



**CELEBRATING THE PAST,
SHAPING THE FUTURE**



NORTH SACRAMENTO

For more than a century, North Sacramento was known for its Kentucky Derby horse racing and car touring along Del Paso Boulevard's historic Transcontinental Highway 40. Today, you can ride light rail through out North Sacramento, shop at unique furniture stores, enjoy the local arts scene, engage in sporting and recreational activities, and dine with the after-theater dinner crowd. North Sacramento's future is a celebration of its proud history and its commitment to creative new development.

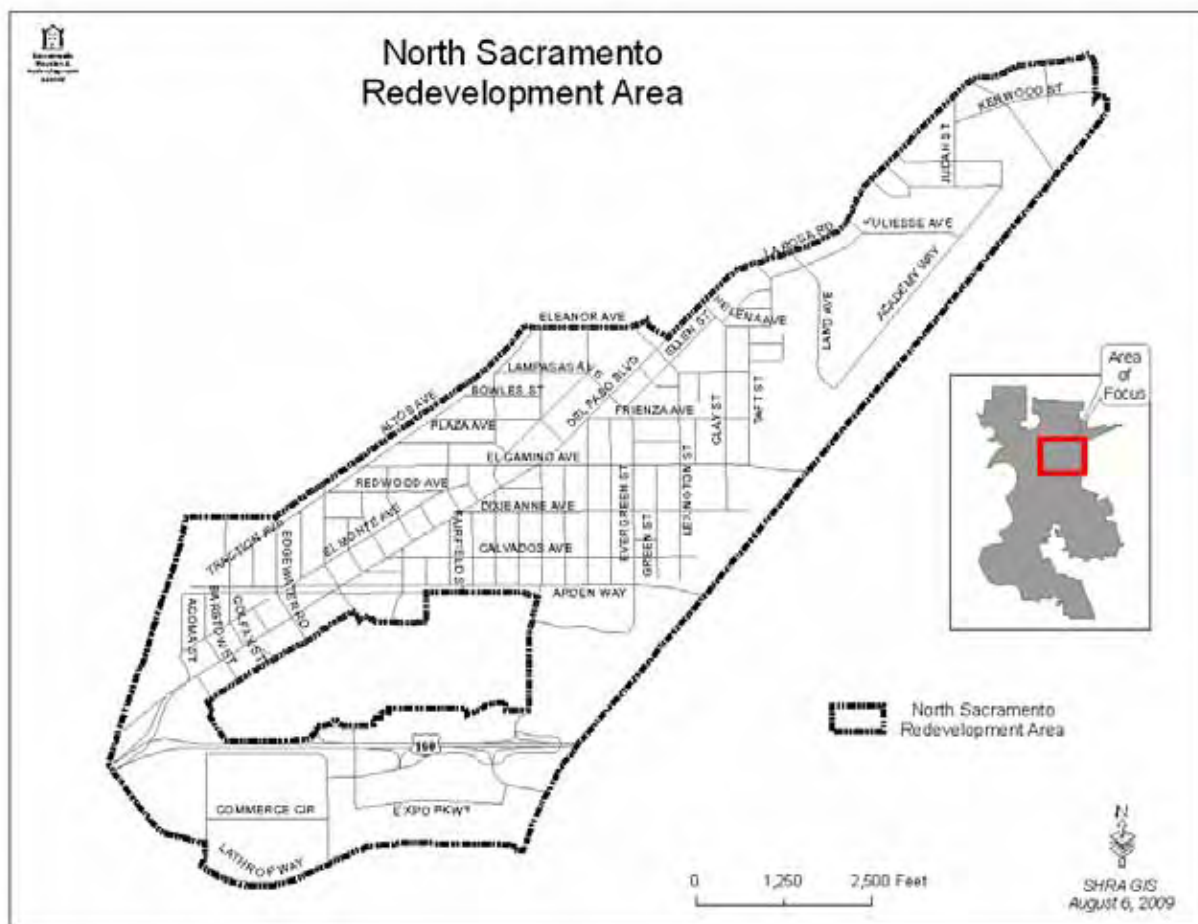
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Shaping the future**





ABOUT NORTH SACRAMENTO

First developed as a bedroom community in the 1940's, North Sacramento was a service oriented community that catered to local residents and outlying farms. Although North Sacramento was incorporated into the City of Sacramento in 1964, it remained separate from the rest of the city due to its higher unemployment, lower household income, substandard infrastructure and utility system, and a deteriorating building stock. Its negative image and poor street grid system further exacerbated North Sacramento's isolation from the rest of city. To combat these problems the North Sacramento Redevelopment Area was established and adopted by the community and City Council in 1992.





Notable Timeframes		Existing Land use														
Redevelopment Plan	Adopted 1992 Expires 2028	<p>1,186 Acres</p> <table border="1"> <caption>Land Use Distribution</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Res</td> <td>29%</td> </tr> <tr> <td>Other</td> <td>20%</td> </tr> <tr> <td>Public</td> <td>16%</td> </tr> <tr> <td>Vacant</td> <td>10%</td> </tr> <tr> <td>Ind</td> <td>16%</td> </tr> <tr> <td>Ret / Com</td> <td>9%</td> </tr> </tbody> </table>	Category	Percentage	Res	29%	Other	20%	Public	16%	Vacant	10%	Ind	16%	Ret / Com	9%
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Time Limit to Incur Indebtedness	2012															
Time Limit to Commence Residential Eminent Domain	None															
Time Limit to Commence Commercial Eminent Domain	2016															
Time Limit to Repay Indebtedness	2038															
Implementation Plan	2009-2014															
Housing Compliance Plan (For affordable housing program planning)	2005-2014															



POSITIONING FOR THE FUTURE

Since its Plan adoption in 1992, the Agency has championed many successful projects and programs in the North Sacramento Redevelopment Project Area. Its revitalization efforts have focused on the commercial corridors, especially Del Paso Boulevard, and the Dixieanne Neighborhood. Some of the Agency's signature projects have included:

- **The “Experience Del Paso Boulevard” Streetscape Improvement Project:** Completed in 2007, the Agency invested \$5,785,142 in this award winning streetscape project. The local chapter of the American Public Works Association honored the City of Sacramento with its Transportation Award for the project's focus on increasing pedestrian safety, creating a sense of community and revitalizing Del Paso Boulevard's entire commercial corridor by:
 - removing two travel lanes to calm traffic and provide for diagonal parking;
 - widening and beautifying the landscaped median to create protected pedestrian crosswalk refuges;
 - commissioning and installing 10 pieces of public artwork; and
 - installing new bulb outs, retaining seating walls, crosswalks, and pedestrian-scale lighting.
- **Surreal Estates:** Completed in 2006, the Surreal Estates artist Live/Work units are a groundbreaking sweat equity project that resulted in 11 affordable housing and studio units for local artists in the Dixieanne Neighborhood. The project took 10 years to complete. The Agency invested \$510,000 and leveraged \$1,664,102 of private funds.
- **Exterior Rebate Projects:** Over the past five years, the Agency has completed 19 Exterior Rebate and Commercial Loan Projects, investing \$1,366,794 and leveraging \$3,240,393 of private funds in the North Sacramento Redevelopment Area. The Agency's program to upgrade commercial facades on Del Paso Boulevard has been one of its most successful revitalization efforts and has become a cornerstone of the Boulevard's renaissance. Some of the more notable projects include the Greens Hotel, Best Cleaners, the Supper Club and the Swanson & Sons Lock & Safe Co.

The Greens Hotel

A 1950's style motel, the Greens Hotel was an auto court that had become an eyesore and neighborhood nuisance. The fate of the property improved when it was purchased by Mr. Dan Friedlander in 2000. As the visionary owner and entrepreneur of the “Building on the Boulevard” and the LIMN furniture store and warehouse, it was no surprise when this forward thinking developer proposed to return the motel to a stylish retro hotel with 22 rooms, a small rental cottage and business meeting space.

Today, the art deco style hotel surrounds a lovely courtyard with covered walkways and stairs, extensive landscaping, lighting and outdoor seating, as well as a lap pool. The Agency contributed \$450,000 to this project and leveraged \$1,500,000 of private investment.





REDEVELOPMENT PLAN GOALS

The North Sacramento Redevelopment Plan was adopted in 1992. The Agency continues to implement the Plan's following redevelopment goals:

- a. Reduce local unemployment by developing local job opportunities, preserve the existing employment base, encourage office development and labor intensive industrial uses, and capitalize on local skill training programs and City policies regarding local hiring.
- b. Promote private and public sector cooperation and involvement in sustaining existing businesses and encouraging new private investment in the area's commercial sector.
- c. Expand neighborhood-serving commercial uses by strengthening and supporting community shopping opportunities in the Del Paso-El Camino business district, as well as encourage commercial activities that serve the City and surrounding area.
- d. Conserve, rehabilitate and redevelop the area consistently with the General Plan, the Community Plan, the redevelopment plan and local codes and ordinances. Control unplanned growth by guiding revitalization activities and new development to meet the needs of the redevelopment area, the city and its citizens.
- e. Increase, improve and preserve the area's housing stock by encouraging a mix of housing types and densities available to a range of households (e.g., elderly, low and moderate income, special needs) through a variety of mechanisms including rehabilitation, market incentives, and subsidies.
- f. Increase access to and circulation patterns within the North Sacramento community through a variety of traffic improvements and transportation modes.
- g. Conserve and build upon the positive qualities of the North Sacramento community, as well as eliminate and prevent the spread of blight and deterioration.
- h. Retain and promote community services and facilities that support and enhance neighborhood cohesiveness, stability and pride.
- i. Encourage the generation of increased sales, business license, hotel occupancy and other fees, taxes and revenues to the City.
- j. Reduce the city's annual cost of local service provisions to and within the area.
- k. Provide new and improve existing public infrastructures.



IMPLEMENTATION PLAN STRATEGY

The five year redevelopment strategy for the North Sacramento Redevelopment Area is to restore Del Paso Boulevard to the fully active commercial corridor that it once was, promote transit-oriented development, increase homeownership, remediate Brownfields properties, and build on the area's existing resources. In particular, the strategy focuses on:

- a. **Reinvigorate the Boulevard:** Focus on reinforcing Del Paso Boulevard as the unique, convenient and attractive shopping, business and commercial destination in North Sacramento for the immediate neighborhood and beyond by concentrating “placemaking” on the Boulevard and building on the community’s existing assets. Promote revitalization efforts and private investment by creating new and restoring existing community-making spaces that expand the area’s arts theme, develop unique, pedestrian-friendly shopping opportunities, and improve walkability and public infrastructures. Continue to develop the eclectic arts and entertainment district of the Boulevard, unique shops and restaurants, and sports, athletic and recreational-related businesses.
- b. **Maximize Transit Oriented Development:** With the Redevelopment Area’s five light rail stations, there are many great opportunities to promote and develop transit-friendly development with a mix of commercial, retail, office and residential uses along Del Paso Boulevard, Arden Way and around the Swanston Light Rail Station.
- c. **Prepare the Area for Private Investment:** Promote and facilitate private investment by engaging in Brownfields remediation, public infrastructure improvements, and leveraging public funds to increase opportunities for economic development. The Agency continues to be involved in the environmental remediation of several sites in the redevelopment area making them shovel-ready for new development. Through streetscape and park improvements, the Agency is setting the stage for private investment on Del Paso Boulevard and in the Project Area. It’s also partnering with private investors to bring new businesses to the Boulevard and expanding existing ones.
- d. **Plan and Build Complete Neighborhoods:** Facilitate development of complete neighborhoods that provide housing for a variety of income levels, neighborhood serving businesses, community facilities, and new public infrastructure. With this strategy, two of the Agency’s major efforts include:
 - i. **Housing:** Develop and invest in a mix of housing choices including rehabilitating existing multi-family complexes, encouraging mixed-use on Del Paso Boulevard with a residential component, promoting transit-oriented development, and supporting mixed-income housing development.
 - ii. **Community Facilities:** Provide for redevelopment area residents’ recreational, health, cultural, and social needs by developing high-quality community facilities and renovating existing ones.



Project/Description	Estimated Redevelopment Investment	Goals Achieved	Strategies Achieved
<p>Four Corners - Del Paso Boulevard and Edgewater 1340, 1390, 1401/1405, and 1400/1410/1414 Del Paso Boulevard</p> <p>The proposed project at the four corners of Del Paso Boulevard and Edgewater Road is intended to create a neighborhood node and community gathering place that builds on the transit-oriented theme of the Boulevard with higher density and mixed use development.</p> <p><i>Anticipated Completion:.....2012</i></p>	Contingent upon available funds.	b., d., e., g., and i	a and c
<p>Former Goodwill Site 2300/2308 Del Paso Boulevard</p> <p>This project includes rehabilitating and reusing the former Goodwill building and taco stand resulting in a dynamic bookend and “placemaking” venue at the corner of Del Paso Boulevard and El Camino Avenue.</p> <p><i>Anticipated Completion:.....2010</i></p>	\$1,000,000	a., b., c., d., g., and i	a and c
<p>Fresh n’ Easy 965 El Camino Avenue</p> <p>The Agency is providing funds to help with on- and off-site improvements to facilitate the construction and development of Fresh n’ Easy grocery store on El Camino Avenue.</p> <p><i>Anticipated Completion:.....2010</i></p>	\$2,225,000	a., b., c., d., g., and i	b, c and d
<p>Swanston Light Rail Station - Catalyst Site 1116/1120 Dixieanne Avenue, 2323 Selma Street, and 2330/2334 Lexington Street</p> <p>As part of the Swanston Transit Village Plan and less than a quarter-mile from the light rail station, the proposed catalyst project for this site is a high-density, transit-friendly residential development.</p> <p><i>Anticipated Completion:.....2013</i></p>	Contingent upon available funds.	d., e., and g.	b and di



Project/Description	Estimated Redevelopment Investment	Goals Achieved	Strategies Achieved
<p>Marconi TOD Residential Development 1737 Kathleen Avenue A transit-oriented development of either residential or commercial development capitalizing on the extremely close proximity to the Marconi Light Rail Station.</p> <p><i>Anticipated Completion:.....2010</i></p>	Contingent upon available funds.	d., e., and g.	b, c and di
<p>El Monte Triangle This ongoing environmental remediation project will result in a large, shovel-ready geographic area just a block from Del Paso Boulevard making the site ready for transit-friendly residential development.</p> <p><i>Anticipated Completion:.....2012</i></p>	\$355,000	d. and g.	b, c and di
<p>Public and Community Infrastructure Improvements To facilitate increased private investment, the Agency will continue to invest in public infrastructure improvement projects and replace infrastructure when no other sources of funds are available.</p> <ul style="list-style-type: none"> ○ Dixieanne “Green” Avenue Project When completed, this five block long project will be the largest “Green” Street in the United States with an integrated storm water drainage system that includes a bifurcated sidewalk, landscaping and swales that facilitate a sustainable approach to rainwater runoff. <p><i>Anticipated Completion:.....2009</i></p> <ul style="list-style-type: none"> ○ Del Paso Boulevard Streetscape Improvement Project – Acoma Street to El Camino Avenue This streetscape project is an extension and second phase of the Del Paso Boulevard Streetscape Project north of Arden Way that was completed in 2007. This phase will include new landscaping, a lane drop, a pedestrian friendly signal at Del Paso Boulevard and Southgate/ Dale, new sidewalks, and striping for on-street parking. 	<p>\$1,028,000</p> <p>\$1,700,000</p> <p>\$550,000</p>	<p>d., f., g., h. and j.</p> <p>d., f., g., h., and j.</p> <p>d., g., h.</p>	<p>a, c and d</p> <p>c</p> <p>a and c</p> <p>c and dii</p>



Project/Description	Estimated Redevelopment Investment	Goals Achieved	Strategies Achieved
<p><i>Anticipated Completion:.....2011</i></p> <ul style="list-style-type: none"> ○ Rea and Triangle Park Improvements The project will result in a masterplan design for Rea Park and new infrastructure and landscaping for both parks. <p><i>Anticipated Completion:.....2010</i></p>		and k.	
<p>Property Acquisitions Acquisition and positive reuse of key properties within the Project Area is crucial to achieving the goal of reinvigorating the Boulevard.</p> <p><i>Anticipated Completion:.....2014</i></p>	Contingent upon available funds.	b., c., d., e., and g.	a, b, c and d
<p>Multi-family Residential Rehabilitation Assist private and non-profit developers with acquisition and rehabilitation of multi-family development projects and ensure long-term affordability.</p> <p><i>Anticipated Completion:..... 2014</i></p>	Contingent upon available funds.	d., e., and g	di
<p>Development Assistance Provide gap financing for projects that will bring continued revitalization to North Sacramento. Projects that promote neighborhood-serving retail or office are encouraged.</p> <p><i>Anticipated Completion:.....2014</i></p>	Contingent upon available funds.	a., b., c., d., e., g., and i	a, b, c and d
<p>Commercial Loan and Exterior Rebates Program <i>This Program funds exterior and interior rehabilitation of commercial properties. Projects that promote neighborhood-serving retail or office are encouraged to participate in the Program.</i></p> <p><i>Anticipated Completion:.....2014</i></p>	Contingent upon available funds.	b., c., d., g., and i	a and c



Project/Description	Estimated Redevelopment Investment	Goals Achieved	Strategies Achieved
<p>Housing Development Assistance Gap financing for projects that will bring continued revitalization to North Sacramento and provide housing opportunities for lower income residents.</p> <p><i>Anticipated Completion:.....2014</i></p>	Contingent upon available funds.	b., d., e., and g.	di
Total Estimated Redevelopment Investment	\$10,113,000		



AFFORDABLE HOUSING PROGRAM – 2005 THROUGH 2014

Develop and invest in a mix of housing choices including rehabilitating existing multi-family complexes, encouraging mixed-use on Del Paso Boulevard with a residential component, promoting transit-oriented development, and supporting mixed-income housing development.

Over the next five years, the Agency proposes to implement the residential component of the North Sacramento redevelopment strategy by undertaking the following potential projects and programs:

Project/Description ¹	Estimated Redevelopment Investment	Goals Achieved	Strategies Achieved
<p>First-Time Homebuyer Assistance Program Encourage homeownership in North Sacramento by providing down payment assistance to first-time homebuyers. Assuming that all assistance is provided at the maximum assistance level of \$5,000 per unit, this program could yield approximately 100 units assisted over the next five years.</p> <p>Completion of this project would result in eliminating factors hindering economically viable use.</p> <p><i>Anticipated Completion:.....2014</i></p>	\$500,000	e.	d.i.
<p>Single Family Rehabilitation Home Loan Program Provide rehabilitation loans for single family homes in North Sacramento. Maximum loan amount is \$50,000, resulting in at least 10 units that may be rehabilitated through this program.</p> <p>Completion of this project would result address unsafe and unhealthy buildings.</p> <p><i>Anticipated Completion:.....2014</i></p>	\$500,000	e.	d.i.

¹ Assumed per unit assistance referenced in this Implementation Plan are conservative estimates for illustrative purposes only. The actual assistance will be determined as the project is implemented, and could be lower depending upon the type of housing program funds used.



Project/Description ¹	Estimated Redevelopment Investment	Goals Achieved	Strategies Achieved
<p>Transit Oriented Development/Mixed Use Projects Utilize North Sacramento's ideal location along the Regional Transit Light Rail corridor to encourage housing near transit stations with a mix of income levels. Assuming assistance of \$500,000 (averaging \$100,000 per unit), approximately five affordable units could be created through this program.</p> <p>Completion of this project would result in eliminating factors hindering economically viable use and impaired investments.</p> <p><i>Anticipated Completion:.....2012</i></p>	\$500,000	b., c., d., e., and g.	a, b and di
<p>Infill Vacant Lot Program Program to provide developer assistance to builders constructing single family homes for ownership on vacant lots. Assuming assistance of \$500,000 (averaging \$100,000 per unit), approximately five affordable units could be created through this program.</p> <p>Completion of this project would result in eliminating factors hindering economically viable use.</p> <p><i>Anticipated Completion:..... 2014</i></p>	\$500,000	e.	d.i.
<p>Multifamily Rehabilitation Help stabilize neighborhoods by improving the quality of multi-family housing. Assuming assistance of \$500,000 (averaging \$50,000 per unit), approximately 10 affordable units could be assisted through this program.</p> <p>Completion of this project would result in eliminating unsafe and unhealthy buildings.</p> <p><i>Anticipated Completion:..... 2014</i></p>	\$500,000	e.	d.i.



Project/Description ¹	Estimated Redevelopment Investment	Goals Achieved	Strategies Achieved
<p>Housing Development Assistance Gap financing for projects that will bring continued revitalization to North Sacramento and provide housing opportunities for lower income residents. Assuming assistance of \$500,000 (averaging \$100,000 per unit, approximately five affordable units could be created through this program.</p> <p>Completion of this project would result in eliminating factors hindering economically viable use.</p> <p><i>Anticipated Completion:.....2014</i></p>	\$500,000	e.	d.i.
<p>Boarded & Vacant Program Program provides assistance to developers to purchase and rehabilitate boarded and vacant properties. Maximum developer fee is \$25,000 resulting in at least 20 units that may be rehabilitated through this program.</p> <p>Completion of this project would eliminate factors hindering economically viable use.</p> <p><i>Anticipated Completion:.....2014</i></p>	\$500,000	e.	d.i.
Total Estimated Redevelopment Investment	\$3,700,000		



HOUSING PROGRAM COMPLIANCE OBJECTIVES

For more than 60 years, the Redevelopment Agency has played a key role in providing housing assistance to individuals and families of modest financial means ensuring that they have a safe, clean and affordable place to live and are able to participate in a dynamic economy. As required by the California Community Redevelopment Law (Health and Safety Code Section 33000 *et seq.*, "CRL"), this section of the Implementation Plan identifies the Agency's housing assistance strategy including prior affordable housing activities, future anticipated housing need, and planned housing projects and programs. The CRL's requirements are explained below, as well as the Agency's past accomplishments and housing production requirements, and its future housing requirements.

In addition to the plans, activities, and projects just described in the redevelopment program, the facilitation and financing of affordable housing is an important and mandatory function of redevelopment. As tax increment revenues are generated in redevelopment project areas, 20 percent of the gross revenue stream is immediately set aside and placed in the Low and Moderate Income Housing Fund. Those funds, pooled with other federal and state resources and tax credits, provide an important financing tool to assist in the development of income-restricted, affordable housing projects.

In 2004, the Agency received the authority to expend Project Area housing set-aside funds either inside or outside the Project Area and to aggregate housing production activities and expenditure requirements among all of the Project Areas. The Agency approaches housing compliance from a citywide perspective to more effectively meet housing program objectives for the Agency and this Project Area in particular.

This section of the Implementation Plan, along with the Housing Compliance Plan for the City, addresses specific requirements in state law with respect to prior affordable housing activities and the anticipated housing program over a 10-year period, beginning in 2005. Redevelopment housing requirements generally fall into three categories: *Housing Production*, *Replacement Housing*, and *Expenditures by Household Type*. While *Housing Production* and *Replacement Housing* are reflected within this Implementation Plan, the *Expenditures by Household Type* is reflected in the Housing Compliance Plan for the City, which provides a comprehensive report reflecting the City's affordable housing compliance.

Housing Production

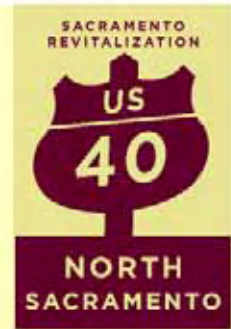
To estimate the number of housing units that need to be affordable to low- and moderate-income households, the Agency estimated the total number units to be constructed or substantial rehabilitated in the Project Area and applied formulas established in the CRL.

The following chart summarizes the production goals over various time periods as required by the CRL. The number of affordable units required is based on statutory thresholds, and the Agency is responsible for ensuring that the appropriate number of affordable units is created during a 10-year period.



Actual and Projected Housing Production Needs by Time Period			
Time Period	Actual/Assumed Housing Units Constructed and Substantially Rehabilitated in Project Area	Required Affordable Units /1	
		Total	Very Low
Prior Period	112	18	8
10 Year Compliance Period	188	31	13
<i>Actual (2005 to 2009)</i>	63	12	5
<i>Projected (2010 to 2014)</i>	125	19	8
Future Forecast (2015 to 2028)	200	30	12
Redevelopment Plan Duration (1992 to 2028)	500	79	33
Notes:			
1/ Based on 15 percent of actual/assumed units developed by entities other than Agency. (No units developed by Agency.) All figures rounded up.			

As shown in the preceding table, the Agency anticipates a need for 31 affordable units (including 13 very low-income units) to fulfill its production goals for the 10-year period, and 79 affordable units (including 33 very low-income units) over the duration of the Redevelopment Plan. Fulfillment of these productions goals is shown on the following table.



Fulfillment of Affordable Housing Production Requirements by Time Period								
Time Period	Units Required (see previous table)		Units Produced		Units Requiring Future Production		Net Surplus Units Produced	
	Total	VL	Total	VL	Total	VL	Total	VL
Prior Period /1 <i>In Project Area</i> <i>Outside Project Area /2</i>	18	8	18	8	0	0	0	0
10 Year Compliance Period /3	31	13	12	5	19	8	0	0
Actual (2005 to 2009) <i>Inside Project Area</i> <i>Outside Project Area /2</i>	12	5	9	3	0	0	0	0
Projected (2010 to 2014) <i>Inside Project Area</i> <i>Outside Project Area /2</i>	19	8	0	0	19	8	0	0
Future Forecast (2015 to 2028)	30	12			30	12	0	0
Redevelopment Plan Duration (1992 to 2028)	79	33	30	13	49	20	0	0
Notes:								
1/ Includes units in Pensione K Apartments (eight units) and Florin Meadows (10 units) projects.								
2/ Units produced outside the Project Area credited on a 2-for-1 basis. In 2005, the Agency obtained the authority to aggregate its production needs among project areas in its jurisdiction and credit units produced in other project areas on a 1-for-1 unit basis.								
3/ Units produced for ten year period include any surplus units produced prior to 2005. Includes units in Surreal Estates (9 units), Willow Glen Apartments (6 units).								

As shown in the preceding table, the Project Area has a 31 unit affordable housing production need for the next 10 years, including 13 very low-income units. 12 units were required to be produced during the 2005-2009 period. 9 units were produced inside the project area, and 3 units were produced outside the project area, thereby meeting the requirement. As described earlier in this Implementation Plan the Agency anticipates development of affordable housing



projects sufficient to meet the forecasted affordable housing production need in the Project Area during the 10-year planning period. Preliminarily, these projects could result in the production of potentially 75 affordable units over this time frame, thereby achieving these housing production goals for North Sacramento.

Replacement Housing

The CRL requires that whenever housing occupied by low and moderate income persons or households are destroyed as part of an Agency project, the Agency is responsible for ensuring that an equivalent number of replacement units are constructed or substantially rehabilitated. These units must provide at least the same number of bedrooms destroyed, and 100% of the replacement units must be affordable to the same income categories (i.e. very low, low, and moderate) as those removed. The Agency receives a full credit for replacement units created inside or outside the Project Areas.

The Agency anticipates removing 3 very low, low, and moderate income housing units, consisting of 9 bedrooms, from the 1022, 1030, and 1314-A Del Paso Boulevard during the 10-year period. The Agency is required to replace these units within four years of removal and the following table illustrates how the Agency anticipates satisfying replacement housing needs generated by the removal of these units. The Agency anticipates creating 3 replacement units with a total of 7 replacement bedrooms through the two projects detailed in the following table. The Agency's actions as detailed in the table confirm that it has met and will meet the anticipated replacement housing obligation for the 10-year period.

The Agency does not anticipate demolishing or removing any other affordable dwelling units during the remaining 10-year period.

Replacement Housing Obligations					
Project	Total Bedrooms	Total Units	Very Low Income Units	Low Income Units	Moderate Income Units
Units Removed					
1022 Del Paso Blvd	2	1	0	0	1
1030 Del Paso Blvd	4	1	0	1	0
1314-A Del Paso Blvd	3	1	1	0	0
Total Units Removed	9	3	1	1	1
Replacement Units					
Rio Linda & Nogales	4	2	0	0	2
Willow Glen	3	1	1	0	0
Total Replacement Units	7	3	1	0	2



Expenditures by Household Types

As reflected in the Housing Compliance Plan of the City, the Agency aggregates Project Area housing set-aside in order to more effectively meet housing program objectives. As a result, the *Expenditures by Household Types* can be found in the Housing Compliance Plan of the City.