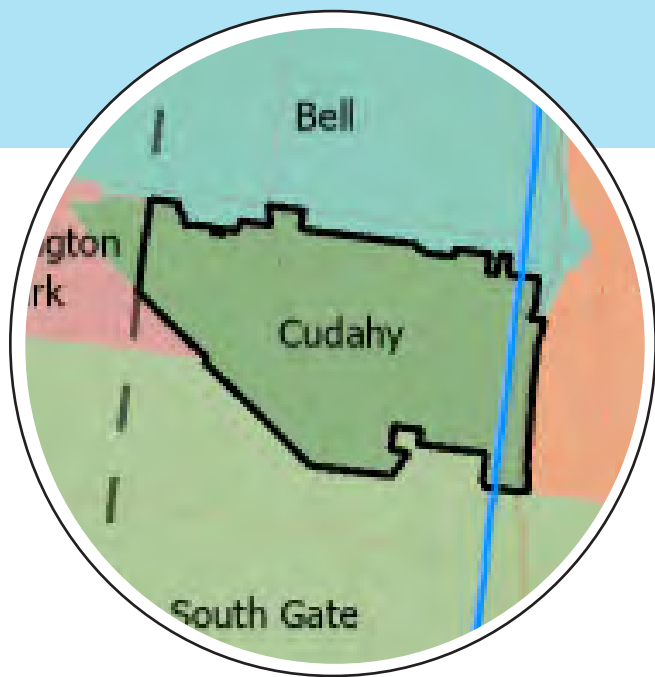


Major Occupational Categories for Compton Workforce



*Categories were collapsed for reporting

CUDAHY



Demographics

Cudahy is a small, densely populated city located just south of Bell. Cudahy is 1.23 square miles in area and nearly all of Cudahy lies within 1.5 miles of the LA River. The population of Cudahy is about 22,300 people. This makes Cudahy one of the densest cities in the region and the county. Roughly 20,300 of those residents live within 1.5 miles of the river

Within 1.5 miles of the
LA River



**Study Area Median
Household Income**

\$46,439



Population

~ 20,311



Housing Units

**Rented
86%**



Rent-burdened Renters

60%

The median household income in Cudahy within 1.5 miles of the river is on the low end of our study area at \$46,439 a year, this is roughly \$12,000 lower than the study area and \$30,000 lower than the county average. Cudahy is also a majority renter population with 86% of units in the city renting their home. 60% of those renters are spending 30% or more of their income on rent every month.

Cudahy is a majority Latino city with 97% of the residents within 1.5 miles of the river identifying as Hispanic or Latino.

There are four access points to the river in Cudahy. The City overall has a very high park need. There are 0.8 park acres per 1,000 people in Cudahy compared to the 3.3 county average. Although 82% of residents live within half a mile of a park, there just is not enough park space to meet the needs of the city's residents.

Cudahy has passed tenant protections over the past few years to support their renter population's ability to stay in place. These protections include:

Rent Stabilization (Ordinance 736): Created to protect tenants from excessive rent increases and promote long-term stability for tenants. The ordinance does so by blocking landlords from being able to raise rent by more than the change in CPI (consumer price index) or 3% annually, whichever is lower.⁴³

Tenant Protections (Ordinance 737): is paired with the rent increase restrictions to protect tenants from being evicted as a means for landlords to raise rents. Landlords cannot terminate a lease after a tenant has been in a unit legally for 12 months unless there is just cause.⁴⁴

Cudahy has a number of other policies and programs in place to support the production and preservation of affordable housing. The City has an inclusionary housing program in the zoning code which requires developers of projects of four or more units to assign 15% of the total units as affordable, rented to households earning 80% of AMI or below. These units are reserved for residents that meet lower income guidelines. Cudahy is also working on passing a rental assistance program to provide residents struggling to pay rent with financial assistance. The program would allocate \$120,000 for direct rental assistance over a one-year period.⁴⁶ To support residents looking to become homeowners in Cudahy, the City participates in the county-run First-Time Homebuyers Assistance Program.

Workforce

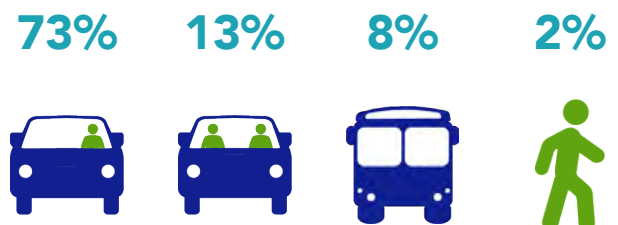
Major Employment Sectors

- 15 % Manufacturing
- 14 % Educational services, health care and social assistance
- 14 % Retail Trade

Top Occupation by Gender

- | | |
|--|---|
| <p>Female
Office and Administrative Support</p> | <p>Male
Transportation and Material Moving</p> |
|--|---|

Means of Transportation to Work



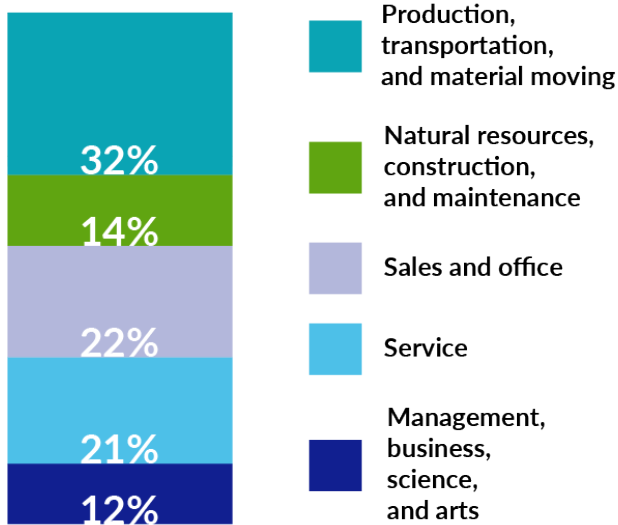
CUDAHY

With a labor force of approximately 9,700, Cudahy's labor force is one of the smallest in the region. The City has an unemployment rate of approximately of 5%. The percent of employed residents in production decreased from 18% to 13%. Transportation and material moving (19%) and construction, extraction, and maintenance (13%) round out the top three occupations. About 6% of residents aged 25 or older have a bachelor's degree or higher and 25% have obtained their high school degree.

Cudahy's strategy to increase business, outlined in their 2040 plan, includes an implementation of a chamber of commerce to connect businesses, and the implementation of a business improvement district.

Major Occupational Categories for Cudahy Workforce

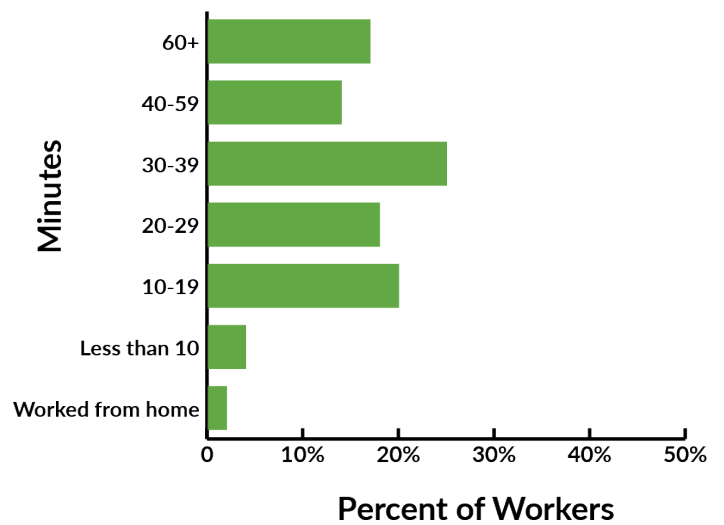
ACS 2019



**Categories were collapsed for reporting*

Travel Time to Work

ACS 2019



DOWNEY

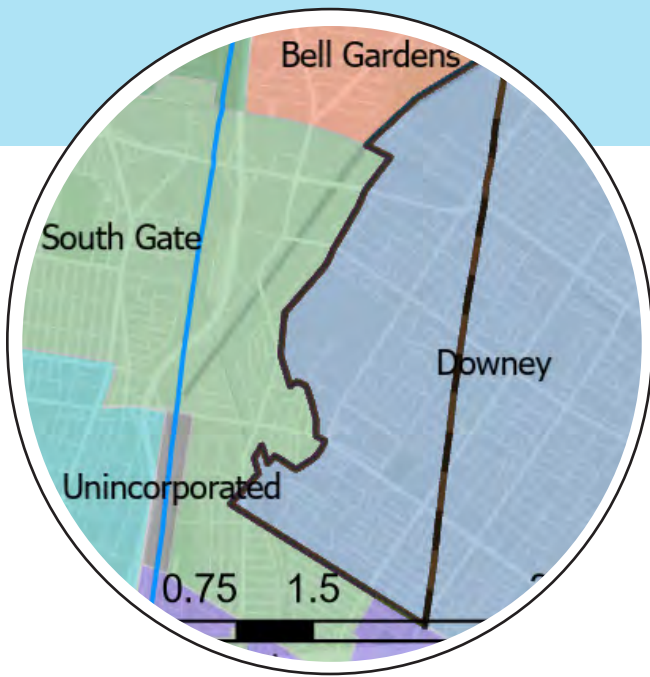
Demographics

Downey is a 12.5-square-mile city with a population of 111,645 people east of the LA River. There are about 17,598 people in Downey who live within 1.5 miles of the river. These residents are majority Hispanic or Latino (72%). The median income of households is \$77,860, which is higher than the county median household income of \$76,123 a year, and among the highest in the region.

Less than half of the units within 1.5 miles of the river in Downey are occupied by renters (48%), and 62% of those renters are spending 30% or more of their income on rent each month (i.e. are rent-burdened).

About half of the City of Downey has moderate park needs and the other half has high to very high park needs. Though 39% of the residents of Downey live within a half-mile of a park, there are only 1.1 park acres per 1,000 people in the city, which is a third of the average number of park acres per 1,000 people in LA County. Downey is not adjacent to the LA River so there are no access points in the city. However, there are access points to the Rio Hondo.

Downey has no tenant protections beyond the state-ordered rent stabilization from California's AB 987. There are some resources for homeowners hoping to make critical home improvements funded by HUD.



Within 1.5 miles of the LA River



Study Area Median Household Income

\$77,860



Population

~ 17,598



Housing Units

**Rented
48%**



Rent-burdened Renters

62%

Workforce



Major Employment Sectors

- 20 % Educational services, health care and social assistance
- 11 % Manufacturing
- 11 % Retail Trade



Top Occupation by Gender

Female

Management, Business, and Financial Operations

Male

Professional and Related



Means of Transportation to Work

77% 11% 3% 2%

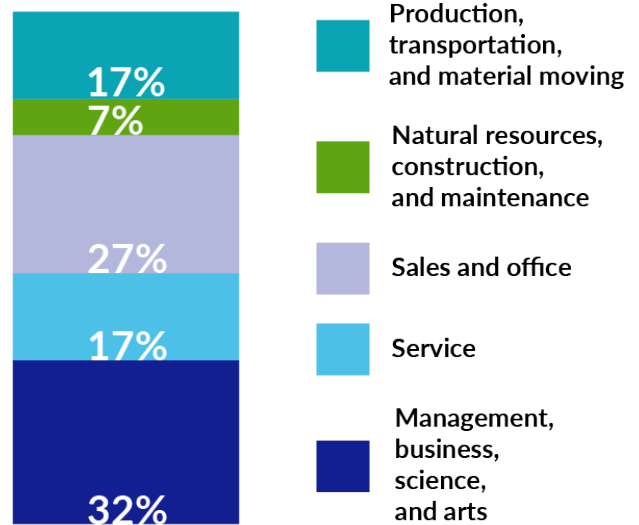


Downey has one of the larger labor forces with a labor force of about 56,000 and an unemployment rate of 5%. The city has one of the highest rates in the region for people with a high school diploma or higher (81%) and only 19% of people over 25 who have less than a high school diploma. About 24% have a bachelor's degree or higher and 56% have a high school

Like many cities construction is the most represented industry based on current businesses. Workers hold professional occupations (20%), office and administrative support (14%) and management, business, and financial operation occupations (14%). People who commuted to work used public transportation (3%), carpoolled (11%), but mainly drove alone (77%).

Major Occupational Categories for Downey Workforce

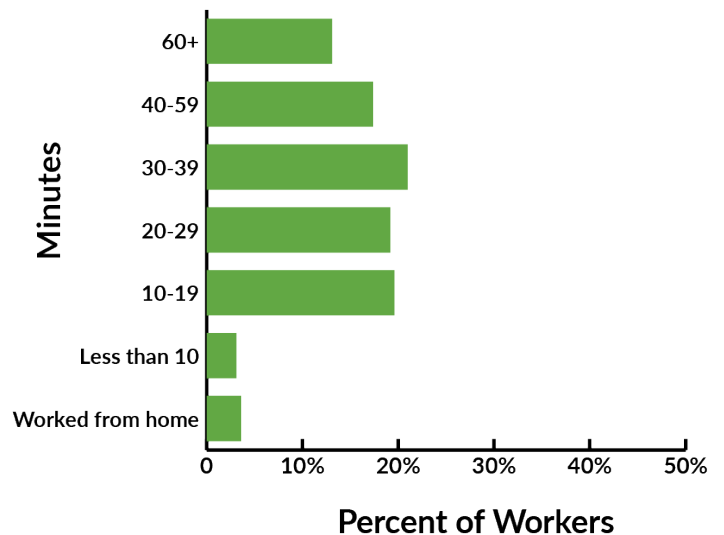
ACS 2019



*Categories were collapsed for reporting

Travel Time to Work

ACS 2019



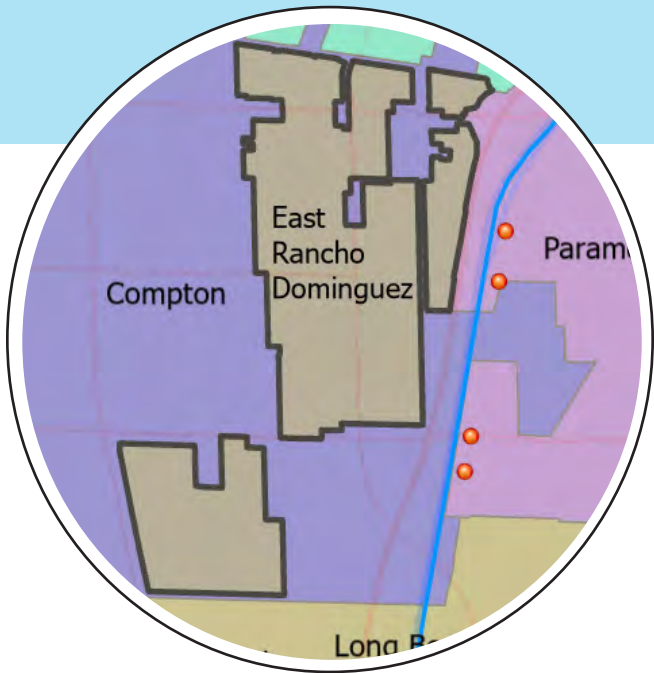
EAST RANCHO DOMINGUEZ

Demographics

East Rancho Dominguez is an area in unincorporated LA County located between the cities of Compton and Paramount. Sometimes referred to as “East Compton,” East Rancho Dominguez is roughly 0.83 square miles with a population of 15,114 residents (2021 ACS). The area is one of the densest in the region and county with around 18,200 people per square mile. The median household income in East Rancho Dominguez is slightly higher than the wider study area at \$60,278 a year. This is \$16,000 lower than the county median household income in 2021 which was \$76,123.

East Rancho Dominguez is majority Latino, with 84% of the population identifying as Hispanic or Latino and 13% of the population identifying as Black. Less than half of the units in East Rancho Dominguez are renter occupied (48%) and slightly over half of those renters (54%) are spending 30% or more of their income on rent.

East Rancho Dominguez is completely within 1.5 miles of the Los Angeles River but is not adjacent to the river. The area has a high to very high park needs as there are only .6 park acres per 1,000 people. This is much lower than the county average of 3.3 acres per 1,000 people. Much like the other high-density areas of the region, 76% of residents live within ½ mile of a park, which is higher than the county average of 49% but there is not enough park space to meet the needs of those residents.



Within 1.5 miles of the LA River



Study Area Median Household Income

\$60,278



Population

~ 15,114



Housing Units

**Rented
48%**



Rent-burdened Renters

54%

As it is part of unincorporated LA County, residents of East Rancho Dominguez qualify for some county-run housing assistance programs including the:

First-Time Homebuyers Assistance Program: run by the LA County Development Authority to provide 0% interest with deferred payment loans for first-time homebuyers for up to \$85,000 or 20% of the purchase price (whichever is less).

Grants for Minor Home Repairs: up to \$5,000 in grant funding to help preserve existing homes with minor repairs. These funds are available to specific groups including seniors, permanently disabled, or large families (+5).

Grants for Senior Homeowners: up to \$15,000 to assist the mobility and habitability repairs to homes for seniors who own their homes in unincorporated LA County.

HOME Investment Partnerships (HOME) Program: a federal block grant that provides funds to both homeowners and proposed new affordable housing developments in LA County. Grant funding is very flexible and can be used in multiple ways, including rental assistance or direct loans.

Workforce



Major Employment Sectors

- 16% Educational services, health care and social assistance
- 14% Manufacturing
- 13% Professional, scientific, and management,



Top Occupation by Gender

Female

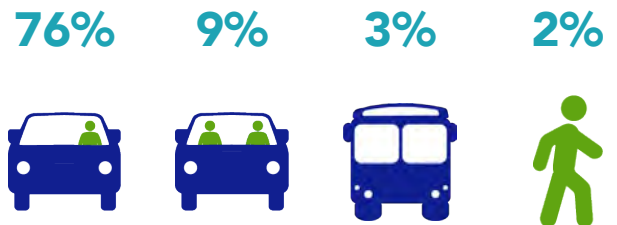
Office and Administrative Support

Male

Transportation and Material Moving



Means of Transportation to Work

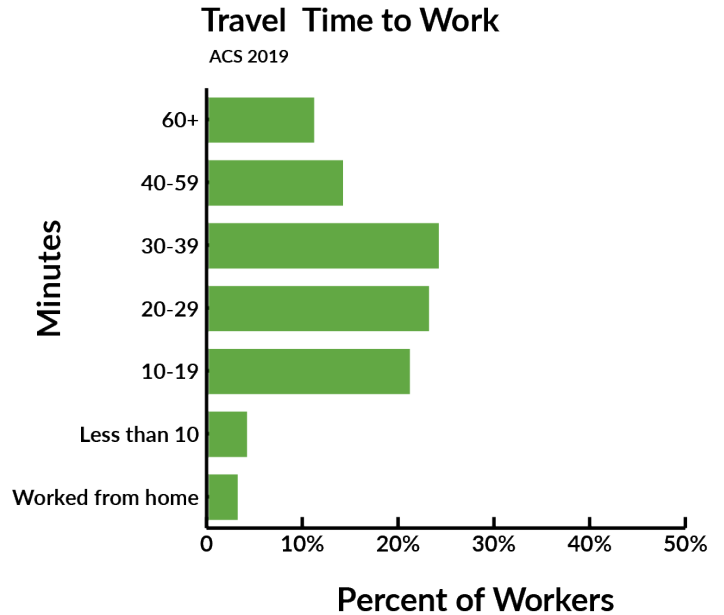


East Rancho Dominguez has an unemployment rate of 5.5%. The main industries represented are manufacturing (13%), retail trade (12%) and transportation, warehousing, and utilities (10%). The occupations reflect this, as transportation and material moving (19%), sales (12%), and production occupations (11%) make up the top three occupations. Almost 30% of male workers have a transportation and material moving occupation, the highest of the neighboring cities.

EAST RANCHO DOMINGUEZ

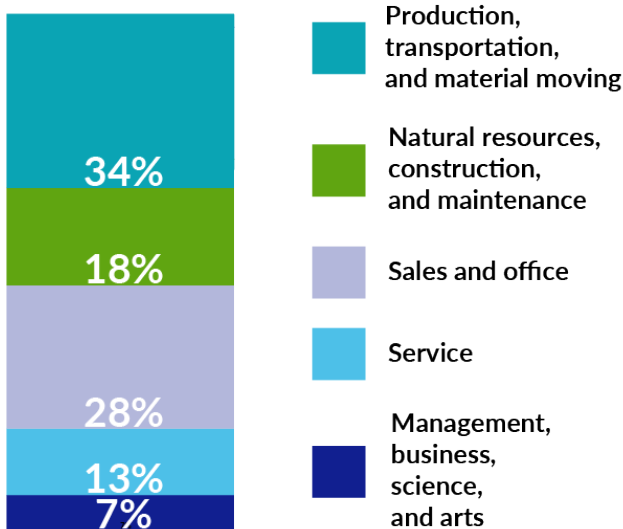
About 18% of female workers held office and administrative support occupations, followed by healthcare support (15%), and sales (12%). Similar to the county makeup, 44% of residents over 25 have a high school diploma, 50% have less than a high school diploma, and 6% have a bachelor's degree or higher.

Car accessibility is high with 63% of renter occupied units having between 1 or 2 vehicles available. Trips between 30-59 minutes make up the majority of commuting trips. Only 4% of workers work at home and 10% spend 60 minutes or more traveling to work. Carpool use is similar to the county with 9%, but driving alone made up the majority of means of transportation.



Major Occupational Categories for East Rancho Dominguez Workforce

ACS 2019



*Categories were collapsed for reporting

HUNTINGTON PARK

Demographics

Huntington Park is a 3.03 square mile city just west of Maywood. The City is densely populated, with about 20,223 residents per square mile, making it one of the densest cities in the region and county. Only a small portion of Huntington Park falls within 1.5 miles of the LA River, but because the city is so dense, there are roughly 11,165 people in Huntington Park living within 1.5 miles of the LA River. Huntington Park is a majority Latino community with 96% of residents identifying as Hispanic or Latino.

Residents in the study area of Huntington Park have a median income of \$54,568 a year, \$4,000 lower than the greater study area and \$12,000 lower than the county median household income of \$76,123. Residents in the study area of Huntington Park are 66% renters and 56% of those renters are rent-burdened meaning they spend 30% or more of their income on rent.

Huntington Park is not adjacent to the LA River but has very high park needs. There are only 0.7 acres of parkland per 1,000 people compared to the county average of 3.3 acres per 1,000 people. Similar to other dense cities with few parks, a high proportion of the residents live within ½ mile of a park (68%) but because there are not enough acres of parkland, there isn't enough space in the park to meet the needs of residents.



Within 1.5 miles of the LA River



Study Area Median Household Income

\$54,568



Population

~11,165



Housing Units

**Rented
66%**



Rent-burdened Renters

56%

Huntington Park also has resources for rent occupied homes that are currently experiencing economic difficulties. The Emergency Rental Assistance Program (ERAP) was a three-month COVID-19 emergency rental and utility assistance program funded by HUD's CBDG grant program in addition to the CARES act. Residents must fall within 80% of area median income (AMI) to be eligible. The city also has funding available for homeowners and prospective homeowners through the:

Home Repair Program: which provides up to \$25,000 in grant funding and a \$75,000 zero interest deferred loan to income-qualified homeowners in single-family homes to make health and safety repairs to their residences. This funding is offered on a first come first served basis.

First Time Homebuyer Program: which provides assistance to low-income households on a down payment and closing costs for a home. To qualify for this assistance, buyers need to be residents of Huntington Park for at least 1 year.

Workforce

Huntington Park has a labor force of 26,700 and an unemployment rate of 4.5%. Production, transportation, and material were moving saw an increase from 29% to 33%. The number of workers in sales and office occupations decreased between 2010 and 2019, from 27% to 24%.



Major Employment Sectors

- 18 % Manufacturing
- 14 % Educational services, health care and social assistance
- 13 % Retail Trade



Top Occupation by Gender

Female

Office and Administrative Support

Male

Transportation and Material Moving



Means of Transportation to Work

67%



13%



9%



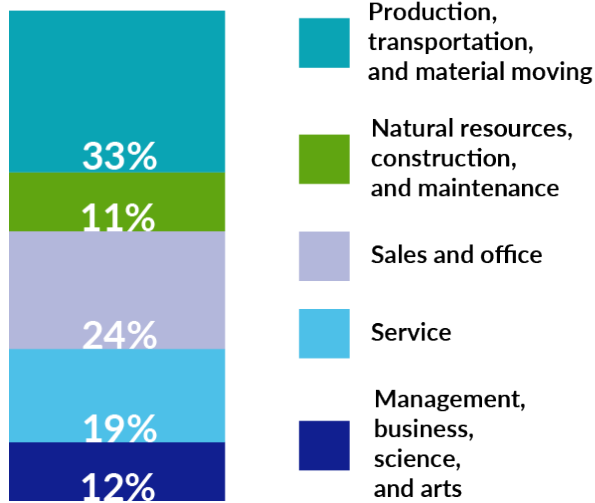
5%



HUNTINGTON PARK

Major Occupational Categories for Huntington Park Workforce

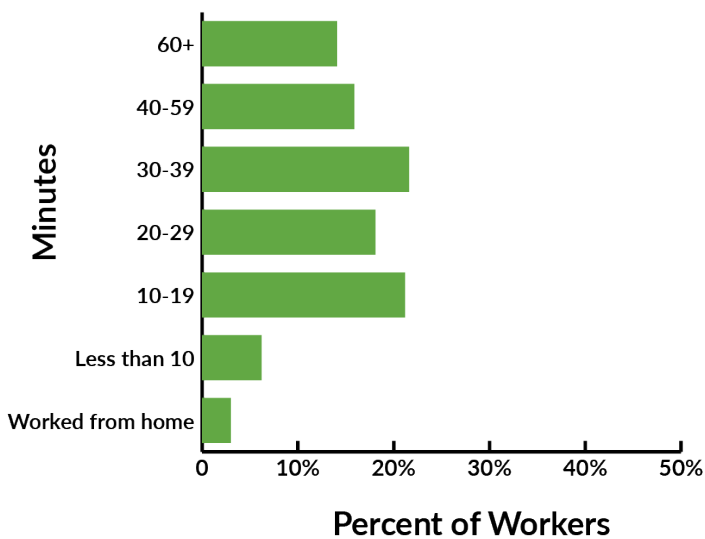
ACS 2019



**Categories were collapsed for reporting*

Travel Time to Work

ACS 2019



LONG BEACH

Demographics

The area of Long Beach within 1.5 miles of the LA River encompasses nearly half of the city's population with 229,509 residents. These residents are diverse, with 54% identifying as Hispanic or Latino, 14% as Black, 14% as White, and 13% as Asian. The median household income is \$53,039, or 70% of the median household income of LA County (\$76,367). Approximately 66% of all occupied housing units are renter-occupied, while more than half (56%) of renter households (35% of all households) are rent-burdened.

Within the study area, 60% of residents live within an area with a high park need and 31% in an area with very high park need. There are 13 access points to the river in Long Beach. While the downtown portion of Long Beach experiences minimal urban heat island effects, residents north of the San Diego Freeway may experience temperatures 1.8 to 3°F higher than the downtown area. Canopy cover is lowest south of the Pacific Coast Highway (0 to 14% cover) and highest in and around the Virginia Country Club (25 to 41% cover).

Long Beach has several grant programs to help residents become homeowners and make updates to their dwellings and neighborhoods, primarily through the First-Time Homebuyer Assistance program which offers grants for residents to buy their first home, as well as the Neighborhood Grant Program which provides funding to create neighborhood associations.



Within 1.5 miles of the LA River



Study Area Median Household Income

\$59,039



Population

~ 229,509



Housing Units

**Rented
66%**



Rent-burdened Renters

56%

The City also offers a resource line through their Multi-Service Center to support residents in finding help with social services surrounding housing but does not have formal programs to protect renters from displacement.

Workforce

Long Beach has the largest labor force of the region's cities with around 230,400 people, and a 5% unemployment rate. It is similar to the county in terms of educational attainment, with 20% of residents aged 25 or older having less than a high school diploma, 48% holding a high school diploma, and about 33% a bachelor's degree or higher. Similar county percentages for educational attainment by gender are seen for the city. Professional occupations, management, business, and financial operations, and office and administrative support are the top three occupations for workers over the age of 16 with 23%, 15%, and 12% respectively. Female workers have the same top occupations, with 26%, 16%, and 17.5%. Similarly, the top two occupations for male workers are the same except for office and administrative support which is replaced by transportation and material moving occupations.

Long Beach has the highest number of workers who worked at home in the region (10%) , almost as many as the county's 11%. The rest of the workers commuted by car, the majority driving alone (71%), carpooling (8%) and using public transportation (5%). The city also had the highest number of vehicles available for renter occupied housing units (47%).



Major Employment Sectors

- 23%** Educational services, health care and social assistance
- 19%** Professional, scientific, and management
- 12%** Arts, entertainment, recreation, and accommodation



Top Occupation by Gender

Female

Management, Business, and Financial Operations

Male

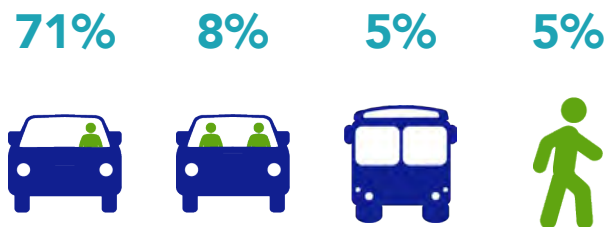
Construction, Extraction, and Maintenance

+

Transportation and Material Moving



Means of Transportation to Work



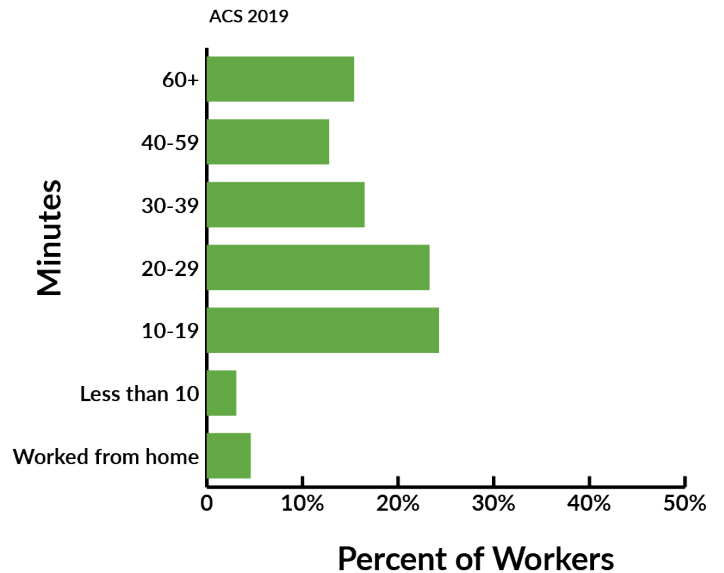
LONG BEACH

The Long Beach **Pledge Guaranteed Income Pilot Program** provides 250 households at or below 100 percent of federal poverty level with \$500 a month for 12 months. The program was funded through the Long Beach Recovery Act in partnership with the Fund for Guaranteed income, and its expansion for 2024 is funded through the city’s local homelessness emergency proclamation.

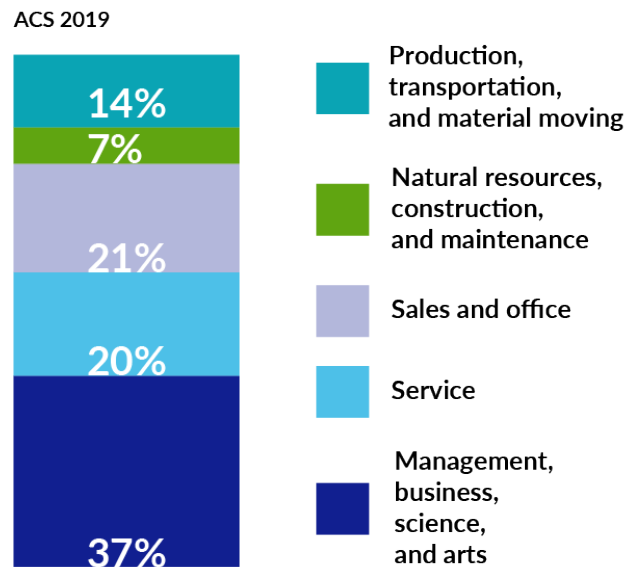
Businesses that meet requirements can obtain credit towards their business license fees. Some of these include incentive to relocate or expand, support manufacturing, renovation and construction, or to create jobs.

The **Pacific Gateway Workforce Innovation Network** provides support for both employers and residents looking for career support. Employers can receive on the job training support for new employees, and guidance through the recruitment and hiring process. The center offers job fairs and online databases, workshops, and scholarships for people who are seeking employment.

Travel Time to Work



Major Occupational Categories for Long Beach Workforce



*Categories were collapsed for reporting

LYNWOOD

Demographics

Lynwood is one of the larger cities in the region with an area of 4.84 square miles. Roughly half of Lynwood falls within 1.5 miles of the river and about 34,905 Lynwood residents live within 1.5 miles of the river. Lynwood has a population density of about 14,260 residents per square mile making it one of the densest cities in the region and county.

Lynwood residents in the study area have a median household income of \$69,289 a year which is roughly \$10,000 higher than the median income for the study area and \$7,000 less than that of LA County as a whole. These residents are majority Latino, with 87% identifying as Hispanic or Latino and 9.5% identifying as Black. Less than half of the Lynwood residents in the study area are renters (45%) and of the renters, 56% spend 30% or more of their income on rent every month.

Lynwood has moderate to high park needs within the study area of 1.5 miles from the river, and three access points to the Los Angeles River. There are 1.6 acres of parkland per 1,000 people compared to the county average of 3.3 acres per 1,000 people.



Within 1.5 miles of the
LA River



**Study Area Median
Household Income**

\$69,289



Population

~ 34,905



Housing Units

**Rented
45%**



Rent-burdened Renters

56%

Lynwood provides support for renters and homeowners through the:

Utility Assistance Program: which offers financial assistance to low-income households on electricity, gas, trash, and water bills. Recipients must be making 80% or less of the AMI in order to qualify for support.

Homeowners in Lynwood can also get support in creating and maintaining affordable housing through the:

Home Investment Partnership Grant Program: which provides funds for building, buying, and or rehabilitating affordable housing. The program offers up to \$45,000 to homeowners through a \$35,000 deferred payment loan and/or \$10,000 grant to income-eligible households.

Workforce

Lynwood's workforce is about 28,000 people and has an average unemployment rate of 5.6%. Similar to Long Beach, the industry most represented by current active businesses is construction. Occupations that are the most represented by workers over 16 include transportation and material moving (17%), office and administrative support (13%) and production occupations (12%). Male workers in transportation and material moving occupations (23%) are more than double of workers in the county (11%). Similarly, the third largest occupation, production, is slightly higher (15%) than double the county's (7%). Similar to neighboring cities, the top occupations for female workers include office and administrative support (21%), professional (13%), and sales (11%).

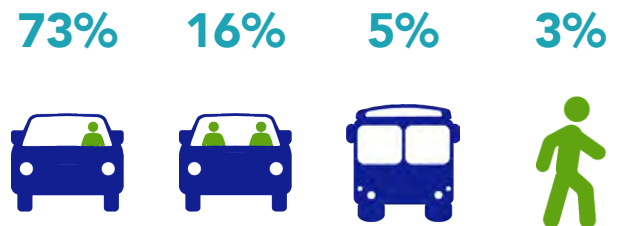
Major Employment Sectors

- 16 % Manufacturing
- 16 % Educational services, health care and social assistance
- 11 % Retail Trade

Top Occupation by Gender

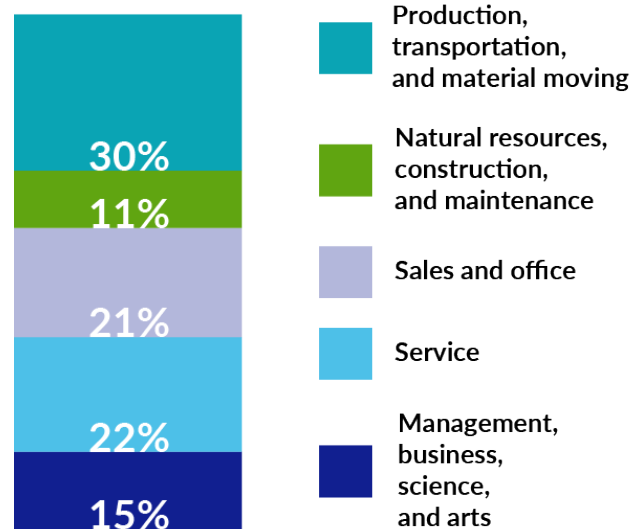
- | | |
|---|--|
| <p>Female</p> <p>Office and Administrative Support</p> | <p>Male</p> <p>Transportation and Material Moving</p> |
|---|--|

Means of Transportation to Work



Major Occupational Categories for Lynwood Workforce

ACS 2019

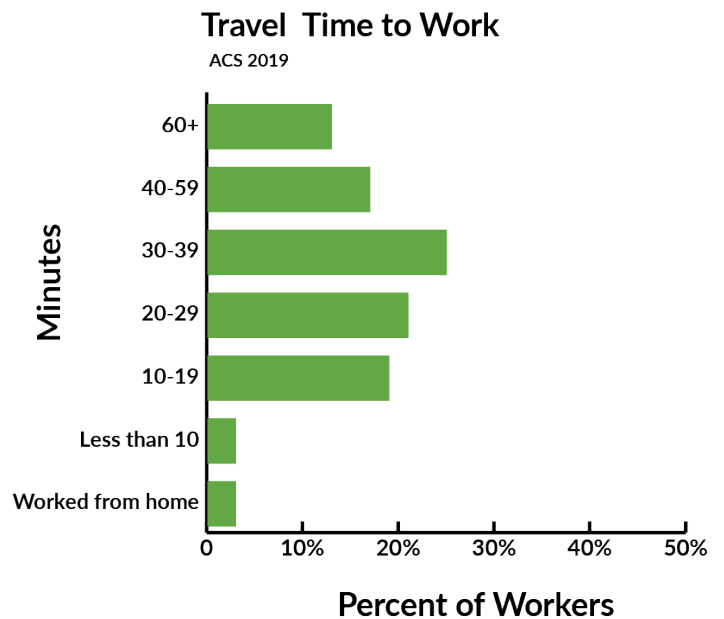


*Categories were collapsed for reporting

LYNWOOD

Almost 90% of workers rely on cars to commute to work, with 73% driving alone and 16% carpooling, the highest in the area and higher than the county's 9%. Public transportation commuters made up 5%, and 3% worked at home. The majority of trips traveling to work were evenly split between 10-29 minutes and 30-59 minutes. Workers with commutes longer than 60 minutes made up 13% which was about the same as the county.

The LA County Business Assistance Program is a partnership between LA County Economic Development Corporation (LAEDC) that provides free business support in the form of navigating existing resources for small businesses. These include, tax credits and incentives, workforce development and navigation of the hiring process, and permitting and license guidance.



MAYWOOD

Demographics

Maywood is in the northern portion of our study area. The City has an area of roughly 1.2 square miles and 100% is located within 1.5 miles of the LA river. Maywood is one of the most densely populated cities in the region and county, with a population density of 23,638 people per square mile. In 2021, 25,138 people lived in Maywood with 97% of those residents identifying as Hispanic or Latino.

Maywood's median household income in 2021 was \$54,762, which is lower than the study area's median income of \$58,478 a year and much lower than the county median income from that year of \$76,123. Maywood is also a majority renter, with 73% of units being renter occupied and 56% of those renters spending 30% or more of their income on rent.

There is currently one access point to the river in Maywood and the city overall has very high park needs. Currently, there are 0.3 acres of parkland in Maywood for every 1,000 residents compared to the county average of 3.3 acres of parkland per 1,000 residents. Similar to other dense cities with few parks, a high proportion of the residents live within ½ mile of a park in Maywood (94%) but because there are not enough acres of parkland, there isn't enough space in the park to meet the needs of residents.



Within 1.5 miles of the
LA River



**Study Area Median
Household Income**

\$54,762



Population

~25,138



Housing Units

**Rented
73%**



Rent-burdened Renters

56%

The City of Maywood built out its housing programs substantially in 2023. To protect renters from increased housing costs as pandemic protections wind down, the City passed emergency rent regulations which limit rent increases; Urgency Ordinance 23-01-U Rent Control is a rent cap that keeps landlords from increasing the rent for residents who have lived there since before February 6, 2023.

The City established a Housing Division in September of 2023, dedicated to providing direct service support to residents with issues of rental assistance, wrongful eviction, code enforcement violations, and shelter referral. To help residents looking to become homeowners, Maywood is also participating in the First-Time Homebuyers Assistance Program run by the Los Angeles County Development Authority.

Workforce

Maywood's workforce is around 12,000 with an average unemployment rate of 4.8%. Almost 13% of residents in renter occupied housing do not have access to a vehicle, which is comparable to that of the county. Workers with a commute greater than 60 minutes almost reach 15% and commute times between 10 and 59 minutes are the most common. Of the 82% workers that drive to work 68% drive alone, 14% carpool, and almost 7% use public transportation.

Of the businesses that are classified, construction is the largest industry (26%). Production occupations and transportation and material moving are both about 15%. For male workers these two occupations are also the highest although a higher percentage for transportation (20%) and (17%) for production. Office and administrative support occupations were among the highest for female workers (18.5%), followed by sales (14%), and professional occupations (13%).

In partnership with the HubCities career center, the City of Maywood provides youth aged 17-30 paid internship opportunities with businesses and the city as a way of expanding job skills and obtaining career experience.

As a way to increase internet access and address the digital divide, a partnership with EveryoneOn connects residents to affordable internet services



Major Employment Sectors

- 18 % Manufacturing
- 14 % Educational services, health care and social assistance
- 12 % Retail Trade



Top Occupation by Gender

Female

Office and Administrative Support

Male

Transportation and Material Moving

MAYWOOD

Means of Transportation to Work

68%



14%



7%

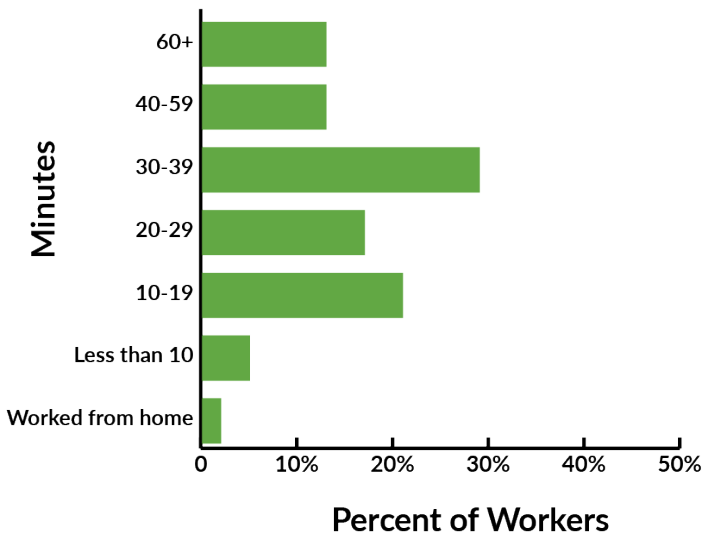


4%



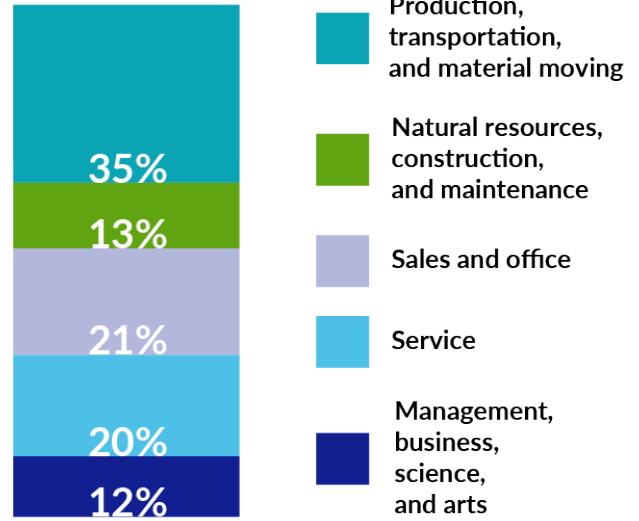
Travel Time to Work

ACS 2019



Major Occupational Categories for Maywood Workforce

ACS 2019



*Categories were collapsed for reporting

PARAMOUNT



Within 1.5 miles of the LA River



Study Area Median Household Income

\$56,773



Population

~ 36,230



Housing Units

**Rented
61%**



Rent-burdened Renters

62%

Demographics

The population of Paramount is 52,506 (2021), the majority of whom identify as Hispanic or Latino (84%), followed by Black (7%), White (4%), and Asian (3%). Around 68% of the city's residents live within 1.5 miles of the LA River (36,230). The median household income is \$56,773, which is lower than the median household income of LA County. More than half (61%) of all occupied housing units are rented, and more than half (62%) of renter households are rent-burdened (28% of all occupied housing units).

The area of the City within 1.5 miles of the river has Very High park need. There are five access points to the LA River: south of Rosecrans Ave, in Ralph C. Dills Park, south of Somerset Blvd, Alondra Blvd, and south of Alondra Blvd. Tree canopy cover ranges from 0 to 24% across the area. And the majority of the area experiences temperatures that are 2.3 to 3° Fahrenheit hotter than non-urbanized areas.

The city of Paramount does not have any programs in place specifically for renters, but it does have a number of programs for homeowners to make improvements to their homes. These include the Home Improvement Program grants for exterior improvements and the Home Security Rebate Program for camera and alarm systems. Additionally, the city supports the development of accessory dwelling units (ADUs) by making related informational resources available on their website for residents, contractors, and anyone else interested in understanding how to build an ADU.

Workforce

Paramount has a workforce of approximately 24,000 people and a 5% unemployment rate. The main industry represented from active businesses is construction (31%). Office and administrative support is the largest occupation for female workers (22%), above the county's 17%, and male workers are primarily employed in construction, extraction, and maintenance occupations (21%)

Residents with a bachelor's degree or higher make up about 11% of residents over the age of 25, and residents with a high school diploma make up 54%. Like most of the cities in the area, workers rely on driving to commute to their jobs. While 77% of workers drove alone, 12% carpooled, 3% used public transportation and almost 5% worked from home. Almost half of commuters had a travel time less than 30 minutes and 10% had travel times greater than 60 minutes. The majority of renters have access to one or two vehicles with 6% not having access to a vehicle at all, lower than the county's 13% .



Top Occupation by Gender

Female

Office and Administrative Support

Male

Transportation and Material Moving



Means of Transportation to Work

77%



12%



3%



2%

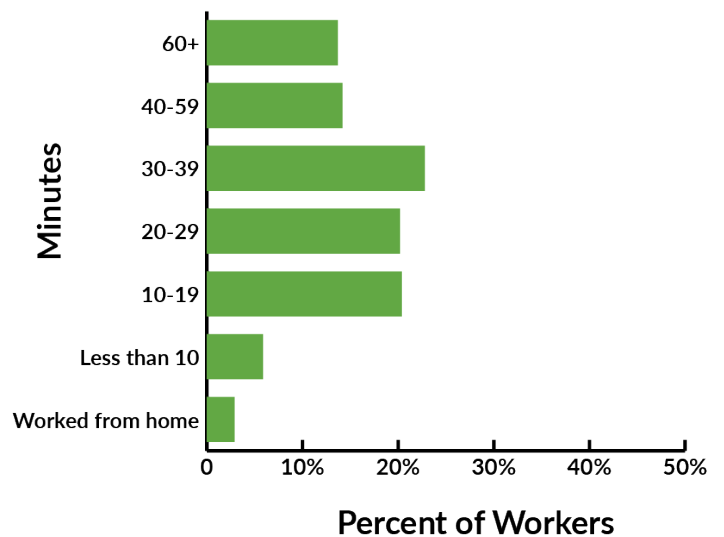


Major Employment Sectors

- 19 % Manufacturing
- 16 % Educational services, health care and social assistance
- 11 % Retail Trade

Travel Time to Work

ACS 2019

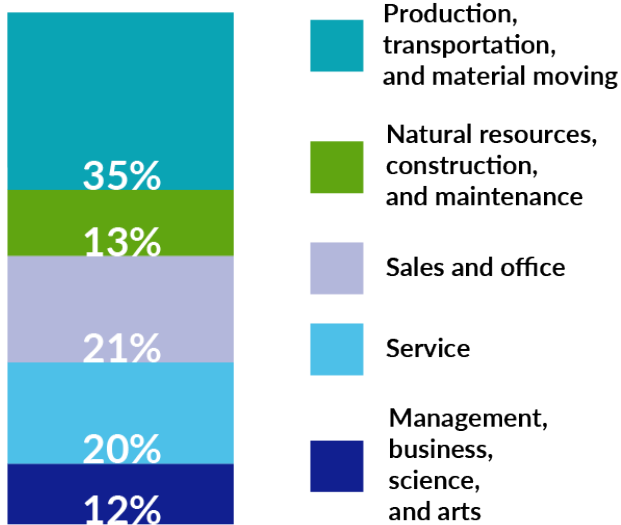


PARAMOUNT

The city's Paramount Education Partnership (PEP) program focuses on providing resources to youth to prepare them for their future careers. The PEP Learning Center offers multiple programs for tutoring services for K-12 students, A partnership between the city, unified school district, and chamber of commerce, the PEP scholarship ranges between \$1,000 to \$3,000 and offers financial support for college or vocational/trade students.

Major Occupational Categories for Maywood Workforce

ACS 2019



**Categories were collapsed for reporting*

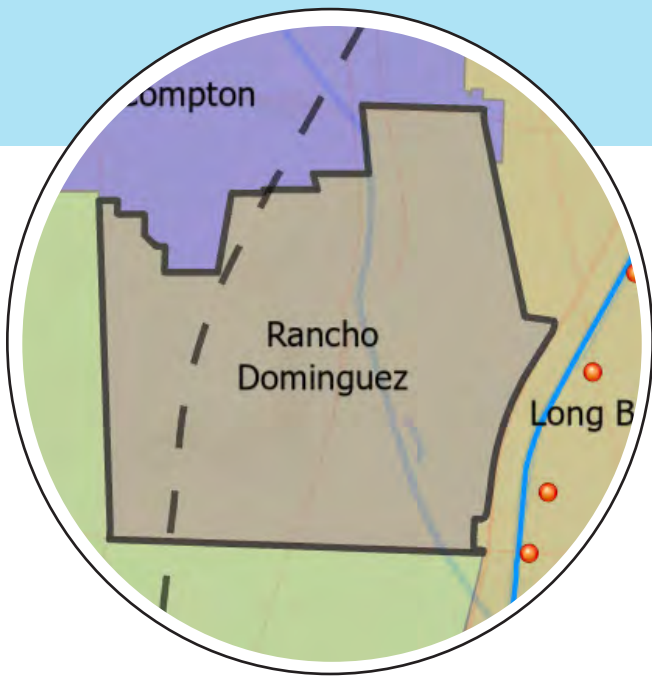
RANCHO DOMINGUEZ

Demographics

Rancho Dominguez is an area in unincorporated LA County located just south of Compton. Rancho Dominguez is roughly 2.67 square miles with a population of around 2,833 residents. The area is one of the lowest population densities in the region and county with a population density of around 1,000 people per square mile. Few people live within 1.5 miles of the LA River in Rancho Dominguez because it is primarily zoned for manufacturing, heavy agriculture, and commercial uses. The median household income in the portion of Rancho Dominguez that falls within 1.5 miles of the river is higher than the median household of the wider Lower LA River study area and the county at \$78,612 a year.

Rancho Dominguez is 59% Hispanic or Latino, 21% Black, 12% White, and 4% Asian according to the 2020 Census. A small portion of units in East Rancho Dominguez are renter-occupied (11%) and slightly less than half of those renters (46%) are spending 30% or more of their income on rent.

Rancho Dominguez is not adjacent to the LA River, but the area within 1.5 miles of the river has very low park need as there are about 3.2 park acres per 1,000 people. This is on par with the county average of 3.3 acres per 1,000 people. That said, only 3% of the population lives within a half-mile of a park in Rancho Dominguez.



Within 1.5 miles of the LA River

 **Study Area Median Household Income**

\$78,612

 **Population**

~2,833

 **Housing Units**

**Rented
11%**

 **Rent-burdened Renters**

46%

As it is part of unincorporated LA County, residents of East Rancho Dominguez qualify for some county-run housing assistance programs including the:

First-Time Homebuyers Assistance Program: run by the LA County Development Authority to provide 0% interest with deferred payment loans for first-time homebuyers for up to \$85,000 or 20% of the purchase price (whichever is less).

Grants for Minor Home Repairs: up to \$5,000 in grant funding to help preserve existing homes with minor repairs. These funds are available to specific groups including seniors, permanently disabled, or large families (+5)

Grants for Senior Homeowners: up to \$15,000 to assist the mobility and habitability repairs to homes for seniors who own their homes in unincorporated LA County.

HOME Investment Partnerships (HOME) Program: which funds the homeownership program and proposed new affordable housing developments in LA County.

Workforce

Rancho Dominguez has a higher percentage of population over 25 that has a high school diploma (53%) than the county (46%). The area has a labor force of about 2,000 people and an unemployment rate of 4.5%. The educational attainment between male and female residents over 25 is about the same, with 79% obtaining a high school diploma or greater. For workers over the age of 16 the main occupations include professional (20%), transportation and material moving (13%) and office and administrative support (10%).



Major Employment Sectors

- 19 % Educational services, health care and social assistance
- 13 % Manufacturing
- 15 % Transportation



Top Occupation by Gender

Female

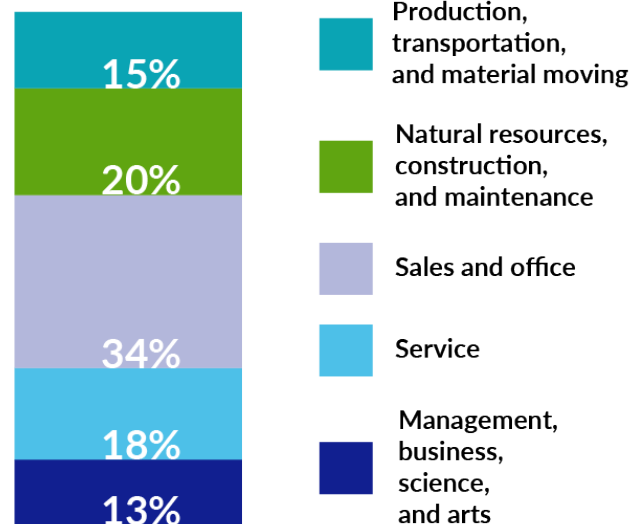
Office and Administrative Support

Male

Transportation and Material Moving

Major Occupational Categories for Rancho Dominguez Workforce

ACS 2019



*Categories were collapsed for reporting

RANCHO DOMINGUEZ

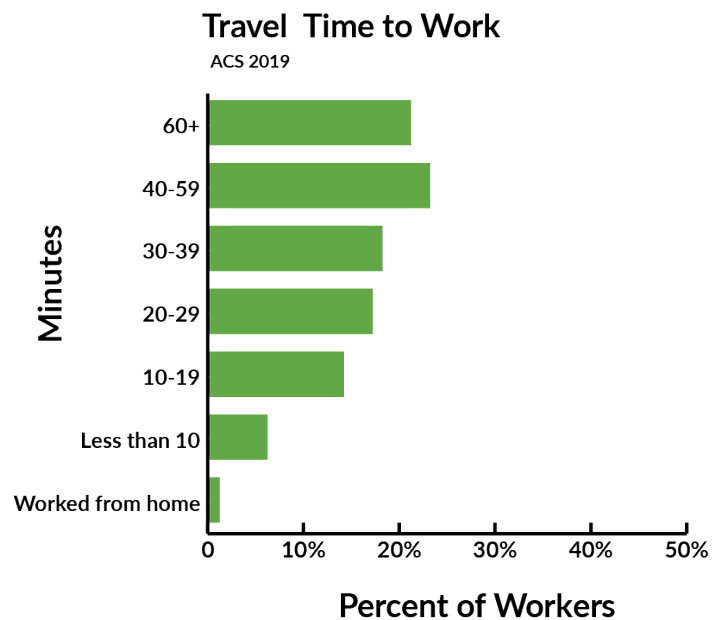
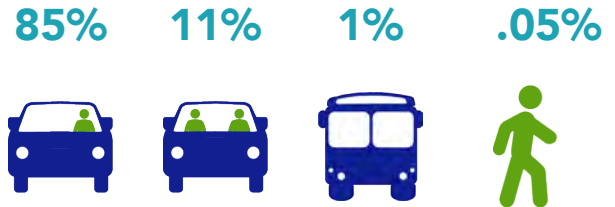
The majority of workers rely on driving as their main method of transportation, with 85% driving alone and 11% carpooling. Residents in occupied housing have access to at least one car and about 30% have access to two vehicles. Only 15% of workers have a commute shorter than 20 minutes as the majority have a commute between 20 and 60 minutes.

Rancho Dominguez is served by an **America's Job Center of California (AJCC)** that provides job search assistance to residents and recruitment support for employers.

Through the county's **Office of Small Business, the Procurement Technical Assistance Center (PTAC)** businesses can obtain information and guidance for businesses to compete for government contracts. The center is part of the larger nationwide association of procurement technical assistance centers (APTAC).

In partnership with Bet Tzedek Legal Services, Public Counsel, and the Legal Aid Foundation of Los Angeles, small businesses can access a resource library, webinars, and direct representation and guidance through different legal matters.

Means of Transportation to Work



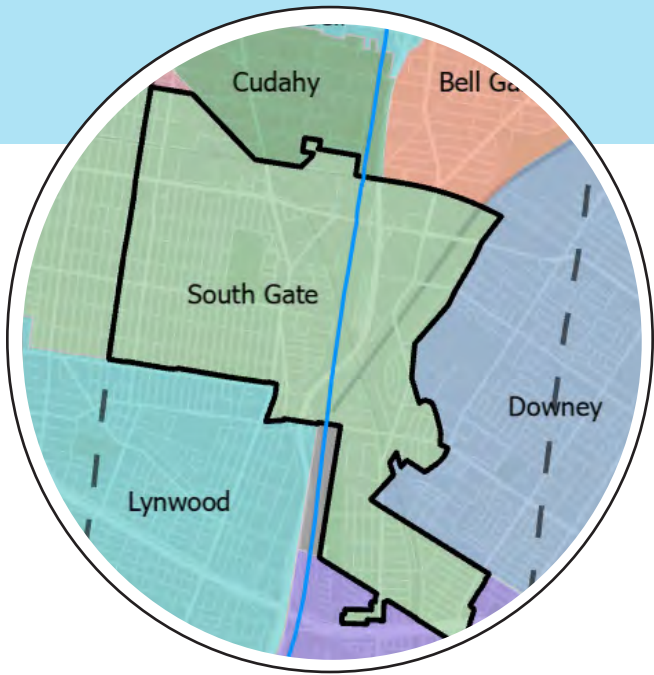
SOUTH GATE

Demographics

The City of South Gate covers roughly 7.45 square miles, making it one of the bigger cities in the region. About 60% of the city is within 1.5 miles of the LA River, and roughly 36,410 people live in the portion of South Gate that falls within that study area. South Gate has a population density of roughly 13,000 people per square mile making it average for the southeast region, but high for the county.

The median household income in the South Gate study area is \$61,911, which is slightly higher than that of the study area (\$58,748) and \$15,000 lower than the median household income in the County of LA (\$76,123). South Gate is 93% Hispanic or Latino, and 5% White according to the 2020 Census. Just under half of the units within 1.5 miles of the river in South Gate are rented, and 55% of those units are occupied by renters who are spending 30% or more of their income on rent every month.

South Gate has three access points to the LA River, and moderate to high park need within 1.5 miles of the river. Across the city, there are about 1.5 acres of parkland per 1,000 people compared to the 3.3 average number of acres per 1,000 residents across LA County. Roughly 45% of South Gate residents live within a half-mile of a park compared to the 49% average of the county.



Within 1.5 miles of the LA River



Study Area Median Household Income

\$61,911



Population

~36,410



Housing Units

**Rented
47%**



Rent-burdened Renters

55%

South Gate has its own Housing Authority that works to provide safe and decent sanitary housing for very low-income families in the city. In addition to the Housing Authority, South Gate has a virtual resource center for renters which explains the stipulations of the county-wide eviction moratorium and connects residents with emergency rental assistance that is provided by city partners Compator and Helpline Youth Counseling.

To encourage the development of affordable housing, South Gate has an **Inclusionary Housing Program** which requires developments with ten units or more to make 10 to 14% of rental and owner-occupied units affordable. South Gate also has a few programs to support homeowners such as the **Home Improvement Program** which is funded by the federal HOME Program for homeowners to use for repairs such as roofing, window replacement, and code violations. The City is also working with Office Of: Office, a planning and design firm, to create a comprehensive Accessory Dwelling Unit (ADU) program to lower barriers to the creation of new housing units on eligible properties. The goal of the program is to increase homeowner uptake in ADU construction, leading to the increase in affordable housing units in South Gate. South Gate runs a homeless prevention program with the County of Los Angeles Homeless Services Authority. The **South Gate Homeless Outreach Program** works with the South Gate Police Department and the Salvation Army Bell Shelter to provide care management and other services to help individuals access shelter and housing.

Workforce

South Gate has a workforce of around 42,000 and an average of 5.1% unemployment rate. Nearly half of residents over 25 years old have a high school diploma and about 10% have a bachelor's degree or higher. When compared by gender, female residents have higher rates of high school completion or higher (83%) than male residents (70.5%). Male residents employed in transportation and material moving made up the largest group (22%), followed by construction, extraction, and maintenance (17.5%). While transportation and material moving is about two times that of the county, it is comparable to the other cities in the region. The main occupations for female residents include office and administration support (20.5%), professional and related (15.5%), and sales (12.6%). Construction makes up almost 27% of active businesses.



Major Employment Sectors

- 16 % Manufacturing
- 16 % Educational services, health care and social assistance
- 12 % Retail Trade



Top Occupation by Gender

Female

Office and Administrative Support

Male

Transportation and Material Moving

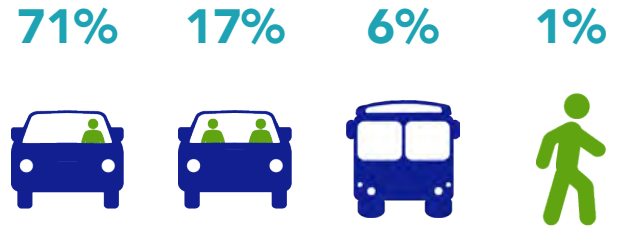
SOUTH GATE

The majority of workers did not work at home, with about 77% having a commute time between 10 and 59 minutes. South Gate has the largest number of people who carpool to work with almost 17%, almost double the county's 9%. The rest of transportation modes include driving alone (70%) and public transportation (4%).

As a way to encourage businesses to settle in the city, the City of South Gate has implemented a low business cost in the form of no utility user tax, and a low business license tax.

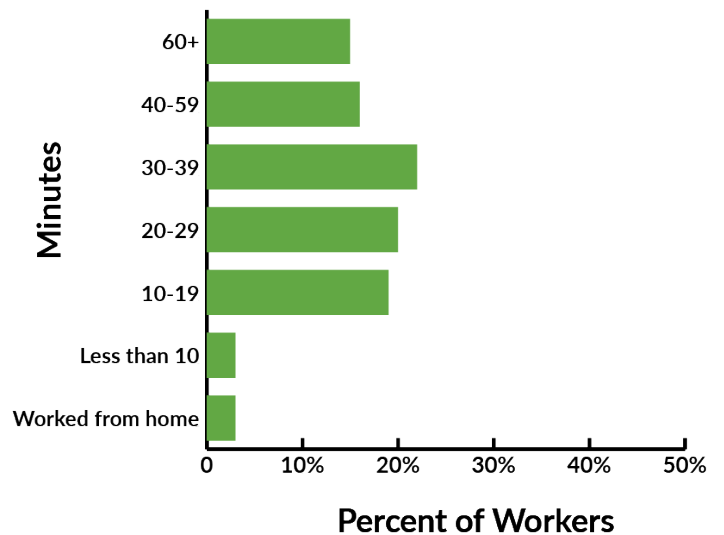
The Small Business Development Center (SBDC) at Long Beach City College also provides services for the City of South Gate. Their team provides consulting services to business owners and connects them with staff who have a range of expertise, from marketing to government contracting. This branch is part of the Los Angeles Regional SBDC network.

Means of Transportation to Work



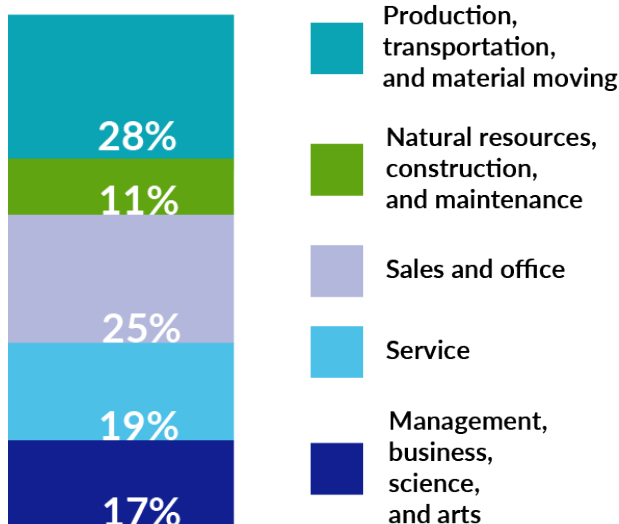
Travel Time to Work

ACS 2019



Major Occupational Categories for South Gate Workforce

ACS 2019



*Categories were collapsed for reporting

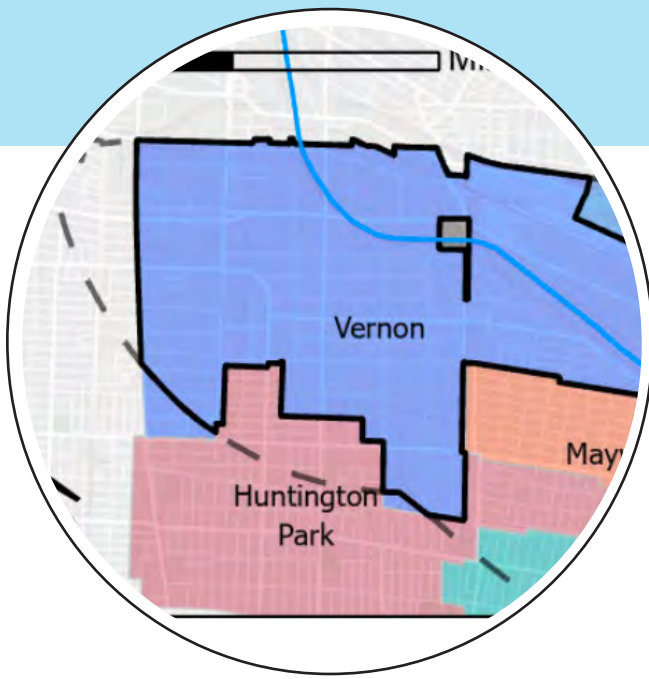
VERNON

Demographics

Vernon is located on the northern edge of our study area. The city covers roughly 5.22 square miles, and has a population of around 250 individuals. Almost all of Vernon is within 1.5 miles of the LA River, and roughly 222 people live in the portion of Vernon that falls within that study area. Vernon has a very low population density of roughly 50 people per square mile, primarily due to the fact that Vernon is almost exclusively comprised of commercial and industrial enterprises. Though few people live in the city, almost 50,000 people are employed there, with the majority of workers commuting from neighboring Southeast Los Angeles cities to Vernon's 1,800 businesses.

The median household income in the Vernon study area is \$64,844, which is slightly higher than that of the study area (\$58,748) and \$12,000 lower than the median household income in the County of LA (\$76,123). Vernon is Hispanic or Latino (90%) and 6% White according to the 2021 census. Most of the housing units within 1.5 miles of the river in Vernon are rented (73%), and 23% of those units are occupied by renters who are spending 30% or more of their income on rent.

Vernon has two access points to the LA River and a very low to high park need within the 1.5-mile buffer of the river. There are no existing parks in Vernon, as its composition differs from other cities.



Within 1.5 miles of the LA River



Study Area Median Household Income

\$64,844



Population

~ 222



Housing Units

**Rented
73%**



Rent-burdened Renters

23%

The city's current residential population is so low and there are parks outside of the city that are within a half-mile of the residents who do live in Vernon, however, an improved tree canopy and additional open space would offer environmental resiliency and health benefits for Vernon's large daytime population of workers and its residents.

The City of Vernon owns and manages 18 single-family homes and an 8-unit apartment building that are for lease to the public at unsubsidized market rates. Additional housing in Vernon consists of a privately owned 45-unit income-qualified apartment complex located adjacent to the LA River. The city recently adopted zoning changes to encourage residential and live/work construction in the city. With newly added mixed-use residential zoning, an increase in the city's population is anticipated within the next two to three years as residential developments materialize.

Workforce



Major Employment Sectors

- 19 % Public Administration**
- 15 % Educational services, health care and social assistance**
- 15 % Retail Trade**



Top Occupation by Gender

Female

Management, Business, and Financial Operations

Male

Construction, Extraction, and Maintenance

+

Transportation and Material Moving

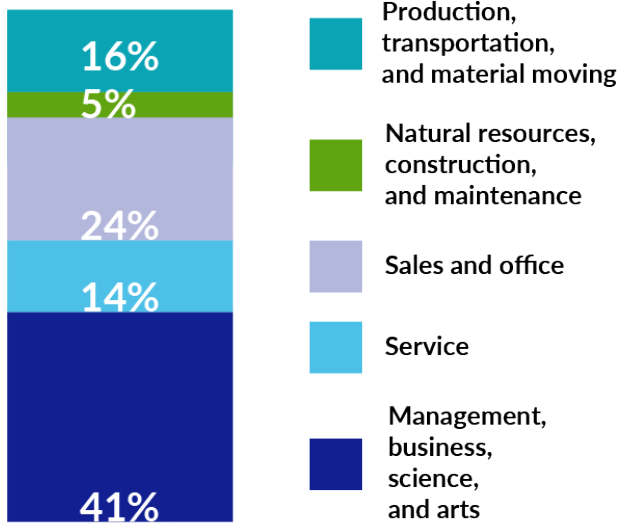
The city of Vernon has the smallest labor force made up of around 100 people. With an average unemployment rate of 6% it is slightly higher compared to the County. About 70% of residents over the age of 25 have a high school diploma and 10% have a bachelor's degree or higher.

Around 60% of workers have a commute time between 10 to 59 minutes, 70% of workers drive alone to work, and 13% carpool. According to LA City Office of Finance Data, off the current, registered active businesses in Vernon, about 27% represent wholesale trade, 14 % retail trade, and about 14% manufacturing. Office and Administrative Support is the largest occupation amongst workers (33.6%) followed by Transportation and Material Moving (17%).

VERNON

Major Occupational Categories for Vernon Workforce

ACS 2019



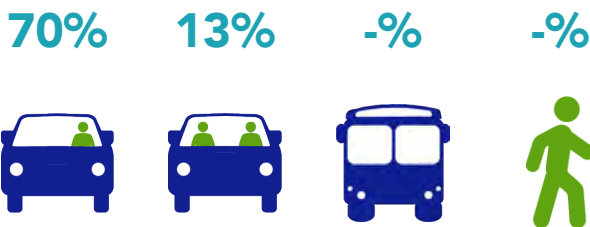
*Categories were collapsed for reporting

As one of only four cities in the state of California with its own health department, the City of Vernon maintains its own municipal health authority. This enables the community to deal directly with Vernon's Department of Health & Environmental Control (DHEC). Established in 1908, Vernon's DHEC officials address important environmental and health-related issues, thus enhancing the City's ability to respond quickly, especially in critical times like the recent pandemic.

DHEC staff are equipped to efficiently address situations that have the potential to impact the health and wellness of the community. The team partners with complementary agencies including Los Angeles County Fire, Los Angeles County Public Health, and Vernon's own Police Department; and engages third-party resources when necessary. The DHEC will often be the first on-scene when a hazardous incident is reported, as the team possesses the expertise to coordinate resources, and can spearhead the implementation of remedies to ensure that the City is safe haven to live and conduct business.

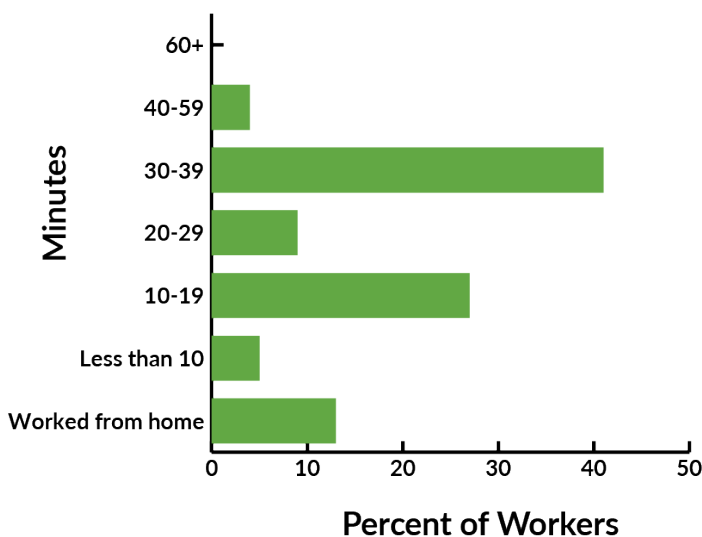
The following programs are areas within the purview of Vernon's DHEC: Food Safety, Food Defense, and Consumer Protection; Water Quality; Land Use; Solid Waste; Liquid Waste; Certified Unified Program Agency (CUPA); Groundwater and Soil Clean-up; Emergency Preparedness and Disaster Response; and Environmental Sustainability.

Means of Transportation to Work



Travel Time to Work

ACS 2019



The City of Vernon offers a variety of rebate programs and services to encourage the efficient use of energy, and reduction of greenhouse gas emissions through transportation electrification. In particular, the city provides incentives to help businesses offset the cost of installing energy efficient equipment, such as LED Lighting. A no-cost energy audit is also available to assist Vernon Public Utilities (VPU) customers with identifying energy efficiency opportunities and/or developing a broader energy management strategy. To help support the growth of zero-emission vehicles, the city has over 20 EV chargers free to the public at City Hall and 20 direct current fast chargers for electric vehicles (EV) spread across two sites that are available to the public at an affordable charging rate. In addition, Vernon's electric utility also offers generous rebates through its Commercial Electric Vehicle (EV) Charger Incentive Program, Commercial Electric Forklift Incentive Program and Residential EV Purchase and EV Charger Install Programs.

As a natural gas provider, the City of Vernon's gas utility also contributes to the reduction of greenhouse gas emissions through the Natural Gas Rebate Program administered by VPU. This program is designed to reduce natural gas consumption and align with the goals set forth through Assembly Bill 32. To accomplish these objectives, incentives are available for utility customers looking to upgrade to higher efficiency natural gas equipment or implement operational changes that require an upfront investment.

The City, along with VPU, has continued to engage with customers to identify projects that can reduce greenhouse gas emissions, which may include investments in municipal infrastructure. The Natural Gas Rebate Program is funded by City revenues from "freely allocated gas allowances" through the California Air Resources Board's (CARB) Cap and Trade Program.

APPENDIX A: PEER EXAMPLES

Equitable Community Development Planning and Community Engagement

Los Angeles, California

Community Taylor Yard Equity Strategy: A Collaborative Approach to Planning for Equitable Development

Detroit, Michigan

Community Benefits Ordinance: Legislation Requiring Developers to Proactively Engage with the Community

Housing Policy: Affordable Housing Preservation and Creation, and Homelessness Prevention

Houston, Harris County, Texas

Housing Houston's Heroes: A Successful "Housing First" Initiative to End Veteran Homelessness

Anacostia, Washington, D.C.

11th Street Bridge Park: A Land Trust Response to Park Gentrification Grows into a Citywide Strategy to Preserve Affordable Housing

Downtown San Jose, California

Guadalupe River Park Revitalization: Planning for Unhoused Users in Re-Envisioning Public Green Space

Downtown Toronto, Canada

The Bentway: A Park Under an Expressway Commits to Resources and Partnerships that Support Unhoused Residents and Park Users

O'ahu, Hawai'i

Kahauiki Village: Housing Formerly Homeless Families and Elders

Workforce Development Policies and Programs

Bayview-Hunters Point, San Francisco, California

India Basin Waterfront Park's Construction Training Program: Supporting Community Economic Needs with Goal of Hiring Locally

Los Angeles, California

Planning and Supporting Vendors: Food Access and Economic Opportunity

COMMUNITY TAYLOR YARD EQUITY STRATEGY

A Collaborative Approach to Planning for Equitable Development

The City of Los Angeles, California State Parks, and the Mountains and Recreation Conservation Authority (MRCA) formed the 100 Acre Partnership to jointly plan, implement, and operate 100 acres of connected park space across the Taylor Yard site. When complete, the 100 Acre Partnership at Taylor Yard will be the largest Los Angeles River revitalization project in the City of Los Angeles. Taylor Yard is a former rail yard that runs through Northeast Los Angeles (NELA), home to communities of color and longtime residents with limited economic resources. The proposed development of Taylor Yard as a large-scale park threatens to increase investment in neighboring communities, exacerbating the risk of displacement in NELA.

Recognizing the potential threat of green gentrification, the 100 Acre Partnership invested in the coordination of a group of community-based advocacy, research, and service organizations to develop the Taylor Yard Equity Strategy (TYES). Led by the Los Angeles Regional Open Space and Affordable Housing Collaborative (LAROSAH), ten organizations formed the Coordinating Committee of the Community Taylor Yard Equity Strategy with the goal of identifying specific, effective, and community-driven strategies to ensure that longtime residents and legacy businesses can benefit from new park-based investments and thrive in place.

Los Angeles, California
2021-Ongoing

Partners

City of Los Angeles

California State Parks

Mountains and Recreation
Conservation Authority
(MRCA)

UCLA Institute of the
Environment and Sustainability

Los Angeles Regional Open
Space and Affordable Housing
Collaborative (LAROSAH)
members:

- Holos Communities (formerly Clifford Beers Housing)
- Community Nature Connection
- Inclusive Action for the City
- Little Tokyo Service Center
- Los Angeles Neighborhood Land Trust
- Mujeres de la Tierra
- Natural Resources Defense Council
- Southeast Asian Community Alliance
- The Trust for Public Land



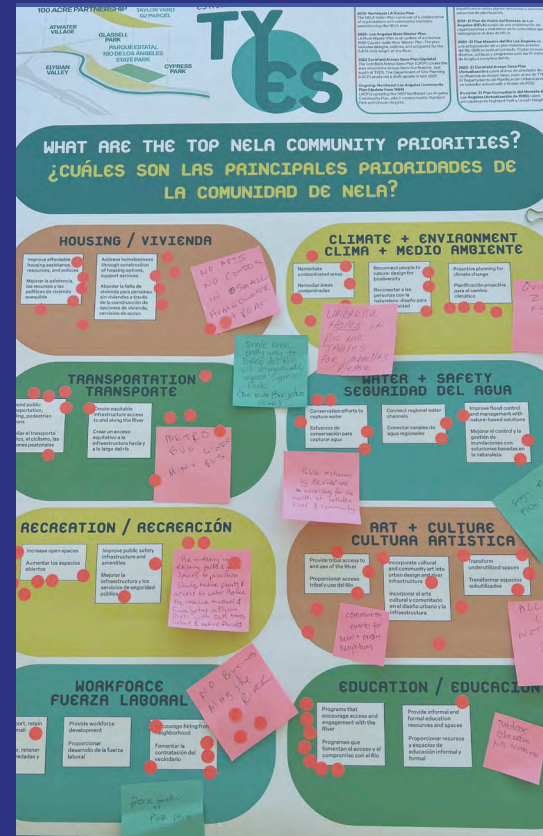
Source: 100 Acre Partnership

Early in the process, the TYES Coordinating Committee recognized the presence and validity of community distrust and planning fatigue. Communities in NELA had already repeatedly expressed their concerns in planning processes prior to TYES. In response, the TYES Coordinating Committee took a deliberate and preemptive approach to community outreach - one grounded in listening and learning from past and present efforts. This research-driven approach involved synthesizing previous community concerns, priorities, and solutions from multiple planning and policy documents and conducting demographic analysis to identify key communities that had been previously excluded. These priorities were then ground-truthed for their current relevance through community interviews and outreach efforts. As part of this ground-truthing strategy, over the summer of 2023, a TYES community organizer conducted one-on-one interviews with over 20 residents, volunteers, and organizers, attended community meetings, and held events in NELA to revisit, validate, and build upon existing efforts.

Three initial areas of concern emerged from ground-truthing efforts: housing stability, rising homelessness, and a lack of opportunities for workforce development. UCLA researchers conducted deep dives into existing policies and programs on these three community priorities. The TYES Coordinating Committee synthesized and presented the knowledge generated through the collaborative data collection process enacting anti-displacement strategies ahead of park construction.

WHAT MAKES IT WORK

The multi-jurisdictional nature of the Los Angeles River poses challenges for the coordination of funding, management, and programming. The TYES Coordinating Committee involves a cross-sector, multi-jurisdictional partnership between public agencies, academia, community-based organizations, and advocacy groups at the city, state, and region level. Members of the TYES Coordinating Committee vary, not only in their geographies, but also in their resources, constituencies, and capacities to program, organize, research, advocate, and deliver services. This collaborative structure helped leverage relationships, ensure multiple voices were represented, and meet strategic needs. Trusted community-based organizations drew on established relationships with local



Source: Community TYES

leaders and experience with constituencies deeply rooted in NELA. Institutional members of the Coordinating Committee mobilized their specific influence, knowledge, and expertise. Each member drew on their specific strength to inform a multifaceted approach to equitable development ahead of a major urban park investment.

TAKEAWAYS

Despite differing resources and capacities, cross-sector partnerships across varying levels of governance can more easily facilitate relationship-building and address potential gaps in research, funding, and project management needs. Trusted community-based organizations can leverage local connections, and institutional partners may bring specialized influence and expertise. For example, community partners, drawing on their deep understanding of community dynamics and extensive work with community, highlighted the issue of participation-related fatigue stemming from previous engagement efforts. To prevent restarting community engagement efforts from scratch, UCLA researchers leveraged their policy and planning expertise to conduct rigorous scans of previous efforts. They then produced easily shareable materials to communicate research findings and guide subsequent outreach efforts. Building trust both at the internal and external level provided a critical starting point for TYES partnerships. Practitioners should be willing to invest time in solidifying a strong foundation of trust between organizations and recognize the additional energy and trust building required when convening a new group of collaborators and working in communities with historic distrust of institutions.

Key Words

Equitable development

Park development

Affordable housing policy and legislation

Affordable housing preservation and homelessness prevention

Cross-sector collaboration

COMMUNITY BENEFITS ORDINANCE

Legislation Requiring Developers to Proactively Engage with the Community

Approved by Detroit voters in 2016 and amended by City Council in 2021, the Community Benefits Ordinance (CBO) legally mandates developers to proactively engage with the community to identify project benefits for residents who stand to be the most affected by new development. When a project obtains a defined amount of public investment, usually in the form of resources, subsidies, or land, The CBO applies when a development project:"

- Is \$75 million or more in value
- Receives \$1 million or more in property tax abatements OR
- Receives \$1 million or more in value of city land sale or transfer"

The impact area boundaries are set by census tract but can be expanded to include additional impacted residents to ensure all residents in the impacted area have an equal voice in the process. The CBO process begins with the City's Planning Department (PDD). PDD reviews the project scope and defines the project's impact area and establishes a Neighborhood Advisory Council made up of nine representatives from the project's impact area. The aim of the Neighborhood Advisory Council is to represent the concerns of the impacted residents to the developer and city, while negotiating a Community Benefits Agreement that details how the developer will improve and contribute to the neighborhood.² These representatives work directly with the developer to outline and agree upon policies and programs that create tangible benefits for community members. These agreed upon concessions are codified in the final development agreement approved by the Detroit City Council. The process takes several months and includes multiple community meetings depending on the project and community.

Detroit, Michigan

Approved by Detroit voters in 2016, amended by City Council in 2021

Partners

City of Detroit City Council
City's Planning Department (PDD)
Civil Rights and Inclusion Office
Detroit People's Platform
Equitable Detroit



THE CITY OF DETROIT INVITES YOU TO ATTEND THE 2020 ANNUAL UPDATE MEETING FOR THE WIGLE - MIDTOWN WEST DEVELOPMENT

City of Detroit
Planning & Development Department
www.detroitmi.gov/pdd

For more information, visit www.detroitmi.gov/cbo or contact Aaron Goodman at 313-224-3577 or goodmana@detroitmi.gov

Or Join by Phone:
+1 313 224 3577
Meeting ID: 881 8587 5834

In 2017, Wigle - Midtown West was deemed a Tier 1 project under the City of Detroit's Community Benefits Ordinance (CBO). The developer, PDD Development Group and the Neighborhood Advisory Council (NAC) participated in the CBO process to determine impacts of the development on the community and to agree on appropriate community benefits to address those impacts.

Join us for the Wigle - Midtown West Update Meeting to hear the latest updates on the development as well as the implementation of the community benefits agreement.

WHEN:
Thursday November 12th, 6:00 pm - 8:00 pm

WHERE:
Due to COVID-19 related restrictions on in-person public gatherings, this meeting will take place over ZOOM. To attend, please register at: <http://bit.ly/MidtownWestUpdate>

With advance notice of seven calendar days, the City of Detroit will provide reasonable services at public meetings, including language translation, and provide for the hearing impaired. Please contact the Planning and Development Department at 313-224-3577 to schedule these services.

Source: City of Detroit

WHAT MAKES IT WORK

The ordinance provides a set structure for projects who receive public benefits to engage with communities to address the areas of investment that are most relevant. This flexibility allows residents to voice their preferences for benefits that would make the most impact, instead of having a limited number of options that might not apply. There is increased transparency on the public investment a project is receiving through the clear outlining of the financial threshold the CBO applies to. Additionally, the idea of communities receiving benefits tied to new developments that obtain public investment becomes normalized and encourages developers to invest more than the minimum requirements.

There are financial and physical benefits secured through the CBO progress, including:

- **Pistons Practice Facility:** \$2.5 million to build 60 outdoor basketball courts in city parks
- **Herman Kiefer Mixed Use Development:** Restoration of an abandoned school field for sports and recreation use, including a skate park and free programming for Detroit youth³
- **Wigle: Midtown West Mixed-Use Development:** Affordable rental units for low-income residents⁴



TAKEAWAYS

While CBO's promise for community members to be heard in the process, they are ultimately subject to decision making of city elected officials. Despite some oversight from the city of Detroit's Civil Rights and Inclusion Office, whose role is to mediate the CBO process, particularly regarding the community benefits agreements between the community and developer, advocates say this hasn't prevented neighborhoods throughout the city from being negatively impacted by projects without seeing community benefits. These instances often include environmental burden from the development.

Without a clear enforcement or monitoring structure in place, negotiating with developers can often be frustrating or lead to a lack of follow through years down the line. Being able to adapt is necessary when developing and implementing a CBO as multiple roadblocks can arise in all stages of the process. Ultimately each city will need to tailor CBOs to the needs of differing constituencies.

CBOs hold a lot of potential to hold developers accountable for addressing the effects that new development could have on a community. An effective process would include engaging with residents to identify their most pressing concerns and ensure that the community will also benefit from the new developments. However, the processes to implement can be tenuous, stalled, and take a lot of resources both from residents and organizations. There are several different actors, each with a different number of resources, all trying to get their message to residents. Using existing movements to leverage and tie relevant circumstances to the benefits that would arise from CBOs, as well as collaborating with existing coalitions that are already working on adjacent projects can be a first step in creating a unified approach to achieve more bargaining power.

Key Words

Community benefits agreements

Community development ordinance

Neighborhood advisory committee/council

1 detroitmi.gov/departments/planning-and-development-department/design-and-development-innovation/community-benefits-ordinance

2 detroitmi.gov/departments/planning-and-development-department/design-and-development-innovation/community-benefits-ordinance

3 detroitmi.gov/departments/planning-and-development-department/design-and-development-innovation/community-benefits-ordinance/past-cbo-engagement/herman-kiefer

4 detroitmi.gov/departments/planning-and-development-department/design-and-development-innovation/community-benefits-ordinance/past-cbo-engagement/wigle-midtown-west

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HOUSING HOUSTON'S HEROES

A Successful "Housing First" Initiative to End Veteran Homelessness

In 2015, the City of Houston Housing Authority declared a goal to end veterans homelessness by housing chronically homeless veterans. Their initial success with housing 148 homeless veterans in 100 days led to the Housing Houston's Heroes initiative, which brought together local and county cross-sector and cross-jurisdictional organizations to collaborate to "prevent homelessness among its veteran population, shorten the duration of homelessness when it does occur, and establish sustained housing security for those who were once homeless."¹ In the next 100-day period, they were able to house 357 homeless veterans.

Houston's leadership across elections has been committed to ending homelessness across elections, allowing for continuity of success.² This commitment from city leadership has been coupled with a \$200 million investment largely from COVID-19 relief funds.³ The increase in federal funding was invested in alleviating homelessness through a collaborative strategy, the Community COVID Housing Program (CCHP), which includes attempts to provide permanent supportive housing, rapid rehousing, and supportive services.⁴ The coalition and funding has resulted in 14,339 people being housed.

Harris County, Texas
2012-2015

Partners

City of Houston and Houston Housing Authority

Harris County Community Services and Housing Authority

MHMRA of Harris County

U.S. HUD

Department of Veterans Affairs

U.S. Vets

Houston Coalition for the Homeless



WHAT MAKES IT WORK

Houston has been employing the “Housing First” approach, which focuses on first getting people into permanent housing—different from relocation into shelters or interim/temporary housing—before providing wraparound services. HUD notes several other key elements of success: regional collaboration, use of fundraising to close gaps, collective goal-setting and measurement, and creating a single stop for various services for unhoused veterans. Nearly 70 agencies and organizations participated in the initiative, which minimized gaps in service delivery and established consistent metrics for measuring success across providers. In 2022, Vox reported that Houston had housed over 25,000 previously unhoused residents in the past 10 years using the Housing First model.⁵

One of the strengths of Houston’s continued and committed approach to permanently housing its veterans is as more people are housed, more resources can be shifted toward this model because homelessness and its cost decreases significantly. However, providing housing units as an immediate first step means housing units must be available, which has been a challenge in supply-constrained housing markets. Houston was able to leverage funds to develop affordable housing units to accommodate veterans quickly. Funding investments, like the Low Income Housing Tax Credit (LIHTC), financed housing development for nearly 3,900 homeless veterans between 2012 and 2015 before the impact of skyrocketing costs of housing and economic repercussions of the COVID-19 pandemic. Leaders acknowledged that preventing and addressing homelessness will require ongoing and sustained resources and investments from both the public and private sector.

Currently, the collaborative focuses on braiding funding sources that different groups or jurisdictions might have accessible. For example, different agencies and jurisdictions can draw on and pool local, state, and federal sources – including Emergency Solutions Grants, Community Development Block Grants, and HOME Investment Partnerships Program Grants– to ensure a comprehensive approach. Local leaders estimate that, after the federal pandemic funding ends at the end of 2024, they will need to identify a sustainable source of \$30-50 million annually to maintain programs at current levels.



Source: U.S. Department of Veterans Affairs

TAKEAWAYS

To ensure an element of stability and address root causes of homelessness, housing must be coupled with wraparound services and maintain existing social networks. The Housing First model creates a foundation for people to build from a place of stability. Additionally, once someone has housing providers can better coordinate services, support progress, and work toward shared goals. Practitioners should look at coupling immediate emergency services with more permanent investments in housing to achieve equitable housing goals.

The Houston model also emphasizes the importance of working collaboratively across different levels of government to ensure continuity across leadership changes. Housing security will not be immediately solved under a single mayoral administration, so it is crucial that practitioners bring together multiple leaders and create a structure of accountability for progress to continue. Finally, cross-sector collaborations allow partners to tap into additional funds and more effectively use money.

Key Words

Housing First model

Continuum of Care

Regional cross-sector, cross-jurisdictional collaboration

¹ U.S. Department of Housing and Urban Development's Office of Policy Development and Research. "Houston Ends Veteran Homelessness." PD&R Edge In Practice (blog), December 14, 2015. <https://www.huduser.gov/portal/pdredge/pdr-edge-inpractice-121415.html>.

² Juan Pablo Garnham. "Why Homelessness Is Going down in Houston but up in Dallas." The Texas Tribune, July 2, 2019. <https://www.texastribune.org/2019/07/02/why-homelessness-going-down-houston-dallas/>.

³ Catherine Troisi. "The Way Home Continuum of Care 2023 Homeless Count and Survey Analysis," March 2023. https://irp.cdn-website.com/2d521d2c/files/uploaded/Homeless%20Count%202023_full.pdf.

⁴ "Community COVID Housing Program." 2024. Coalition for the Homeless. April 2024. <https://www.homelesshouston.org/CCHP>.

⁵ Henry Gass. "Houston, We Have a Solution: How the City Curbed Homelessness." The Christian Science Monitor, November 18, 2019. <https://www.csmonitor.com/USA/Society/2019/1118/Houston-we-have-a-solution-How-the-city-curbed-homelessness>.

11TH STREET BRIDGE PARK

A Land Trust Response to Park Gentrification Grows into a Citywide Strategy to Preserve Affordable Housing

The 11th Street Bridge Park across the Anacostia River in Washington, DC will create a new greenspace atop old piers, bridging both the River and a main line of segregation between rapidly gentrifying DC west of the River and historically-Black communities east of the River. Ahead of the construction of the park, Building Bridges Across the River (Building Bridges), a nonprofit east of the river, led creation and coordination of an Equitable Development Plan. The Plan is a compilation of strategies, goals, and partnerships aimed at preventing displacement ahead of park construction.¹ Building Bridges convened hundreds of local residents, faith leaders, nonprofits and city officials to provide feedback that informed this equitable development plan, with many longtime residents from Anacostia near the park concerned about being displaced as a result of increased property values from the park project. Vaughn Perry, Building Bridges Director of Equity, notes there is “a significant gap in wealth among the communities on the east and west sides of the Anacostia River, with home values on the east side an estimated \$450,000 less.”² With the park’s construction set to end in 2026, the plan emphasizes an almost decade-long strategy to preserve and increase affordable housing for local low-income residents, such as through a community land trust.

Washington, District of
Columbia
2015-Present

Partners

11th Street Bridge Park
Building Bridges Across the
River (BBAR)
Douglass Community Land
Trust
City First Homes (CFH)
MANNA DC
Philanthropic funders
DC’s Department of
Housing and Community
Development’s Development
and Finance Division (DFD)
through their Housing
Production Trust Fund (HPTF)

A key strategy requested by the community was the formation of a Community Land Trust. In 2017, Building Bridges partnered with another local non-profit City First Homes (CFH) to engage concerned residents from east of the River to form an advisory committee that became the Douglass Community Land Trust (CLT), named after Frederick Douglass who was a resident of Anacostia.³ The 11th Street Bridge Park team, along with CFH, helped the advisory committee secure \$3 million in seed funding to launch as an operational land trust organization.⁴ The Douglass CLT now has properties in six of the eight wards in Washington, D.C, totaling 262 units so far.⁵ Today, the Douglass CLT operates citywide to further racial and economic equity beyond its origins east of the Anacostia River to ensure DC's low-income Black and Brown residents are not displaced from their longtime homes. Now, there is a chapter model and tripartite board structure as a way to allow members to maintain neighborhood level community control while providing the land trust (now a stand alone nonprofit) with operational and financial sustainability. As members come from different financial and housing ownership or tenant situations, the land trust's bylaws will ensure that power is balanced among all members and not just those who are higher income and property owners.⁶

WHAT MAKES IT WORK

The creation and expansion of the Douglass CLT demonstrates how a park project can serve as a catalyst for affordable housing efforts. Beyond its initial inception, the land trust shows the importance of a formalized structure with shared equitable community development goals, commitment to resident engagement, and monitoring through agreed upon metrics. Additionally, the Equitable Development Plan explicitly stated affordable housing goals, and partner organizations, in collaboration with public agencies and funders, created a sustainable entity to carry out the work. "Public and private sector relationships, a strong and activated resident membership, and hitting a goal of 750 units in its portfolio" has been critical to the CLT progressing toward organizational revenue that will ensure long term sustainability and a decreased need for philanthropic support.⁷

This cross-sector partnership encourages leveraging philanthropic and public resources, such as Mayor Muriel Browser's annual commitment of \$100 million in the Housing Production Trust Fund, toward building new affordable housing nearby.⁸ The Bridge Park's



Source: "03.GardenOfEden.BBAR.WDC.17July2021" by Elvert Barnes is licensed under CC BY-SA 2.0.



Source: "WalkWithaDoc 11th Street Bridge 33384" by tedeytan is licensed under CC BY-SA 2.0.

work with housing non-profits such as the DC-based MANNA, which leads a monthly Ward 8 Home Buyers Club, expands the collaborative's impact in the housing industry in order to increase philanthropic funding that can go toward alternative affordable housing options.

Key to the success of Douglass CLT is also being able to partner on projects that have aspects of community control embedded from supporting residents pursuing DC's Tenant Opportunity to Purchase Act (TOPA) to mission-aligned developers committed to thorough community engagement throughout. For example in 2019, the CLT supported residents of 65-unit Savannah Apartments in the Congress Heights neighborhood in using TOPA to purchase their apartment complex.

TAKEAWAYS

The park's Equitable Development Plan names specific, actionable items to further a commitment to both preserving and creating more affordable housing, including home ownership. Building on existing partnerships, the park project intends to leverage philanthropic funding for low-income residents to remain in Ward 8 by the park through programs such as MANNA's "Homebuyers Club" which prepares low and moderate income households to become homeowners in D.C. and provides grants used as down payment assistance and to cover closing costs. The deliberate strategy of the park's Equitable Development Plan to work with "government agencies, non-profits, grassroots organizations, affordable housing developers and affordable housing advocates" to preserve existing and expand affordable housing, points to how park projects can contribute toward holistic action that counteracts displacement by furthering responsive support to the housing needs of its nearby residents.

Key Words

Community Land Trusts (CLTs)
Preventing displacement
Affordable housing preservation
Naturally Occurring Affordable Housing
Tenant Opportunity to Purchase Act (TOPA)
Community Control of Housing

¹ "Building Bridges across the River - Achieving Equity through Inclusive Development." 2023. Building Bridges across the River. November 21, 2023. <https://buildingbridgesdc.org/11th-street-bridge-park/equity/>.

² Green, Jared. "Washington, D.C.'s 11th Street Bridge Park Nears Final Design." The Dirt: Uniting the Built and Natural Environments (blog), October 26, 2021. <https://dirt.asla.org/2021/10/26/washington-d-c-s-11th-street-bridge-park-nears-final-design/>.

³ "About Us - Douglass Community Land Trust." n.d. Douglass Community Land Trust. Accessed June 21, 2024. <https://douglassclt.org/aboutus/#origins>.

⁴ Ibid.

⁵ "219 Homes with Non-Stop Affordability - Douglass Community Land Trust." n.d. <https://Douglassclt.org/>. Accessed June 21, 2024. <https://douglassclt.org/portfolio-items/219-homes-with-non-stop-affordability/>.

⁶ "Our Board of Directors - Douglass Community Land Trust." n.d. Douglass Community Land Trust. Accessed June 21, 2024. <https://douglassclt.org/#Directors>.

⁷ Childers, Linda. "First A Park, Then A Citywide Land Trust In D.C." Shelterforce, July 13, 2021. <https://shelterforce.org/2021/07/13/first-a-park-then-a-citywide-land-trust-in-d-c/>.

⁸ McAnaney, Patrick. "Understanding the District's Housing Production Trust Fund." GGWash, February 28, 2024. <https://ggwash.org/view/92711/>

GUADALUPE RIVER PARK REVITALIZATION

Planning for and with Unhoused Users in Re-Envisioning Public Green Space

When Guadalupe River Park opened in 2005, it was hailed as “groundbreaking in flood protection infrastructure and public space design” for its time.¹ Today, it is next to some of the largest planned developments San José has seen in more than a decade, including Google’s proposed mixed-use campus. Given its size and location, the park is a significant investment, which calls for holistic planning, policy, and management initiatives “that ensure that all communities can access the revitalized park.” Amid ongoing development, rising costs-of-living, and a shortage of affordable housing, more than 4,000 residents are now homeless in San Jose. As a result, there has been a growing population of unhoused residents living along the banks of the Guadalupe River.

In 2019, SPUR, a nonprofit public policy organization, received funding from the Knight Foundation to launch a long-term research and planning initiative to help guide enhancement of Guadalupe River Park through comprehensive assessment and community engagement.² As recognized by SPUR’s preliminary research, homelessness in public spaces is a symptom of systemic issues that require intentional and collaborative approaches that center those who are most affected by barriers to permanent housing. As local leaders in the area around the park attempt to help homeless residents get housed, they have been trying new ways to clean up the city’s waterways that are cognizant of ongoing challenges faced by encampment residents in securing permanent housing. The equitable planning approach supported by SPUR aims to be grounded in community engagement with narrative shifts from fear-based to value-based approaches, which are also reflected in some of Santa Clara Valley Water District’s recent approaches that involve encampment residents in efforts to keep river parks and ecological areas clean. SPUR partnered with the Guadalupe River Park Conservancy, the City’s nonprofit partner responsible for operations and programs.

San José, California
2019

Partners

San Francisco Bay Area
Planning and Urban Research
Association (SPUR)

Sherwood Design Engineers
Gehl

James Lima Planning +
Development

Knight Foundation

Guadalupe River Park
Conservancy

City of San José Parks,
Recreation and Neighborhood
Services Department

As the park steward, the Guadalupe River Park Conservancy played a pivotal role in convening and coordinating conversations with a variety of park users. The public along with local government agencies, social service organizations, environmental and homeless advocacy groups, and volunteers, including local unhoused residents, have engaged with each other through the county's river clean-up efforts, reflecting on ecological coexistence, while considering the ongoing challenges of housing and social inequities that perpetuate homelessness.

WHAT MAKES IT WORK

From research and preliminary engagement around Guadalupe River Park, SPUR in partnership with urban design firm Gehl created the Coexistence Toolkit, public engagement exercises that city agencies, nonprofit organizations and other park stewards can use to inform public space projects and master planning efforts. This work aims to provide a foundation for “a new way of thinking about park equity to facilitate new types of conversations about access, safety and design within shared public space. One goal of this effort is to shift a narrative from “the park will only be great if there are no homeless people in it” to “the park will only be great if we design for coexistence.”³ Similar to other equitable development projects, SPUR identifies catalyzing cultural and economic vitality and providing an inclusive gathering place for all as priority goals.⁴ Across these elements, there must be sustained and ongoing conversations and dialogue about the park.⁵ A key focus of their re-imagining research “was to identify new possibilities for how the park could better serve and connect San José residents, bridging socioeconomic and racial divides through a shared public space.”⁶

TAKEAWAYS

In exploring how to best facilitate community dialogue about the key challenges of homelessness and safety that housed park users experience when visiting Guadalupe River Park, SPUR and Gehl identified the following as priority areas to consider to equitable development around a park project, which needs to be “co-designed to lead to true coexistence”:



Source: Guadalupe River Park Conservancy



Source: SPUR

- **Spatial Design & Environment:** Beyond one or two community meetings, designers need to hold space and work closely with current and future users of the space to reflect back on their past experiences and history with that particular place through deep, meaningful engagement.
- **Operations & Maintenance:** Sufficient operations and maintenance funding is critical, as are effective partner agencies and nonprofit organizations to support these ongoing efforts while centering all park users including the unhoused and those who experience housing and employment precarity.
- **Program & Activation, and Rights:** This is identified as one of the most important elements of public space. Parks can take a similar approach to libraries to reimagine how to better serve the community and create invitations for many types of users, including the unhoused, with the appropriate stakeholders to manage programs and activities.
- **Rules & Accountability:** Co-designing rules allows for those co-existing in a park to have a safe, functional public space, which requires that rules are established and rights are communicated. From this co-creation, “communities can begin to form systems for both passive accountability... and active accountability.” Throughout the process, it is important to “come to a collective understanding of the behaviors and conditions that make people feel uncomfortable in public space” and “examine the rules that need to be in place and the staffing necessary to ensure that they are being met,” while avoiding stereotyping by separating people from the behaviors that violate agreed upon rules and rights toward more equitable co-existence.

A key question considered throughout is: “How might we design and program spaces to not only accommodate a variety of users, but also provide necessary resources and services to support those living in public spaces?”⁷

1 Huttenhoff, Michelle. 2020. “Leading With Public Space: The Case for Guadalupe River Park.” SPUR. <https://www.spur.org/news/2020-01-30/leading-public-space-case-guadalupe-river-park>.

2 “Our Mission.” 2024. SPUR. <https://www.spur.org/about/our-mission-and-history>.

3 Alvarado, Teresa, Michelle Huttenhoff, Jaclyn Tidwell, Alma Du Solier, Dana Floyd, Josh Abrams, and Vu-Bang Nguyen. 2019. “Re-Envisioning the Guadalupe River Park.” SPUR. <https://www.spur.org/publications/research/2019-04-18/re-envisioning-guadalupe-river-park>.

4 Huttenhoff, Michelle. 2020. “Leading With Public Space: The Case for Guadalupe River Park.” SPUR. <https://www.spur.org/news/2020-01-30/leading-public-space-case-guadalupe-river-park>.

5 “Re-Envisioning the Guadalupe River Park.” 2022. SPUR. <https://www.spur.org/featured-project/re-envisioning-guadalupe-river-park>

6 Ibid.

7 Huttenhoff, Michelle. 2021. “Coexistence in Public Space.” SPUR and Gehl. https://www.spur.org/sites/default/files/2021-01/spur_gehl_coexistence_in_public_space.pdf.

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Key Words

Unhoused/Homelessness

Community Engagement

Planning Research

THE BENTWAY

A Park Under an Expressway Commits to Resources and Partnerships that Support Unhoused Residents and Park Users

The Frederick G. Gardiner Expressway (referred to as the Gardiner), an elevated six-lane highway, stood in the mostly industrial Downtown Toronto area until a residential boom in the 2000s. Now, more than 77,000 people live within walking distance, mostly in high-rise condominiums in the neighborhoods of CityPlace, Liberty Village, King West, and Harbourfront. With an increased need for public space access, a section of the Gardiner was reinvisioned into the “Bentway,” which would turn what has been a barrier to the nearby waterfront into walkable and usable public space. Named for the gigantic concrete columns referred to with the engineering term “bents,” which divide space underneath the five-story-high expressway into 26 sections, the Bentway’s Phase 1 site is a hybrid space that has been envisioned into a multi-use trail, outdoor performance space, and ice skating rink. Programming from skating lessons to music performances from its development have been integral to capturing people’s imaginations about the Bentway’s transformed use under expressway infrastructure.

Spanning a half-mile, The Bentway’s Phase 1 site opened in January 2018. Future expansion sites for The Bentway are being planned now, alongside a public realm plan to guide a long-term transformation of the entire four-mile stretch of land at street-level, including long sections of the Expressway where an arterial road runs directly under it.

According to University of Toronto researchers, “the Bentway’s significance is as part of a larger trend in creating new spaces that are appealing to the cultural preferences and urban lifestyles that come along with this process in Toronto and elsewhere.”¹ As such, these projects must “acknowledge and debate how they are increasingly claiming and transforming spaces that may be used by marginalized people who may be forced to find even more peripheral spaces.” Seeing a public space as vacant, lost, underutilized, can “allow for the erasure of its association with homelessness to occur,” which obscures “the impacts of the larger processes of urban transformation of which infrastructural reuse

Toronto, Canada
2018

Partners

The Bentway Conservancy

City of Toronto

SKETCH (local youth arts non-profit organization)

Homes First

Fred Victor Centre

Parkdale Safe Injection site

projects are a part.”² This tension became very apparent shortly after the opening of the Phase 1 site when the City of Toronto removed an encampment of unhoused people, roughly a mile from The Bentway. Ontario Coalition Against Poverty (OCAP)’s public action during a third-party event rental at The Bentway called attention to the ongoing displacement of unhoused residents along the Gardiner Expressway.

WHAT MAKES IT WORK

In response to OCAP’s concerns about displacement of the unhoused from the Gardiner, the conservancy’s team reevaluated and scaled up its relationships with unhoused communities by instituting “de-escalation and harm reduction and naloxone administration training for public-facing staff and working with consulting organizations working on anti-poverty strategies such as Homes First, Fred Victor Centre, the Parkdale Safe Injection site, and SKETCH, a community arts enterprise who engages young people who experience homelessness or on the margins and navigate poverty.”³ Funds have been designated through The Bentway’s annual operating budget to develop programs, purchase and distribute small scale support items, and train personnel to support groups such as downtown Toronto’s homeless population. “Staff have personal relationships with park users, including users who are unhoused, and observed that daily use patterns at The Bentway closely align with the cleaning schedules at local respite centers.”⁴ Bentway also launched the Safe in Public Space initiative which “aims to broaden the definition of public safety to address new public health challenges presented by COVID as well as systemic inequities and ensure that there is a shared social contract governing public spaces access and use.”⁵

TAKEAWAYS

The Bentway’s developers recognized that future expansions of the park could further the displacement of people living outside and lead to the creation of exclusive or unsafe areas. They brought unhoused community members into the design and development process and identified funds that could be diverted and used to provide small-scale aid in partnership with local shelters.⁶



Source: Jason Zhang, unaltered, commons.wikimedia.org/wiki/File:The_Bentway_during_Nuit_Blanche_Toronto_2019.jpg

The Bentway has initiated partnerships with local social service providers to collectively support at-risk neighbors in alignment with its vision of being an “inclusive and accessible public space that is responsive to and reflective of the diverse communities it serves.”⁷

Different steps to support unhoused residents taken by infrastructure and park redevelopment projects, such as The Bentway, are incremental efforts in progressing toward equitable outcomes around park projects. From these smaller actions, there is potential to collectively contribute to bigger efforts, such as addressing local housing market dynamics, which are covered by other case studies of affordable housing and workforce development focused policy and strategies. It is important to see homelessness as a symptom of one of many systemic issues connected to the lack of affordable housing, health and mental services, and economic opportunities.

Key Words

Homeless support and social services

Homeless resident advocacy

Park staff capacity to support vulnerable populations



Source: The Bentway

1 Hess, P., and C. Stevenson-Blythe. 2022. "Infrastructural reuse projects, lost spaces, and spaces of homelessness: a case study on the Bentway in Toronto." *Journal of Urbanism: International Research on Placemaking and Urban Sustainability*, (November), 1–20. 10.1080/17549175.2022.2138950.

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7 "Under Gardiner Public Realm Plan Vision and Opportunities Report." 2024. The Bentway Conservancy. https://undergardinerprp.ca/wp-content/uploads/2024/04/Under-Gardiner-PRP-Vision-and-Opportunities-Report_2024.pdf.

KAHAUIKI VILLAGE

Housing Formerly Homeless Families and Elders

Hawai'i has one of the highest rates of homelessness in the nation with Kānaka Maoli or Native Hawaiians comprising a disproportionate share of the unhoused population. The majority of unhoused people reside on O'ahu, the most populated of the Hawaiian Islands and home to the state capital, Honolulu. In 2023, nearly a third (28%) of the homeless population in O'ahu self-identified as Native Hawaiian, disproportionately higher than their share in the island's total population.¹ Families with children also made up about a quarter (24%) of the island's unhoused population. The most frequently reported causes of homelessness included inability to pay rent and loss of employment.²

Since the 1900s, Sand Island in the Honolulu Harbor has served as a refuge for unhoused individuals. Located between Sand Island and Ke'ehi Lagoon Park, Kahauiki Village provides 140 units of permanent supportive housing for formerly unhoused families and kupuna (elders).³ As of April 2023, 129 households lived in Kahauiki Village, including 295 children.⁴ At Kahauiki Village, rents are fixed at less than half of market rates. Although there is an income eligibility threshold, residents without a means of employment are connected with supportive services that can assist with job placement with local business and pre-vocational training programs. Residents also have access to wrap-around services designed to remove common employment barriers for families: childcare and transportation. Kahauiki Village is located along a bus route that connects to urban Honolulu and Waikīkī and near a major transit center for West-bound routes.⁵

O'ahu, Hawai'i
2016-present

Partners

aio Foundation

The Institute for Human
Services (IHS)

City and County of Honolulu
State of Hawai'i



Source: The Institute for Human Services

WHAT MAKES IT WORK

Kahauiki Village was created as a public-private partnership between local business owner Duane Kurisu, the City and County of Honolulu, and the State of Hawai'i, which leveraged incentives under a statewide emergency declaration.⁶ In 2015, the Governor of Hawai'i issued a proclamation declaring a state of emergency on homelessness, which authorized modifications or waivers of permit requirements specifically for housing developments co-sponsored by city or county government entities. Through his non-profit aio Foundation, Kurisu, the main champion and funder for Kahauiki Village, approached the county mayor and secured their support as a partner in the project.⁷ The aio Foundation, with the City and County of Honolulu as its primary governmental partner, became eligible for the emergency proclamation's incentives and received expedited approvals for construction.⁸ In October 2016, the Governor signed Executive Order No. 4513 to transfer a 11-acre property from the State of Hawai'i to the City and County

of Honolulu, which then leased the land to the aio Foundation at a nominal fee of \$1 per year.⁹ The City and County also completed \$4 million of water and sewer infrastructure upgrades. Construction of the site was completed by in-kind donations of materials and time. The units of Kahauiki Village are repurposed prefabricated buildings previously used in Japan following the 2011 tsunami.

In 2018, the first tenants of Kahauiki Village moved in with The Institute for Human Services (IHS) contracted to provide on-site supportive services, such as employment assistance, case management, and afterschool childcare. Parents and Children Together, another local non-profit, offers daycare services on-property for children residing at Kahauiki Village at a subsidized rate. In 2022, aio Foundation gave IHS full control and management of Kahauiki Village.¹⁰

Kahauiki Village highlights the growing use of public lands for sustainable, innovative,

TAKEAWAYS

cost-effective affordable housing. High land costs can make development of permanent supportive housing less financially feasible, especially if the proposed site is located in amenity-rich places near job centers and targets those with the lowest incomes and who face the most severe housing cost burdens. Minimizing development costs is crucial for serving extremely-low income households as the lower rents affordable to these households may not cover ongoing operational costs and loan payments for construction. In this example, cross-sector collaboration significantly lowered development costs, as land was provided by the local government and businesses donated and shared resources to construct housing units.

Kahauiki Village underscores the importance of removing barriers to accessing shelter and support. Without coordinated connections to stable, secure, dignified housing, projects risk further marginalization of unhoused people through forced displacement. While Kahauiki Village housed a large share of the homeless population, its development also displaced many others in the process. Prior to construction, an encampment of approximately one hundred unhoused individuals resided where Kahauiki Village would eventually stand.

None of the unhoused individuals who currently live on the site were eligible for the new housing units as Kahauiki Village exists to house formerly homeless families and elderly individuals. Additionally, IHS required any prospective tenants of the permanent supportive development to complete its transitional housing program to be eligible for permanent housing. As a result, participation requirements acted as a barrier to entry, functionally excluding unhoused residents already residing on the property. However, IHS did offer shelter and services at their other sites to those being displaced. To prevent displacement, practitioners should recognize the rights of existing unhoused residents in the immediate vicinity of the site, and explore viable pathways for their return through the provision of permanent housing without preconditions in the communities in which they already live.

Remembering his upbringing in a sugar plantation town, Kurisu envisioned Kahauiki Village as a similar “plantation-style

Key Words

Permanent supportive housing

Lease of public land

Family housing

community” grounded in “community culture” in the plantation.¹¹ The site is divided into sections, identified by the color of trim, with each unit designed to recall this romanticized past through homage to wood trusses and pitched, corrugated roofs. The units weave into one another via walking paths and a path along the perimeter lined with community gardens. The center of the Kahauiki Village is a large recreational pavilion that hosts community events and activities, parking for residents, a playground, laundry facilities, mailboxes, a small convenient store, and management office.

The use of plantation nostalgia architecture does provoke mention of the Hawai’i Kingdom’s history of dispossession. For many Kānaka Maoli or Native Hawaiians, sugar plantations were part of the legacy of colonization. Along with land dispossession, sugar plantations “compromised the ecosystem Kānaka Maoli saw as familial and inseparable from themselves and which they depended upon for sustenance.”¹² Streams were dewatered for diversion to supply plantations, and in the process drained dry the traditional kalo (taro) ponds that Kānaka Maoli farmers relied upon. Like all other developments in Hawai’i, Kahauiki Village points to the need for meaningful engagement with Indigenous leadership in the design process to ensure their voices are heard and their needs are effectively addressed.



Source: The Institute for Human Services

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⁷ Ige, David Y. “Second Supplementary Proclamation.” Office of the Governor State of Hawaii, December 24, 2015. <https://homelessness.hawaii.gov/wp-content/uploads/2019/04/second-sup-1512111.pdf>.

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¹² Lum, U’ilani Tanigawa, and Kaulu Lu’uwai. “Plantation Capitalism’s Legacy Produced The Maui Wildfires.” The Law and Political Economy (LPE) Project

INDIA BASIN WATERFRONT PARK'S CONSTRUCTION TRAINING PROGRAM

Supporting Community Economic Needs with Goal of Hiring Locally

The future India Basin Waterfront Park will connect 64 acres of open space in Bayview-Hunters Point (BVHP), which is home to a historically Black community and remains one of the most diverse neighborhoods in San Francisco. Within a mile of India Basin, 40 percent of residents are Black, 30 percent Hispanic, 18 percent Asian, 7 percent White and 3 percent Native Hawaiian and Pacific Islander. To prevent the displacement of diverse residents living and working in BVHP, the India Basin Waterfront Park Project is guided by San Francisco's first ever Equitable Development Plan (EDP). The EDP is intended to improve economic opportunity and environmental health for residents, offer educational and leadership development opportunities for youth, ensure access and connectivity of the neighborhood to the park, prevent displacement, and preserve the arts, culture and identity of this historically underserved and environmentally burdened neighborhood. As a result of the EDP, the Community Innovation Lab launched in October 2023 as an expansion of the park's Tech Hub (since 2021), continuing to provide free Wi-Fi access, laptop and tablet lending and technical support, while also making sports, cultural, and recreational programming accessible to residents through free equipment rentals and space for local organizations. An adjoining property to the park at 700 Innes will add 1,575 units of housing, with 25 percent priced below market rate.¹ The community member-led executive leadership team has also been planning "financial literacy training to inform people about resources to get a loan to purchase a new home, or to help them keep their current home, as part of the plan to make the development's benefits more equitable."²

San Francisco, California
2018-Ongoing

Partners

San Francisco Recreation and Parks

Trust for Public Land

San Francisco Parks Alliance

The A. Philip Randolph Institute

Throughout the equitable development plan's engagement and input process, local residents have expressed wanting job and economic opportunities. The India Basin Specialty Construction Training program developed from the waterfront park's equitable development plan's goals to build and sustain local job creation with an emphasis on the Black community. Its purpose is to provide training and professional development opportunities through the construction and operations of the park.

San Francisco Office of Economic and Workforce Development (OEWD) and its CityBuild Academy partner on this program to deliver training by union professionals with other benefits such as tool and union initiation assistance, employment sponsorship as a union apprentice, and more.³ As of 2023, 18 have graduated from these specialty construction cohort training programs.⁴

WHAT MAKES IT WORK

Renovation of nearby Hilltop Park, a few blocks from India Basin, is a small success story of how a workforce development strategy in an park equitable community development plan can benefit employment for local residents. With nearby Hilltop Park, "10 to 12 people went through a jobs training program with the contractor, and two to three people were hired on to build the park."⁵ This success is grounded in long-term, meaningful engagement of the community, which actively participated in more than 150 community meetings over the course of several years. Such engagement underscores deep commitments both within the community and by the city to follow through on the plan's promises. General Manager Phil Ginsburg, San Francisco Recreation and Parks (source) said, "We're actually hiring people from this community to be part of the planning of this park project at an executive level... We're not just asking them to show up at a community meeting. The idea is to do something special for this neighborhood, and have it be a space where the community that lives there now feels welcome—like this was built by and for them."⁶



Source: India Basin Waterfront Park



Source: India Basin Waterfront Park



Source: San Francisco Recreation and Parks

TAKEAWAYS

What started with the Hilltop Park has scaled up to the larger India Basin Waterfront Park project’s potential to employ more community members in its construction. Alejandra Chiesa, from project partner Trust for Public Land, noted that key to the success of this project meeting its equitable community development’s goals is “[Phil] Ginsburg’s commitment to working through other departments within the city can get things done in a way that supports the community.”⁷ Implementation of an equitable development plan requires a commitment to sustained interdepartmental collaboration. Breaking down silos between multiple city agencies may involve changes to internal processes that hinder collaboration, such as improving communication channels or restructuring roles and responsibilities. Leaders play a crucial role in championing collaboration from the top.⁸

Key Words

Workforce Development
Specialty Trade Training
Equitable Development Plan (EDP)

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PLANNING AND SUPPORTING VENDORS

Food Access and Economic Opportunity

Understanding the connection of local policy players for street vendors is crucial to creating inclusive public spaces for diverse communities to gather. Los Angeles has an established culture of street vending; across the City, there are numerous vending communities where vendors sell affordable and culturally significant food, household items, and beverages. These vending communities bring life, activity, and social infrastructure to the streets and open spaces, and, for many residents who have recently arrived in the United States, vending is the sole way to make a livelihood. The size, structure, and formality of vending varies depending on location and neighborhood within Los Angeles, ranging from hundreds of vendors around MacArthur Park to twenty, more formalized stalls in historic Olvera Street.

However, while vendors are a significant thread in the social fabric of neighborhoods and part of the city identity, street vending has been historically illegal and heavily criminalized in the state of California as recently as 2018. Those who did business in the public right of way were subject to crushing fines, harassment from law enforcement, and violence in many cases.¹ Today, after thirteen years of grassroots vendor advocacy and hardship, the tide is changing, and laws are slowly shifting to better support and protect vendors across California and the rest of the country.

Los Angeles, California
2018-Ongoing

Partners

East Los Angeles Community Corporation

Inclusive Action for the City

Community Power Collective

WHAT MAKES IT WORK

Community organizations formed a coalition and together launched the Los Angeles Street Vending Campaign to support and protect vendors through direct services and policy advocacy. Each organization in the coalition contributed to different areas of the campaign. Community Power Collective (CPC) directly organizes vendors in nearly thirty neighborhoods by building organizational structures and mobilizing vendor leaders to drive campaign priorities. Inclusive Action for the City conducts policy research and advocates for changes to the citywide and statewide legal framework to protect vendor rights.² East Los Angeles Community Corporation provides a number of direct technical services to vendors, including help with filing taxes, educational programs to navigate the permitting system in Los Angeles County, and support in acquiring code-complaint equipment. After a decade of the coalition's organizing and advocacy, Los Angeles decriminalized street vending on city sidewalks.

Despite this win, vendors still face obstacles in navigating legal vending regulations. The Los Angeles Street Vending Campaign continues to advocate for equitable implementation of legal vending programs, with particular attention to food and park vending. Ongoing work seeks to ease the permitting and enforcement processes to ensure more vendors can safely sell without fear of citations or fines.³ For projects looking to expand public access and amenities in park spaces, vendor decriminalization and formalized infrastructure are key investments. Infrastructure for formalization can take multiple forms from building physical amenities for shelter or sanitation to building negotiating power through political organization. CPC's ongoing efforts with Echo Park vendors offers a potential model to reshape parks to be more inclusive of vending communities. In Los Angeles, vending rules in parks are more prohibitive than those governing sidewalks. In response, CPC organized Echo Park vendors to advocate for less restrictive park vending rules. Through the process of creating community agreements on vending locations, CPC created a structure to negotiate as a united front for a permanent vending community in the park.

Formalization should also involve context-specific practices and consider the variety of vendors and different pathways to vendor formalization. Food vendors, in particular, face additional challenges related to public health requirements. Depending on the neighborhood, food vending looks different across Los



Source: Mercado La Paloma

Angeles. Some vendors are more mobile with carts or stands while others operate at fixed stalls. In areas such as MacArthur Park and Westlake, vendors fill streets with stands and colorful umbrellas. In the Figueroa Corridor of South Los Angeles, an area that historically suffered from disinvestment with the lack of quality jobs and business opportunities, quality gathering spaces, quality food, and art and cultural opportunities, Mercado La Paloma is a designated, indoor space for food vendors. Esperanza Community Housing Corporation (Esperanza), in collaboration with longtime residents, acquired a former garment factory and then converted the building to a multi-use space for vendors, community leaders, and community events. Established in 1999, Mercado La Paloma responded to suggestions from residents in Esperanza's housing developments for a local version of the bustling markets that they had left behind in their home countries. Mercado La Paloma allows people who otherwise might not have had the opportunity to invest in a retail space to have a business.

TAKEAWAYS

There are many ways in which park design, programming, and operations can better support vendors. Physical design and amenities such as access to power, running water, storage, trash, recycling, lighting, flat surfaces for rolling, portable restrooms, and shade are a few of the characteristics that can be added to public space to make vending easier. These assets should be co-located in high-foot traffic areas rather than pushing vendors to parts of the neighborhood or park that do not see much business. Small-scale programs such as coordinated power washing and increased trash pick-up in vendor heavy areas can help make vending easier and safer for all, especially in public spaces such as parks. Efforts to remove infrastructural barriers should be paired with complementary efforts to lower regulatory, functional, and financial barriers faced by vendors. Formalization should be treated as an ongoing process where rules are revisited and adapted.

Key Words

Workforce Development

Street vending policy

Public space access

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Appendix B. Table of Housing Policies and Programs

	TENANT PROTECTIONS <i>Policies and programs created specifically for renters</i>	RESIDENT ASSISTANCE <i>Policies and programs to support low-income renters and homeowners</i>	HOMEOWNER SUPPORT <i>Policies and programs for homeowners to update their residences</i>	PROGRAMS TO ADDRESS HOMELESSNESS - <i>Policies and programs created to support unhoused individuals and prevent housed residents from entering homelessness</i>
Bell				<p>Homeless Services Liaison to help within the community. The Homeless Liaison will partner up with other city departments and divisions as well as service providers, nonprofit agencies and local businesses to connect individuals to services.</p> <p>Homeless Outreach Program: provide outreach services to individuals experiencing homelessness. Focus on moving people into permanent housing.</p>
Bell Gardens	<p>Rent Stabilization (Ordinance 925) is meant to protect tenants from excessive rent increases and promote long-term stability for tenants. The ordinance does so by blocking landlords from being able to raise rent by more than 50% of the change in CPI (consumer price index) or 4% annually, whichever is lower.</p> <p>Tenant Eviction Protections (Ordinance 925) is paired with the rent increase restrictions to protect tenants from being evicted as a means for landlords to raise rents. Landlords cannot terminate a lease after a tenant has been in a unit legally for 12 months unless there is just cause.</p>	<p>First Time Home Buyers Program intended to assist first-time home buyers with down payments. These loans range from \$10,000 to \$100,000.</p> <p>Rental Assistance: \$1,500 of rental relief for residents in Bell Gardens who have past due balances from August or September 2023</p>	<p>Owner-Occupied Rehabilitation Program was created to help property owners with funds to rehabilitate their homes. These loans range from \$10,000 to \$125,000.</p> <p>CalHome Owner Occupied Rehabilitation Program: program to assist homeowners with rehabilitating or converting their garages into an ADU. The CalHome Owner Occupied Rehabilitation Program provides low-interest loans of up to \$75,000 to eligible homeowners who wish to improve or convert their existing ADU.</p>	<p>City funded beds in shelters: city purchased beds at the Salvation Army Shelter located in the City of Bell to ensure their residents have access to shelter when requested.</p> <p>Non-profit partnerships: People Assisting The Homeless (PATH) partners with city staff for outreach and shelter support</p> <p>Homeless Outreach Program: provide outreach services to individuals experiencing homelessness. Focus on moving people into permanent housing.</p>
Carson		<p>HOME Program: grant awarded from the Department of Housing and Community Development (HCD). The funds are available primarily to low and moderate income families to sustain affordable housing.</p>	<p>Foreclosure prevention awareness initiative: campaign created to raise awareness of existing options for those at risk of foreclosure, but also highlights tips and smart decisions that may help prevent foreclosure in the future.</p> <p>The Neighborhood Pride Program (NPP) is designed to assist low-and moderate-income owners of single-family detached dwellings and mobile homes with the preservation of decent, safe and sanitary housing.</p>	<p>Resources: Webpage with Housing, Meals and Groceries, and healthcare for unhoused individuals</p>

<p>Commerce</p>	<p>Rent Stabilization: A landlord cannot increase a tenant's rent by more than 5% plus the CPI, or 10%, whichever is lower, within a 12 month period.</p> <p>Just Cause: is paired with the rent increase restrictions to protect tenants from being evicted as a means for landlords to raise rents. Landlords cannot terminate a lease after a tenant has been in a unit legally for 12 months unless there is just cause.</p>	<p>A First-time home buyer program is a partnership with a local housing development called Rosewood Village. In this program, 9 participants could get up to \$150,000 in assistance for a downpayment and closing cost on unity in the development. To qualify, participants need to be first-time home buyers who have lived in Commerce for at least 5 years. Participants were chosen through a lottery process.</p>	<p>Home Preservation Grant: program that provides income-qualified residents with up to \$25,000 in grant funding for essential home improvements such as roof repairs and electrical upgrades. These grants are just for single-family homes that are the owner's primary residence.</p>	
<p>Compton</p>	<p>Housing Choice Voucher Program: Participants of the HCV Program typically pay between 30% - 40% of their adjusted income for rent while the housing authority via federal dollars from the Department of Housing and Urban Development (HUD) cover the difference between the approved contract rent and the tenant's rent payment.</p>			<p>Homelessness Task Force: Conducts the homelessness count and collaborates with organizations to produce a service plan.</p> <p>Homeless Outreach Program: provide outreach services to individuals experiencing homelessness. Focus on moving people into permanent housing.</p>
<p>Cudahy</p>	<p>Rent Stabilization (Ordinance 736): Created to protect tenants from excessive rent increases and promote long-term stability for tenants. The ordinance does so by blocking landlords from being able to raise rent by more than the change in CPI (consumer price index) or 3% annually, whichever is lower.</p> <p>Tenant Protections (Ordinance 737): is paired with the rent increase restrictions to protect tenants from being evicted as a means for landlords to raise rents. Landlords cannot terminate a lease after a tenant has been in a unit legally for 12 months unless there is just cause.</p> <p>Inclusionary Housing Program: City requires housing developers with units of 4+ to assign 15% of total housing units as inclusionary housing/affordable housing.</p>	<p>First-Time Homebuyers Assistance Program: run by the LA County Development Authority to provide 0% interest with deferred payment loans for first-time homebuyers for up to \$85,000 or 20% of the purchase price (whichever is less).</p>		<p>Staff dedicated to homeless services: Supportive Services Coordinator and Homeless Services Liaison to help within the community. They will partner up with other city departments and divisions to address any issues and/or concerns within the city.</p> <p>City funded beds in shelters: city purchased beds at the Salvation Army Shelter located in the City of Bell to ensure their residents have access to shelter when requested.</p> <p>Homeless Outreach Program: provide outreach services to individuals experiencing homelessness. Focus on moving people into permanent housing.</p>
<p>Downey</p>				<p>Downey Resource Guide: Homeless services and resources guide with information on youth services, food banks, and veteran services.</p> <p>Downey Homelessness Plan: 2018 Plan to prevent and combat homelessness</p>

				Homeless Outreach Program: provide outreach services to individuals experiencing homelessness. Focus on moving people into permanent housing.
East Rancho Dominguez		First-Time Homebuyers Assistance Program: run by the LA County Development Authority to provide 0% interest with deferred payment loans for first-time homebuyers for up to \$85,000 or 20% of the purchase price (whichever is less).	Grants for Minor Home Repairs: up to \$5,000 in grant funding to help preserve existing homes with minor repairs. These funds are available to specific groups including seniors, permanently disabled, or large families (+5). Grants for Senior Homeowners: up to \$15,000 to assist the mobility and habitability repairs to homes for seniors who own their homes in unincorporated Los Angeles County	The Homeless Initiative is the central coordinating body for Los Angeles County's ongoing effort to expand and enhance services for people experiencing homelessness or at risk of losing their homes. Primarily funded through Measure H, a 1/4-cent sales tax. The homelessness Initiative works on: Homeless Prevention, Street Outreach, Interim Housing, Permanent Housing, Affordable Housing production and preservation, as well as the protection of tenants, and Supportive Services such as case management; connections to health care, mental health care, and substance use disorder treatment.
Huntington Park	The Emergency Rental Assistance Program: is three months of rental assistance available to income-eligible residents who live in Huntington Park. Funds are distributed on a first come first serve basis.	First Time Home Buyer Program: which provides assistance to low-income households on a down payment and closing costs for a home. To qualify for this assistance, buyers need to be residents of Huntington Park for at least 1 year	Home Repair Program: which provides up to \$25,000 in grant funding to income-qualified homeowners in single-family homes to make repairs to their residences. This funding is offered on a first come first served basis.	Consolidated Planning of the Community Development Block Grant (CDBG) and Home Investment Partnership Act (HOME) programs to provide food services, homeless services, and hotel/motel vouchers.
Long Beach	City Resource Line: The LB Resource Line is a hotline that supports anyone in Long Beach who needs help finding local, City and community resources	First-Time Homebuyer Assistance Program: designed to assist low- and moderate-income families traditionally underrepresented in homeownership with purchasing their first home and building multi-generational wealth. Approximately 100 households will receive up to \$20,000 in down payment and closing cost assistance. Neighborhood Grant Program: The City of Long Beach is providing up to \$1,500 in funding to established Long Beach neighborhood associations to host neighborhood events and/or neighborhood improvement projects. The goal of the program is to support events and projects that improve neighborhood spirit, collaboration, and revitalization efforts. Home Buyer Resource Page: Connects residents to a wealth of County, State, and Nonprofit homebuyer educational resources and funding programs in addition to the city's funded program.	Home Improvement Roof Grant Program: provides eligible owner-occupied, single-family residence property owners with up to \$20,000 in grant funding for the rehabilitation or replacement of their home roof.	Multi-Service Center: the place to go to get connected with services such as: case management, housing services, medical services through a clinic, obtaining identification, employment assistance, mental health support, safe parking program, and more.

Lynwood		<p>Utility Assistance Program: which offers financial assistance to low-income households on electricity, gas, trash, and water bills. Recipients must be making 80% or less of the area median income in order to qualify for support.</p>	<p>Home Investment Partnership Grant Program: which provides funds for building, buying, and or rehabilitating affordable housing. The program offers up to \$45,000 to homeowners through a \$35,000 deferred payment loan and/or \$10,000 grant to income-eligible households.</p>	<p>Homelessness Plan: Homeless Plan under development to better inform the city's strategy, strengthen partnerships, coordinate resources, and open the city to wider funding</p>
Maywood	<p>Urgency Ordinance 23-01-U Rent Control: a rent cap that keeps landlords from increasing the rent for residents who have lived in their since before February 6 2023 from increases to their rent.</p>	<p>Housing Department: provide direct service support to its residents for rental assistance, wrongful evictions, code enforcement violations, and shelter referral</p> <p>First-Time Homebuyers Assistance Program: run by the LA County Development Authority to provide 0% interest with deferred payment loans for first-time homebuyers for up to \$85,000 or 20% of the purchase price (whichever is less).</p>		<p>Homelessness Plan: Five-year Homelessness Plan passed in 2021 to to shape the strategy for providing safe healthy housing for overcrowded households, city services for households in need, keep at-risk families with school-aged children connected to schools, and provide adequate housing to those who are unsheltered.</p>
Paramount			<p>Home Improvement Program: The City of Paramount is offering grants to remodel the exterior of owner-occupied detached single-family homes or mobile/manufactured homes. Qualified households may receive partial funding for exterior improvements such as doors and windows and roof repair</p> <p>Home Security Rebate Program: The City of Paramount is offering rebates of up to \$200 exclusively for Paramount residents who purchase a new home security camera system or alarm service.</p> <p>ADU Resources: webpage to help residents, contractors, architects, developers, and anyone else interested in understanding how to build an accessory dwelling unit (ADU) or a junior accessory dwelling unit (JADU)</p>	<p>Plan to Prevent and Combat Homelessness: working with the City of Bellflower and the non-profit organization PATH, Paramount has developed a plan that outlines priorities in addressing these issues in both cities.</p> <p>Homeless Outreach Program: provide outreach services to individuals experiencing homelessness. Focus on moving people into permanent housing.</p>
Rancho Dominguez		<p>First-Time Homebuyers Assistance Program: run by the LA County Development Authority to provide 0% interest with deferred payment loans for first-time homebuyers for up to \$85,000 or 20% of the purchase price (whichever is less).</p>	<p>Grants for Minor Home Repairs: up to \$5,000 in grant funding to help preserve existing homes with minor repairs. These funds are available to specific groups including seniors, permanently disabled, or large families (+5).</p> <p>Grants for Senior Homeowners: up to \$15,000 to assist the mobility and habitability repairs to homes for seniors who own their homes in unincorporated Los Angeles County</p>	<p>The Homeless Initiative is the central coordinating body for Los Angeles County's ongoing effort to expand and enhance services for people experiencing homelessness or at risk of losing their homes. Primarily funded through Measure H, a 1/4-cent sales tax. The homelessness Initiative works on: Homeless Prevention, Street Outreach, Interim Housing, Permanent Housing, Affordable Housing production and preservation, as well as the protection of tenants, and Supportive Services such as case management; connections to health care, mental health care, and substance use disorder treatment.</p>

<p>South Gate</p>	<p>Inclusionary Housing Program: which requires developments with ten units or more to make 10 - 14% of rental and owner-occupied units affordable.</p>		<p>ADU Resources: permit-ready plans for new accessory dwelling unit (ADU) construction and standard plans for garage conversions into ADUs</p>	<p>South Gate Homeless Outreach Program: which works with the South Gate Police Department and the Salvation Army Bell Shelter to provide care management and other services to help individuals access shelter and housing</p> <p>Homeless Prevention Program: City of South Gate plans, coordinates and organizes strategies to assist the city's homeless population in collaboration with other public and private organizations.</p> <p>Homeless Outreach Program: provide outreach services to individuals experiencing homelessness. Focus on moving people into permanent housing.</p>
<p>Vernon</p>				

Appendix C. Table of Workforce Development Policies and Programs

	PRESERVATION OF EXISTING BUSINESSES	JOB TRAINING AND CAREER PREPARATION	BUSINESS INCENTIVES	RESIDENT SUPPORT
Bell	<p>Commercial Façade Improvement Program: Provides financial assistance to business and property owners along specific target areas.</p>		<p>Opportunity Zones: Created through the 2017 Tax Cuts and Jobs Act, Opportunity Zones allow investors to defer capital gain taxes and permanently exclude taxable income of capital gains in exchange for an investment in an opportunity zones fund. However, benefits depend on the amount of time that gains are held in opportunity funds. The intent of the program is to incentivize investment in specific geographic areas to lead to job creation and economic development.</p> <p>Residential Rehabilitation Program: Provides grant funding to low and moderate income homeowners for home beautifications, including remodels, exterior paint, and reroofs. Grants range from \$18k for a single family grant or \$11k for a mobile home grant.</p>	
Bell Gardens		<p>Community Family Service Center partnership with Job Corps: Provides job training to youth ages 16-24. The Job Corps job training programs run through the recreation and community services department.</p>	<p>Opportunity Zones: Created through the 2017 Tax Cuts and Jobs Act, Opportunity Zones allow investors to defer capital gain taxes and permanently exclude taxable income of capital gains in exchange for an investment in an opportunity zones fund. However, benefits depend on the amount of time that gains are held in opportunity funds. The intent of the program is to incentivize investment in specific geographic areas to lead to job creation and economic development. There is a 139 acre area between Clara Street, Eastern Avenue, Garfield Avenue.</p>	<p>Affordable Connectivity Program: Provides discounts for home internet and a one time discount for laptop. It is federally funded.</p>
Carson	<p>Small Business Grant Program: Includes a \$5-\$25k grant for businesses that have been negatively impacted by COVID-19.</p> <p>Commercial Façade Improvement Program: Provides financial assistance to eligible property owners for the renovation of commercial buildings and structures within the City of Carson Commercial Areas / Target Areas. Funds can be used to correct certain code violations for commercial buildings and improve storefront aesthetics. The funds are a range of a reimbursement grant of \$2,500 to \$25,000. The intent of the program is to</p>	<p>Carson One Stop Career Center: Provides assistance to both employers and employees. Services include: employer recruitment, assistance with candidate screening and selection, job placement and training established under Workforce Innovation and Opportunity Act.</p>	<p>The City of Carson has a partnership with the regional Small Business Development Center to provide services, financing, marketing, and accounting support to small businesses.</p> <p>Enhanced Infrastructure Financing District (EIFD): Carson is in the process of forming an EIFD with the help of LA County to raise funds for needed investments in infrastructure, affordable housing, and environmental mitigation. Funds will come from new incremental increases in property taxes within the EIFD area (roughly 14% of the City's total area).</p> <p>City policies provide financial relief. There is a low utility tax and no local property tax.</p>	

	revitalize the City's commercial building stock.			
Commerce			The Commerce Industrial Council , which is the City's formal Chamber of Commerce, supports local businesses and creates economic opportunities in the City.	
Compton	Small Business COVID-19 Relief Grant Program: is a state-level program that provides \$5-25k per business but has since been phased out. The City of Compton promoted the program to residents.	The Rancho Dominguez AJCC (America's Job Centers of California) is run by Managed Career Solutions and serves the Rancho Dominguez region of LA County but is based in Compton.		
Cudahy			From the 2040 plan, Cudahy is supporting a Chamber of Commerce, a Business Improvement District (BID), flexible land use designs and overlays, and a riverfront overlay.	
Downey			The City of Downey is launching a Community Benefit District downtown with the intention of raising funds for local businesses. It is projected to raise at least \$253,589 annually. The Community Benefit District is a property assessment district, where business owners pay more to fund improvements and services like special events, security, maintenance and beautification, and the creation of a property owner-controlled non-profit corporation to manage funds.	
East Rancho Dominguez				

Huntington Park			<p>CA Enterprise Zone Tax Credit: The City is included under the Los Angeles Mid-Alameda Corridor Enterprise Zone. It includes a hiring credit, sales and use tax credit, a business expense deduction, net operating loss carryover, and a net interest deduction for lenders.</p> <p>The City provides funds for commercial rehabilitation and industrial development bonds.</p>	
Long Beach	<p>Commercial Corridor Façade Improvement Program (CCFIP): Provides financial assistance to eligible property owners for the renovation of commercial buildings up to \$25,000 per tenant to a maximum of \$175,000 for multi-tenant buildings. The intent of the program is to revitalize the City's commercial building stock in specific communities.</p>	<p>SBDC Small Business Development Center at Long Beach City College: Provides one-on-one consulting and low cost training for businesses.</p> <p>Pacific Gateway Workforce Innovation Network: Supports economic development in the harbor communities. It is one of seven local workforce development boards (LWDB) that make up the Los Angeles Basin Regional Planning Unit and support economic development planning and goals.</p>	<p>The City has incentives for adding jobs, supporting manufacturing, relocating or expanding a small business, renovations and construction. These incentives are paid as a credit against the business license tax bill.</p> <p>Long Beach also has a Digital Inclusion Resources Hotline.</p> <p>There is also a CalRecycle Recycling Market Development Zone (RDMZ), where in Long Beach, there are opportunities for technical assistance, expedited permit processing, and low-interest loans for facility construction, expansion, rehabilitation, and equipment purchase. There is also a micro-loan program for businesses.</p>	<p>Long Beach launched a guaranteed income pilot in selected zip codes for households at or below 100 percent of federal poverty level where people receive \$500 a month for 12 months.</p>
Lynwood			<p>The City's Community Block Development Grant Advisory Board provides guidance and oversight on the use of Community Block Development Grant (CDBG) and HOME Investment Partnership (HOME) Grant Programs. These federal funds are meant to serve low and moderate income residents. The five-person board is appointed by City Council and receives a \$50 stipend per meeting.</p>	
Maywood		<p>City of Maywood Youth Workforce Program in partnership with HubCities career center.</p>		

<p>Paramount</p>	<p>In partnership with the Chamber of Commerce, the City of Paramount launched the “Explore Paramount” campaign to bring customers and visitors to small businesses in Paramount.</p>	<p>Paramount Education Partnership (PEP): City owned program at community center that provides homework help, English language learning support, adult basic skills learning, workshops, etc.</p>	<p>While not an explicit program, the City of Paramount has benefits that support small businesses, such as: low licensing and permit fees, a streamlined permit process, fast tracked permit approvals, and next day site inspections.</p>	
<p>Rancho Dominguez</p>				
<p>South Gate</p>		<p>Hub Cities Consortium (HCC): is a center, physically located in South Gate, providing services and support to job seekers and employers across the cities of Bell, Bell Gardens, Cudahy, Huntington Park, Lynwood, Maywood, South Gate, Vernon. Hub Cities Consortium operates the Southeast LA AJCC (America's Job Centers of California) serving SELA communities.</p>	<p>In 2020, the City used federal CDBG to launch the Small Business Job Retention and Creation Grant, a one-time \$10,000 grant to help twenty small businesses retain staff and continue providing services.</p>	<p>In 2018, South Gate released a Comprehensive Economic Development Strategy that identified opportunities to support residents and strengthen the workforce. Some opportunities included partnering with training programs, promoting financial incentives from the state, encouraging the production of affordable housing, and seeking community benefits agreements.</p>
<p>Vernon</p>			<p>The City of Vernon has a Public Utilities Department (VPU) that includes a Natural Gas Rebate Program, Commercial Electric Forklift Incentive, Commercial EEV Charger Incentive.</p>	