

Advancing Community Support For Affordable Housing By Promoting Housing Diversity



League of California Cities Annual Conference
October 2, 2015

OUR PANEL

- **BRIAN MOURA**
Administrative Services Advisor, Regional
Government Services
- **MICHAEL BALSAMO**
CEO, BIA Orange County
- **LAURA ARCHULETA**
President, Jamboree Housing Corporation
- **DUANE BAY**
Assistant Director Planning & Research, Association
of Bay Area Governments & Former Mayor and City
Council Member, City of East Palo Alto

WORKSHOP OBJECTIVES

Discuss the need for and challenges in developing affordable workforce housing in California.

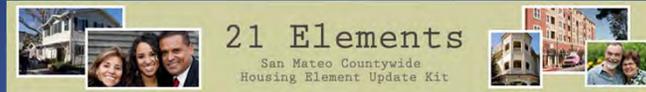
The session will focus on successful initiatives and approaches used in different regions to help achieve this goal.

THE CHALLENGE

- “The issue of affordable housing is critical for San Mateo County, more than perhaps anywhere else. I think it’s probably the wealthiest county there is overall and we have a huge shortage of affordable housing. But even our affordable housing programs really don’t deal with folks who need it more than anything else.”
– *City Council Member*
- “A typical market-rate rent for a two-bedroom Foster City unit is about \$3,700. Those who would be considered as very low-income earners typically make about \$50,000 a year and can only afford about \$1,220 per month, according to a staff report. Currently, there are thousands of households on the waiting lists for just a few affordable units in the city.”
– *21 Element Nexus Study for San Mateo County*
- California has the worst renter overcrowding in the country, resulting in significant, negative impacts on health and academic achievement.
- State and federal investment in the production and preservation of affordable housing in California dropped 69% since the great recession.

Sources: San Mateo Daily Journal, August 12, 2015; California Housing Partnership Corporation, April 2015

A REGIONAL APPROACH



- **21 Agency RHNA Process**
 - All cities and the County working together
- **21 Elements : Regional Housing Element Update**
 - Now underway in San Mateo County
 - Second Units
 - Senior Housing
 - Overlay Zoning
 - Impact Fees and Funding
 - Inclusionary Zoning
 - Agency-Owned Surplus Land for Housing



Housing Futures Initiative
Mike Balsamo

Our Mission

Our mission is to champion housing as the foundation of vibrant and sustainable communities.

ISSUES

LACK OF AFFORDABILITY

- Lack of affordable housing can lead to overcrowding and household stress.
- Longer commutes, leading to increased traffic congestion and pollution, decreased productivity and diminished quality of life.
- Lack of housing availability is a constraint to job growth and placement.

FACTS

LACK OF AFFORDABILITY

- Housing shortage in Orange County of approximately **50,000** units a year .
- **6,210** existing homes at risk of losing affordability in the next 5 years.
- Net migration for Southern California region is **-41,187**; OC has seen a 7% reduction in Millennials in the past 10 years.
- **\$82,180** is the minimum qualifying income to afford a Home in Orange County.
- **91%** of homes are unaffordable to teachers.

Housing Futures Initiative Stakeholders

Housing Advocates

Academic Experts

Legal Experts

Developers/Builders

Lenders

Financial Analysts

Business Leaders

MODERNIZE ZONING

- By-right affordable housing overlay.
- Certain incentives available by-right.
- Development agreements for larger sites.
- Mixed-use availability vs. distinct land-use patterns.
- Pre-zoning.

MODERNIZE ZONING

- Encourage Housing Variety To Fit Changing Demographics.
- Identify key changes in community make-up from GP or census.
- Endorse housing choice – walkable, drivable, high-rise, SFD.
- Rental vs. ownership – changing societal preferences and realities.

MODERNIZE ZONING

Adopt Flexible Development Standards That Reduce Costs

Target standards that can be modified to reduce costs.

Lot size

Setbacks

Unit size

Parking

MODERNIZE ZONING

Prioritize Locations With Access To Transportation and Services

--Direct public funding to identified RHNA locations.

--Specialized funding sources, e.g. cap-and-trade.

--Consider point system for by-right development.

--Public sponsorship/funding of CEQA documents.



Prioritize development of housing near transportation and services.

Transit Oriented Development

- Prioritize locations with access to services.
- Direct public funding to identified RHNA locations.
- Cap and trade potential.
 - Jamboree Housing – West Gateway Place.
 - C&C Development – Depot at Santiago.
- Consider point system for by-right development.



Expedite and streamline development processing for housing that meets an underserved need.

Expedite and streamline development

- CEQA clearances – Pre-approved EIR for residential property.
- Tailored and pre-adopted CEQA thresholds – fewer trips per person/lower traffic generation/lower parking ratios.
- By right development on identified sites – building permits only.
- Entitlement, plan check, inspections.



Offer incentives to build new and preserve existing affordable housing

INCENTIVES

Parking

Setbacks

Density

Impact fee relief

Prioritize rental over ownership housing for very low and low income households

Landscaping & Open Space Requirements

Other:

Credits for bus stops

Credits for proximity to other support services

Maintain And Secure Existing Affordable Housing

- Code enforcement.
- Purchase Restrictive Covenant Extensions.
 - Inventory expiring covenants.
 - Appraise covenant extensions.
 - Use in-lieu fees to extend existing covenants.
 - Use in-lieu fees to purchase new covenants.



Enlist community and business partners

What does being a partner mean?

Advocacy

Investment Opportunity

Ideas

Enlist Partners

Dedicate Staff To Support Local Housing Programs.

- Business Community & C of Cs, e.g. Orange County Business Council.
- Non-profit Developers & Service Providers.
- Schools & Universities.
- Churches, e.g. Garden Grove United Methodist.
- Hospitals/Clinics, e.g. St. Joseph.
- Social Investment Providers.
- Center for Demographic Research.

CONTACT

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**JAMBOREE HOUSING
CORPORATION**
Laura Archuleta
President



Jamboree

COMPANY PROFILE

Irvine, CA-headquartered Jamboree Housing Corporation is celebrating its 25th Anniversary. Jamboree:

- Is a non-profit company focused on enhancing communities by developing, acquiring, renovating and managing permanently affordable rental and ownership housing throughout California for working families, seniors, veterans and people with special needs most of whom earn 50% of AMI.
- Has a \$1.1 billion asset portfolio that includes the development of and/or ownership interest in more than 7,500 homes in more than 75 California communities.
- Is committed to sustaining development excellence with high quality, sustainable housing that benefits the environment, the economy and the health of local communities.
- Provides social, educational and self-help services that foster learning, health and community building at its communities and in surrounding neighborhoods.

For more information, visit jamboreehousing.com.



MISSION

Jamboree delivers high quality affordable housing and services that transform lives and strengthen communities.



BUILDING RELATIONSHIPS

Jamboree's top outreach priority is to advance and strengthen our relationships with local governments/stakeholders as well as school districts, healthcare organizations, business groups, community alliances, social enterprises, philanthropy and other nonprofits.

By so doing, establish a strong foundation of community support for our affordable housing developments and associated outreach programs.



DEVELOPMENT PIPELINE

Jamboree currently has \$320 million in affordable housing projects in its development pipeline.



LINCOLN AVE APARTMENTS, Anaheim, CA-70 Units

Under construction, completion Q3-2016



- A public/private partnership with the City of Anaheim developed on an urban infill site previously occupied by commercial and residential buildings.
- Joint venture with Innovative Housing Opportunities, Inc. -- an affordable housing developer in Irvine. Incorporates MHSAs housing units for mentally ill with units for families enrolled in the Anaheim School District's Homeless Assistance Pilot Program

GARDEN GROVE UNITED METHODIST CHURCH

Garden Grove, CA – 47 Units

Under construction, completion Q3-2016



- A multi-generational community development in partnership with the City of Garden Grove and the Garden Grove United Methodist Church. Services will include Head Start, adult day care, child care center, health screening services.
- Jamboree has structured a 60-year ground lease with the church that will provide ongoing financial support for the church's charitable activities.

WEST GATEWAY PLACE, West Sacramento, CA-77 Units
Under construction, completion Q4-2016



- Recipient of \$2.6 million in cap-and-trade funds allocated by the California Strategic Growth Council. First phase of a multigenerational community for seniors and families in West Sacramento's Bridge District.
- Co-developed by Jamboree and the West Sacramento Housing Development Corporation.

CLARK COMMONS APARTMENTS, Buena Park, CA-70 Units
Under construction, completion Q2-2016



- Affordable housing component of a 12-acre master-plan development created with City Ventures and the City of Buena Park.
- Site included a non-conforming retail center, the City's public works maintenance yard, auto repair facility and a commercial/industrial development being transformed into a residential development that seamlessly integrates into the surrounding residential neighborhood.

THE EXCHANGE APARTMENT HOMES, El Monte, CA-132 Units
Slated for completion October 2015



- Public/private partnership between the City of El Monte, Grapevine Advisors, LLC, the master developer, and Jamboree.
- Transit-oriented development adjacent to El Monte Transportation Center. Designed to achieve LEED Gold.

COMMUNITY IMPACT INITIATIVE

Jamboree is focused on building evidence-based practices in housing, economic development, education and health-related interventions designed to leverage affordable housing as a platform for community development that creates measurable improvement in neighborhoods.



COMMUNITY IMPACT

- Goal is to improve the overall health and strength of a community as defined by access to quality physical and mental health services, improvement in educational outcomes, improved social bonds, access to parks and recreation facilities, and a feeling of security.
- Expanded initiative requires broad and accurate data across a variety of metrics – including crime rates, income and education levels, language proficiency, unemployment, and school performance.
- Data analysis will help identify community assets, perceptions and challenges. This process ensures that housing, common area infrastructure and services are relevant, sustainable and effective in addressing the real needs of residents and the community at large.



COMMUNITY IMPACT

- Collaboration with key stakeholders – such as city officials, school principals and superintendents, law enforcement, property managers, community organizers, social service providers, and churches – forms the basis of understanding for how to work with and in specific neighborhoods.
- Working arm-in-arm with local leaders, decision-makers, community members and advocates to ensure that our activities lead to lasting, positive change that transforms lives and strengthens communities.



FUTURE OUTLOOK

The next 25 years

- New development opportunities.
- New funding sources.
- New revenue sources.
- New partnerships.



CONTACT

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ASSOCIATION OF BAY AREA GOVERNMENTS

Duane Bay
Assistant Planning and Research Director



San Francisco Bay Area



The Regional Task: SCS

— 30 year horizon

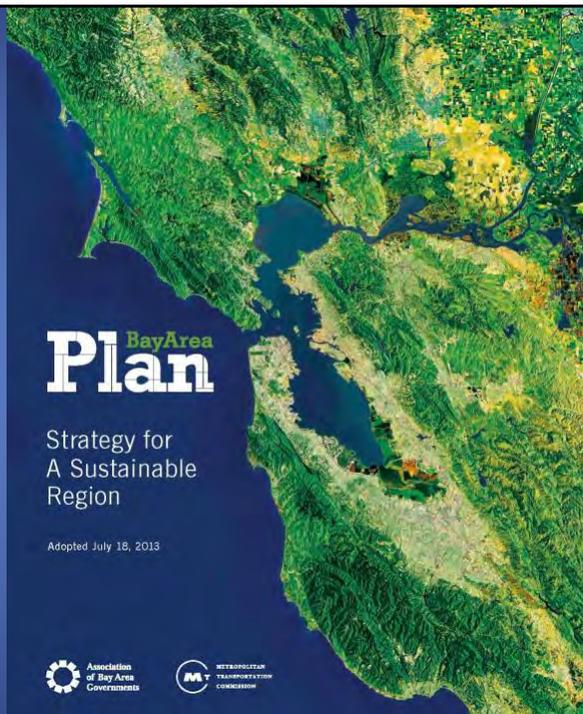
- Reduce greenhouse gas emissions from driving
- House the region's population at all income levels
- Align transportation investments, housing growth, and land use planning
- Provide planning and capital support for successful, equitable infill development
- Support a strong economy and quality of life



BayArea Plan

Strategy for
A Sustainable
Region

Adopted July 18, 2013



Priority Development Areas (PDAs)

- Non-urbanized land
- Urbanized land
- PDAs
 - 4% of region's land
 - 80% of new homes
 - 66% of new jobs

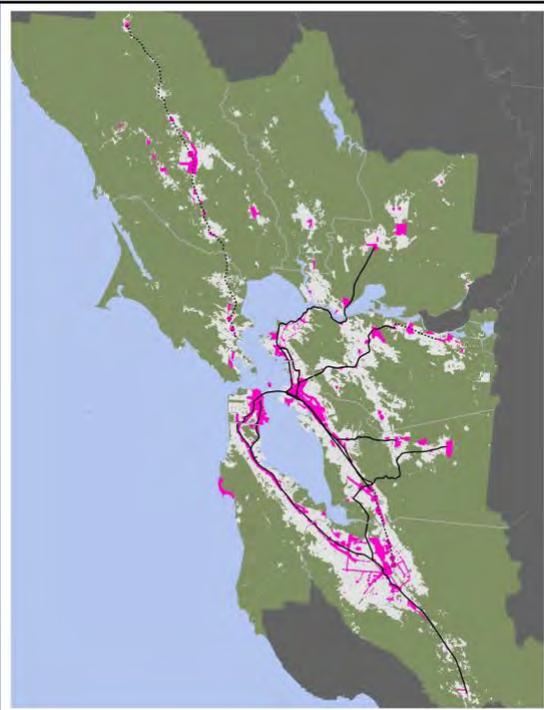
- 60 jurisdictions (of 110)
- 188 PDAs



Priority Development Areas (PDAs)

Place Type Designation:

- Regional Center
- City Center
- Mixed-Use Corridor
- Urban Neighborhood
- Transit Town Center
- Transit Neighborhood
- Suburban Center



Regional Center



City Center



Mixed-Use Corridor



Suburban Center



Inner Bay Area Corridor PDAs



Where there's a will there's a way

and where there's a hundred jurisdictions there's 100 ways.

Where there's a will there's a way

Bay Area approaches to the housing affordability challenge

- Priority Development Areas
- PDA tools: planning grants, technical assistance, especially re entitlement efficiency, equitable dev't
- Allocation formula for certain regional transit funds weights affordable housing production
- Housing Policy Inventory: 30 policies X 110 jxns
- Corridor initiatives—multi-jxn / multi-benefit
 - Example: multi-jxn nexus studies enable impact fees

What are Priority Development Areas?

Priority Development areas are locally nominated areas of growth within an existing community, at least 100 acres in size and near existing or planned transit.
<http://abag.ca.gov/community/>

PDA Tools: Planning Grants

Eg. (i) MTC runs a Station Area Planning grant program which supports local jurisdictions by funding land use plans and policies for areas around future transit stations.
http://www.mtc.ca.gov/planning/smart_growth/stations/

(ii) MTC also funds the One Bay Area Grant OBAG, program that requires jurisdictions to conduct the Regional Housing Needs Allocation process and incentivizes them to institute affordable housing policies among other things. 25 percent of regional transit funds are allocated proportional to past low income housing production and to the cities' future low income housing commitments.

http://www.mtc.ca.gov/funding/onebayarea/OBAG_flyer.pdf

Housing Policy Inventory

ABAG maintains a housing policy database that tracks thirty housing policies in the region's 110 jurisdictions.
<http://abag.ca.gov/planning/housing/research.html>

East Bay Corridors Initiative

ABAG has partnered with several communities in the East Bay, a stretch from Rodeo in the north to Union City in the south, to create a network of thriving neighborhoods and downtowns.

http://reports.abag.ca.gov/corridors/2015/East_Bay_Corridors_2015-16_Priorities.pdf

Multi jurisdiction nexus studies enabling Impact Fees

Many cities, limited by the Palmer decision, have focused on a development impact fee charged on new, market rate housing development and are required to prepare a nexus study. More recent example is the Grand Nexus Study that was completed for San Mateo County jurisdictions.

file:///C:/Users/JohnG/Downloads/Public%20Draft%20Model%20Residential%20Report_5_12_15.pdf

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THANK YOU