



# Agenda

CITY CLERK'S OFFICE

DATE 4/11/18 TIME 2:28

SERVED BY Alexandra Ladd

RECEIVED BY SSSSSS

## COMMUNITY DEVELOPMENT COMMISSION MEETING

**Wednesday, April 18, 2018**

**4:00 p.m. – 7 p.m.**

**Genoveva Chavez Center**

**Community Room**

1. Call to Order
2. Roll Call
3. Approval of Agenda
4. Approval of Minutes: February 13, 2018
5. Discussion and Approval of the City's Draft 2018-2023 Consolidated Plan and Draft 2018 HUD Annual Action Plan for the First Program Year (Jacqueline Beam)
  - a. Report on CDBG Funding Allocations from 2013 – 2017 (Jacqueline Beam)
  - b. Citizen Participation Plan (Jacqueline Beam)
  - c. Housing Data Update (BBC Associates)
  - d. Highlights of the Draft Plan (City Staff and BBC)
6. Presentation of City/County Production Strategy for Multifamily Housing (Alexandra Ladd and Joseph Montoya, County of Santa Fe)
7. Items from the Commission
8. Items from the Floor
9. Adjournment
10. Public Open House - until 7 p.m. (Interactive displays and refreshments)

An interpreter for the hearing impaired is available through the City Clerk's office upon five days notice. Please contact 955-6521 for scheduling.

**INDEX OF**  
**CITY OF SANTA FE**  
**COMMUNITY DEVELOPMENT COMMISSION**  
**MEETING**  
**April 18, 2018**

<b><u>ITEM</u></b>	<b><u>ACTION</u></b>	<b><u>PAGE (S)</u></b>
<b>CALL TO ORDER</b>		
<b>ROLL CALL</b>	<b>Quorum</b>	<b>1</b>
<b>APPROVAL OF AGENDA</b>	<b>Approved [as amended]</b>	<b>2</b>
<b>APPROVAL OF MINUTES:</b>		
January 17, 2018 meeting	<b>Approved [as submitted]</b>	<b>2</b>
February 13, 2018 meeting	<b>Approved [as submitted]</b>	<b>2</b>
<b>DISCUSSION AND APPROVAL OF THE CITY'S DRAFT 2018-2023 CONSOLIDATED PLAN AND DRAFT 2018 HUD ANNUAL ACTION PLAN FOR THE FIRST PROGRAM YEAR (Jacqueline Beam)</b>		<b>2-3</b>
a. Report on CDBG Funding Allocations from 2013-2017		<b>3</b>
b. Citizen Participation Plan (Jacqueline Beam)		<b>3-5</b>
c. Housing Data Update (BBC Associates)		<b>5-8</b>
d. Highlights of the Draft Plan (City Staff and BCC)		<b>8</b>
<b>PRESENTATION OF CITY/COUNTY PRODUCTION STRATEGY FOR MULTIFAMILY HOUSING (Alexandria Ladd and Joseph Montoya, County of Santa Fe)</b>	<b>Informational</b>	<b>8-9</b>
<b>ITEMS FROM THE COMMISSION</b>		<b>9</b>
<b>ITEMS FROM THE FLOOR</b>		<b>9</b>
<b>ADJOURNMENT</b>	<b>Adjourned at 5:30 p.m.</b>	<b>9</b>

**MINUTES OF THE**  
**CITY OF SANTA FE**  
**COMMUNITY DEVELOPMENT COMMISSION MEETING**  
**Santa Fe, New Mexico**

**April 18, 2018**

A meeting of the City of Santa Fe Community Development Commission was called to order by Councilor Renee Villarreal, Chair on this date at 4:00 p.m. at the Genoveva Chavez Community Center, Community Room, Santa Fe, New Mexico.

**Members Present:**

Councilor Renee Villarreal, Chair  
Paul Goblet  
Ken Hughes  
Carla Lopez  
Willie Marquez  
John Padilla

**Members Absent:**

Olivia Moreno-Carlson

**Staff Present:**

Jacqueline Beam, Planner  
Alexandra Ladd, Director, Office of Affordable Housing

**Others Present:**

Mollie Fitzpatrick, BBC Research & Consulting  
Councilor Jo Anne Vigil-Coppler  
Joseph Montoya, County of SF, Executive Director, County Housing Authority  
Zack Thomas, SF Community Housing Trust  
Jo Ann G. Valdez, Stenographer

**APPROVAL OF AGENDA**

The Agenda was amended to add Approval of the Minutes of the January 17, 2018 CDC meeting.

**MOTION:** A motion was made by Commissioner Hughes, seconded by Commissioner Marquez to approve the agenda as amended.

**VOTE:** The motion passed unanimously by voice vote.

**APPROVAL OF MINUTES: January 17, 2018 CDC meeting**

**MOTION:** A motion was made by Commissioner Lopez, seconded by Commissioner Marquez to approve the Minutes of the January 17, 2018 CDC meeting.

**VOTE:** The motion passed unanimously by voice vote.

**APPROVAL OF MINUTES: February 13, 2018 CDC meeting**

**MOTION:** A motion was made by Commissioner Goblet, seconded by Commissioner Marquez to approve the Minutes of the February 13, 2018 CDC meeting.

**VOTE:** The motion passed unanimously by voice vote.

**DISCUSSION AND APPROVAL OF THE CITY'S DRAFT 2018-2023  
CONSOLIDATED PLAN AND DRAFT 2018 HUD ANNUAL ACTION PLAN FOR  
THE FIRST PROGRAM YEAR (Jacqueline Beam)**

Ms. Ladd said this is the first draft of the Plan and the agenda item probably should have been for discussion only. She explained that staff will gather some public input tonight on the 2018-2023 Consolidated Plan and then it will go to the Finance Committee. In the meantime, staff will also get more input from the stakeholder organizations and include the data into the Plan. Staff would like the Commission to have a meeting in the month of May so that they can bring back the final Plan for approval at that time.

Chair Villarreal asked if the agenda should be adjusted to reflect this.

Ms. Ladd said she thinks they probably should.

Chair Villarreal asked what the timeline is in terms of staff getting approval.

Ms. Ladd said the Plan is due 60 days after the City finds out what the allocation will be but they do not know what the City's allocation is yet. However, there will be a final public hearing on May 30<sup>th</sup>.

Chair Villarreal said so, that means we should call this a discussion.

Ms. Ladd said yes, because this is not a final copy.

Chair Villarreal said approval of the final draft of the Consolidated Plan can be made at the May 16<sup>th</sup> CDC meeting. The Commission will also have input from the other committees by then.

Commissioner Lopez asked if the Commission needs to amend the agenda.

Commissioner Hughes said no, because it says "Discussion and Approval" and the Commission does not have to approve it today.

**a. Report on CDBG Funding Allocations from 2013-2017 (Jacqueline Beam)**

Ms. Ladd said this is to let the Commission know that staff mapped out the investments for CDBG (5 years) and Affordable Housing Trust Fund (10 years). The maps were available for review.

Chair Villarreal asked if the charts show the neighborhoods that were affected or where the organizations were located.

Ms. Ladd said it shows where the actual investments were made.

Ms. Beam said it shows the home improvements from CDBG and the down payment assistance from CDBG for the past five years, and the Affordable Housing Trust Fund for the past 10 years. It also shows the public services facilities for the last five years.

**Questions:**

Commissioner Padilla said coming out of the CDC February meeting, where the Commission distributed funds, they were not sure what the final numbers would be. He asked if they have the final number.

Ms. Ladd said no, they are moving forward with the contingency language that basically says that they will distribute the funds proportionally across all the funded activities, if the City gets more than projected. If they get less, they will reduce it.

**b. Citizen Participation Plan (Jacqueline Beam)**

[Copies of the *City of Santa Fe 2018-2022 Consolidated Plan Citizen Participation Plan Timeline* were distributed. A copy is hereby incorporated to these Minutes as Exhibit "5b".]

Ms. Beam said this is HUD's timeline - that they require the City to use in order to ensure that the City is informing the citizens about the Plan and giving them an opportunity to give feedback.

Ms. Beam reviewed the timeline for the Consolidated Plan. Please see "*Exhibit 5b*" for the specifics.

Ms. Beam noted that the meeting notification and fliers were emailed to the CDC Members; a press release was published by the City on April 11<sup>th</sup> and fliers were printed in Spanish and English and distributed to:

- City Hall (2 locations)
- Fort Marcy
- Main Library (2 locations)
- Senior Center
- Southside Library
- GCCC
- Llano Library
- Santa Fe Civic Housing Authority
- Homewise
- Housing Trust

Ms. Beam said staff will be gathering the input from the public and then this draft, we will call it "Draft 1" will be available for public review tomorrow. The Request to Publish to City Council will be done on April 25<sup>th</sup> and a public notice of the Plan will be published in *The New Mexican* and *The Albuquerque Journal* on April 30<sup>th</sup>. May 29<sup>th</sup> will be the end of the public review period and there will be a public hearing on the 2018-2022 Consolidated Plan at City Hall on May 30<sup>th</sup> at 7:00 p.m. She explained the Amendment Process. She said if there is a "substantial amendment" to the Consolidated Plan or Action Plan, this process will need to be repeated.

Chair Villarreal asked what would be considered a "substantial amendment".

Ms. Ladd said any change in activities as represented in an Annual Action Plan that has already been approved by HUD for called and/or re-programmed funds over \$30,000. These changes require a formal citizen participation process as noted in the **Public Notice** table above; and any addition of activities that are not part of an Annual Action Plan as already approved by HUD, preceded by the formal citizen participation process as noted in the Public Notice table.

Chair Villarreal asked if there were any questions on the Timeline. She asked staff who is on the stakeholders' list.

Ms. Beam said it is all of the organizations that have been funded in the past or who are currently being funded. Also, the working group community members, as well as the CDC Members, and any of the people that have shown interest in the past, such as the County, are on this list.

Commissioner Padilla mentioned that he asked Ms. Beam if he could forward the names of the members of the Local Chapter of the American Institute of Architects, and it did go out. He said it was distributed to 133 individuals, both architects, associate members and allied members. He noted that a lot of his colleagues are involved with tax-credit housing projects.

Ms. Beam said the chambers were included and the email lists from the City and

County meetings.

Commissioner Lopez asked if all the chambers were included, to include the Green Chamber and the Hispanic Chamber.

Ms. Beam said she did not know this at the top of her head but she will check.

Commissioner Lopez asked her if the Homebuilders' Association was included.

Ms. Beam said yes.

Commissioner Marquez asked if this included the realtors too.

Ms. Ladd said yes, they were part of the City and County email lists.

**c. Housing Data Update (BBC Associates)**

Ms. Ladd noted that the City worked with BBC Associates on the Housing Data project.

Ms. Ladd introduced Mollie Fitzpatrick of BBC Associates.

Ms. Fitzpatrick said the Commission probably has seen a lot of these data points because the City has done several housing studies but she will be giving a quick refresher and give some updates from the 2016 data as well, which is the most recent data that they can get from community surveys and census data.

Ms. Fitzpatrick said in general, the populations are pretty steady in terms of race and ethnicity. In 2016, there was a slight increase in the Hispanic population, but this is mainly due to the annexation that was done.

Chair Villarreal asked what the percentages are.

Ms. Fitzpatrick said for 2016, 54% is the Hispanic population; 42% were Non-Hispanic/White; and the other 5% are residents identifying themselves as a racial or ethnic minority.

She referred to the age distribution for 2016 noting that approximately 20% are children; 20% are millennials (18-34 years of age); approximately 40% are middle age (35-64 years of age) and about 21% are seniors, up a little from 2014 and 2010.

Ms. Fitzpatrick noted that Santa Fe has a stable homeownership rate (at 61%) and there has not been much change in the homeownership rate.

She gave an overview of the data for home prices and incomes. Home prices in 2016, seem to have gone up and there was a little boost in home sales, particularly in the

single-family detached homes. There was also a little bump in rents and renter income have gone up since 2010.

Santa Fe's housing market was in recovery mode for many years after the housing market downturn. Recent trends show rising rents and home prices. For most residents, these increases have been manageable, as their incomes have also increased and buyers have benefited from historically low interest rates. Yet the rise in poverty-level residents, most of whom are renters, has led to a shortage of affordable rentals: 2,435 units priced below \$625 per month. There were 4,626 renters who earn less than \$25,000 in 2016.

Ms. Fitzpatrick said in the gap analysis, they compare the demand for and supply of housing by income level (distribution of incomes of the renters) that are currently living in Santa Fe, how much they can afford for rent; and how many rental units exist in that price range. She noted that the shortage in units in this gap point in 2011 was about 3,000, down to 2400 in 2014 and there was a little bump in 2016 but not as high as in the 2011 gap point.

Ms. Fitzpatrick reported on the disproportionate impact of the housing burdens noting that Hispanic households are slightly more likely than non-Hispanic white households to have housing problems. African American households are the most likely to experience severe cost burden (spending about 50% of their income for housing). Large family households are the most likely household type to experience any of the four housing problems (likely due to a higher propensity to be overcrowded). Non-family households are the most likely to be severely cost burdened.

Ms. Fitzpatrick referred to the Housing Needs table noting that it is from the Affordable Housing Study that was done in 2016. She said it quantifies the existing housing needs, the specific household types that may be facing challenges, but it also projects this five years forward.

She reviewed the Identified Challenges listed in the Affordable Housing Plan as follows:

**Rental Gap:** Despite rising incomes for some renters, there is a shortage of 2,600 rental units priced below \$625 per month (compares to gap of 3,000 in 2011 and in 2014). The greatest need is for units priced between \$375 and \$500 a month.

**Density and affordability:** The amount of land that is zoned at densities to support affordable development is inadequate. 16% of residential zoning can support affordable homeownership; of only 5% can support affordable multi-family zoning.

**Housing condition:** Over 400 homes are in substandard condition (incomplete kitchen/plumbing facilities) and are in probable need of rehabilitation.

Ms. Fitzpatrick reviewed the Identified Challenges listed in the Fair Housing Plan as follows:

Housing issues disproportionately impact protected classes:

- Lack of affordable housing located throughout Santa Fe.



- Difficulty using Housing Choice Vouchers in high opportunity areas.
- Challenges with housing condition.
- Rising rents causing disproportionate housing needs.
- Lack of affordable, accessible housing for persons with disabilities.

Access to Opportunity issues:

- Challenges accessing high performing schools.
- Lack of lack of well-paying, stable, full time jobs limits economic opportunity.

Ms. Fitzpatrick asked if there were any questions and there were none.

Ms. Ladd asked Ms. Fitzpatrick to send out this summary to the Commissioners.

Ms. Fitzpatrick agreed.

Commissioner Padilla said it is pretty clear that we are experiencing problems with the gap in rentals. He asked Ms. Fitzpatrick if there was anything that stood out that would be unique to Santa Fe.

Ms. Fitzpatrick said all communities have some type of rental gap - that is a really hard market to serve - but she thinks it is really impressive that the gap is going down.

Commissioner Hughes asked if the 64% owner/rental ratio is typical.

Ms. Fitzpatrick said yes, the 64% is pretty typical. They also do not know for sure the proportion of renters who would like to own.

Thomas Zack mentioned that the data that they are encountering and the numbers they use to make their numbers work, show that rents are going up. He noted that Santa Fe has been named one of the tightest markets in the country and any alleviation they are seeing is probably coming from people leaving. He said there are no multi-family homes in Santa Fe and development is not meeting the demand.

Commissioner Marquez asked if it could be that people are going to the County and working in Santa Fe but driving to Rio Rancho. He asked if there was any affect, as far as that is concerned.

Mr. Zack said he did not have that data but there is a lot of long distance commuting going on.

Chair Villarreal asked Joseph Montoya to answer the question.

Mr. Montoya said the vacancy rate is one of the indicators for rental needs and they estimate that over 64% of the population that works in Santa Fe do not live in Santa Fe.

However, they do not have the breakdown of whether they are renters or homeowners.

Commissioner Goblet said there is no land for development.

Commissioner Lopez said there is also no water.

**d. Highlights of the Draft Plan (City Staff and BCC)**

Ms. Ladd suggested that the Commission devote the next meeting to discuss the highlights of the Draft Plan. The Commissioners were asked to send in their comments on the Consolidated Plan to staff.

**PRESENTATION OF CITY/COUNTY PRODUCTION STRATEGY FOR MULTIFAMILY HOUSING (Alexandria Ladd and Joseph Montoya, County of Santa Fe)**

[A handout on the *City/County Working Group Rental Housing Strategy for Santa Fe and Santa Fe County "Exhibit 6"* were distributed and reviewed.]

Mr. Montoya explained that City and County staff have been working on the issue of rental housing and collectively, they have been able to bring in the Chamber of Commerce, the Homebuilder's Association, the Renter's Association, the Home Building Council and non-profit organizations who are currently working on rental housing through the Housing Trust and other individuals involved in this particular area. They discussed ideas on how to come up with affordable rental housing.

The Working Group's goal is to have 5,000 rental units available to families and individuals earning 100% of Area Median Income (AMI) or less within five years. The desired outcomes are to *"apply approximately \$1 billion in capital funding to make 350 acres throughout the metro area developable and/or incentivized for infill with all necessary infrastructures, entitlements, incentives and appropriate pricing subsidies"*.

Mr. Montoya reviewed the handout. Please see Exhibit "6" for the specifics of this presentation.

Mr. Montoya said they will be presenting this to the Board of County Housing Authority, which includes members of the Board of County Commissioners next Tuesday at 1:00 p.m. at the County Legal Conference Room, 2<sup>nd</sup> Floor.

Commissioner Lopez asked what happens after it is presented to the County.

Mr. Montoya said they plan to have a retreat to identify issue that they want to tackle.

Commissioner Padilla asked if this will be presented to the Governing Body.

Mr. Montoya said yes.

Chair Villarreal asked if there were any more questions and there were none.

### **ITEMS FROM THE COMMISSION**

Commissioner Lopez noted that she would not be at the next CDC meeting.

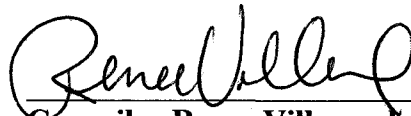
Chair Villarreal acknowledged Councilor Jo Anne Vigil-Coppler and thanked her for attending the meeting.

### **ITEMS FROM THE FLOOR**

There were no items from the floor.

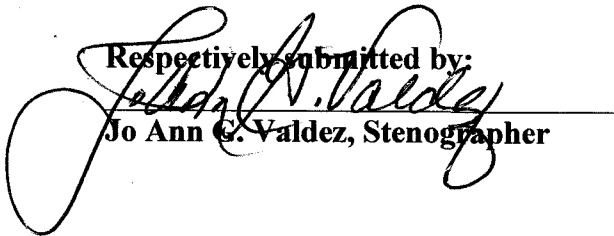
### **ADJOURNMENT**

Its business being completed, Commissioner Padilla moved to adjourn the meeting, second by Commissioner Goblet, the meeting adjourned at 5:30 p.m.



Councilor Renee Villarreal, Chair

Respectively submitted by:



Jo Ann G. Valdez, Stenographer

## City of Santa Fe 2018-2022 Consolidated Plan Citizen Participation Plan

Submission	Amount of Public Notice			Public Hearing?
	Public Comment	Public Meeting	Public Hearing	
Assessment of Fair Housing	Not less than 30 days prior to plan submission	Community Development Commission; Finance Committee; City Council	30 days	Y
Consolidated Plan	Not less than 30 days prior to plan submission	Community Development Commission; Finance Committee; City Council	30 days	Y
Annual Action Plan	Not less than 30 days prior to plan submission	Community Development Commission; Finance Committee; City Council	30 days	Y (in years the Consolidated Plan is not published)
CAPER	At least 15 days	Community Development Commission; Finance Committee; City Council	14 days	Y
Citizen Participation Plan	At least 30 Days	Community Development Commission; Finance Committee; City Council*	N	N
Substantial Amendments	At least 30 days	Community Development Commission*; Finance Committee*; City Council*	N	N

## 2018-2022 Consolidated Plan Citizen Participation Timeline

**April 6, 2018:** CDC Community meeting notification and flyers emailed to CDC members.

**April 11, 2018:** Press release published by City.

**April 13, 2018:** Flyers in Spanish and English distributed to:

- City Hall (2 locations)
- Fort Marcy
- Main Library (2 locations)
- Senior Center
- Southside Library
- GCCC
- Llano Library
- Santa Fe Civic Housing Authority
- Homewise
- Housing Trust

**April 13-16, 2018:** Community engagement meeting invitations emailed to stake holders and CDC members and CDC working group.

**April 18, 2018:** Community engagement kick-off meeting at Genoveva Chavez Community Center Facility from 4:00-7:00 PM. Draft Consolidated Plans available for review, discussion and input.

**April 19, 2018:** 2018-2022 Draft Consolidated Plans available for public review at Office of Affordable Housing (500 Market Station, Suite 200), the Main Library (145 Washington Street), Genoveva Chavez Community Center (3221 Rodeo Rd), and the Southside Library (6599 Jaguar Dr).

The Plan will also be posted on the City's website [www.santafenm.gov/affordable\\_housing](http://www.santafenm.gov/affordable_housing) beginning on the 18th.

**April 25, 2018:** Request to publish, City Council. City Hall, 200 Lincoln Ave., 5:00 PM.

**April 30, 2018:** Publish public notice of 2018-2022 Consolidated Plan in New Mexican and Albuquerque Journal

**May 29, 2018:** End of Public Review.

**May 30, 2018:** 2018-2022 Consolidated Plan Public Hearing. City Hall, 200 Lincoln Ave., 7:00 PM.

#### **Amendment Process**

The following events trigger what HUD considers a "Substantial Amendment" to a Consolidated Plan or Action Plan:

- Any change in activities as represented in an Annual Action Plan that has already been approved by HUD for cancelled and/or re-programmed funds over \$30,000 (\$20,000 as noted in the original Citizen Participation Plan). These changes require a formal citizen participation process as noted in the **Public Notice** table above; and
- Any addition of activities\* that are not part of an Annual Action Plan as already approved by HUD, preceded by the formal citizen participation process as noted in the Public Notice table above.

\*If an added activity results in a contract of \$50,000 or more – or – the contractor is already engaged in contracts with the city that, in sum, puts them over this amount threshold; then the contract will also need approval by the Governing Body (City Council) in a public meeting as a consent agenda item for both Finance Committee and City Council. A Substantial Amendment that does not trigger this threshold and is less than \$30,000 only requires 30 day notice of public comment, advertising the 30-day timeframe of the comment period, and the means by which the public may review the changes. All plans are available for review at the locations noted at the beginning of **Section III** in this plan along with the Office of Affordable Housing page on the City's website.

# CITY/COUNTY WORKING GROUP

## RENTAL HOUSING STRATEGY FOR SANTA FE AND SANTA FE COUNTY



### GOAL

*5,000 Rental Units Available to Families and Individuals earning 100% of Area Median Income (AMI) or less within 5 Years.*

### DESIRED OUTCOMES

Apply approx. \$1 billion in capital funding to make 350 acres throughout the metro area developable and/or incentivized for infill with all necessary infrastructures, entitlements, incentives and appropriate pricing subsidies.

### FACTS TO KNOW

- Rents going up at a greater rate than incomes.
- Older residents want to become renters and younger residents are not ready to buy, especially in Santa Fe.
- Can't provide affordable housing without density (defrays costs of land, roads, sewer and water).
- Supply/demand analysis shows shortage of rental units priced affordably (<\$625/month) for very low income renters is at least 2,500 units.
- Largest source is currently federal loans and tax credits. Approximately 70% of equity. The next 10-15% has to come from existing/additional sources.
- Locality must have equity. Most likely as a result of financing provided by City/County in the form of bonds, land or cash.

### MEANS OF UNIT PRODUCTION

- Rehabilitation of existing units
- Creation of accessory dwelling units
- Construction of new multi-family units
- Expansion of existing subsidy programs (more funding, make more flexible, access new sources)

### POLICY/STRATEGIC AREAS

- Finance
- Regulatory/Inclusionary Zoning
- Regulatory/Land Use
- Data Development/Education/Capacity Building
- Advocacy/Marketing

# CITY/COUNTY WORKING GROUP

## RENTAL HOUSING STRATEGY FOR SANTA FE AND SANTA FE COUNTY

<b>"BIG TICKET" ITEMS (Complex, Long term, Needs Lots of Political Support and/or Financial Resources):</b>	<b>"LOW HANGING FRUIT" (Low Cost, Easy-ish to Implement):</b>
<b>FINANCE</b>	
<ul style="list-style-type: none"> <li>• Establish a recurring, sustainable, and predictable funding source to support City/County housing trust and other funds (GRT bond issue or Mill Levy Increase)</li> <li>• Identify additional capital from untapped sources (New Market Tax Credits, Opportunity Zones, Sect 108)</li> <li>• Prioritize capital improvement funds to pay for infrastructure that supports affordable housing development and/or corridor redevelopment</li> <li>• Align uses of City/County resources to maximize leverage and make incentives consistent.</li> <li>• Design TIF process/model or other taxation model and identify where/how to apply it</li> </ul>	<ul style="list-style-type: none"> <li>• Establish parameters for loan fund to incentivize private sector/small scale landlords who agree to rent restrictions and making units available to long-term renters. (Funds can be used for a variety of purposes: bring unit up to HQS standards to make eligible for federal subsidy; "make whole" because of tenant damages caused by harder to house renters; convert, rehab or construct ADU on property for use as a rental unit.)</li> <li>• Focus the use of funds on the development of new rental units and rehabilitation of existing and/or substandard rental units.</li> <li>• Establish criteria for the donation of public resources as per NM Affordable Housing Act and/or LEDA (land, buildings, infrastructure, cash) based on affordability factors (# of units, access to opportunity, ability to leverage additional resources, etc.)</li> </ul>
<b>REGULATORY (Inclusionary Zoning)</b>	
<ul style="list-style-type: none"> <li>• Create/replicate private/public development model (like Tierra Contenta Corporation) with streamlined approval processes re. development plans, financial incentives, etc. to maximize opportunities for affordable housing development.</li> <li>• Design incentive-based program (that relaxes current restrictions related to height, parking and setback) for private property owners to build and/or dedicate ADUs to rental unit inventory</li> </ul>	<ul style="list-style-type: none"> <li>• Identify impediments to affordable housing production in the City/County Land Use codes</li> <li>• Establish NEXUS related to price point of rental housing and incomes and/or affordability.</li> <li>• Make inclusionary zoning percentage requirements for rental housing more flexible by creating a menu of compliance options.</li> <li>• Determine how to capture high end custom home market under inclusionary zoning.</li> </ul>

# CITY/COUNTY WORKING GROUP

## RENTAL HOUSING STRATEGY FOR SANTA FE AND SANTA FE COUNTY

### LAND USE

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>Conduct extensive land use and feasibility analysis to identify 350 acres of easily developable land factoring in availability/service of infrastructure, land use entitlements, topography, access to opportunity (employment, transit, community amenities).</li> <li>Identify City- and County-owned land that meets criteria identified above and employ tools to make specific parcels developable (rezoning, variances, incentives for private development).</li> <li>Establish "by right" approvals in designated redevelopment/corridor areas (such as LINC) if proposed housing type meets affordable housing criteria related to type, density, and rent restrictions.</li> <li>Create relevant, flexible future land use mapping tool that focuses development in areas with existing infrastructure, areas of opportunity, and where underutilized infill sites exist.</li> </ul> | <ul style="list-style-type: none"> <li>Create zoning designation between R7 and R21 that better facilitates development of medium density, multi-family housing.</li> <li>Focus on streamlining approval and review process and permitting timelines for projects that meet affordability criteria.</li> <li>Ensure all newly approved plans, policies, and zoning designations in the City/County contain appropriate densities/conditions to support affordable housing.</li> </ul> |
|--|---|

### Data Development/Education/Capacity Building

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>Create an affordable housing development informational resource to bust development myths and make facts consistent, reliable, current and accessible.</li> <li>Work with stakeholders and local interest groups to organize, plan and advocate in support of affordable housing projects and programs.</li> </ul> | <ul style="list-style-type: none"> <li>Determine what data is missing to do gap analysis to identify what financing and land use components are necessary to produce affordable housing (reality versus what is needed). Track these components over time to establish areas of greatest impact.</li> <li>Educate landlords about advantages of participating in government-assisted voucher programs.</li> <li>Increase coordination between human services and housing providers to ensure that affordable housing is recognized as a social determinant of public health.</li> </ul> |
|---|---|



# CITY/COUNTY WORKING GROUP

## RENTAL HOUSING STRATEGY FOR SANTA FE AND SANTA FE COUNTY

### Advocacy & Marketing

- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• Create independent voice to speak to federal, state and local policy makers on behalf of those who are typically underrepresented in public discourse.</li><li>• Create legislative agenda and priority matrix of projects, policies, regulation for the group to support.</li><li>• Influence current and aspiring policy makers to sign on to our collective agenda/platform.</li></ul> | <ul style="list-style-type: none"><li>• Create fundraising brand and advocacy agenda to establish a formal organization.</li><li>• Establish criteria (size, number, location, access to opportunity, range of incomes, etc.) for projects directly supported through advocacy efforts.</li><li>• Employ advocacy strategy to ensure widespread attendance at public meetings, presence in local media and alignment across community interest groups. Neutral people—somebody other than the “usual” people. People who are really being affected.</li></ul> |
|---|---|