

Advisory Working Group Memo Template

Please try to keep memo to 2 pages, using short bullet points.

Advisory Working Group Name:

Chairs: Mike Loftin, Carol Luna-Anderson Participants: Karen Baker, Peter Bastone, Simon Brackley, Carmichael Dominguez, Shelly Felt, Kurt Hill, Jenny Jenkins, Joe Jordan-Berenis, Wendy Lewis, Rick Martinez, Allan Oliver, John Padilla, Tomas Rivera, Ed Romero, Mary Louise Romero, Kim Shanahan, Dion Silva, Bill Smith, Daniel Werwath

Date Submitted: 6/12/18

Please state your objectives in this policy in three bullet points:

- Ensure there is adequate funding and financing to support affordable housing programs and projects
- Effectively utilized city-owned and -controlled land for affordable housing
- Adopt policies and operating processes that support the creation of affordable housing.

State of Play: What problems are you trying to solve? What opportunities are clearly present? How would you characterize the current state of play?

During the recent campaign for City offices there was overwhelming agreement that the City is facing a housing “crisis.” Sometimes it was discussed as “affordable” housing; “workforce” housing; overall neighborhood livability; a problem of gentrification; a question of economic and social equity; a way to attract and keep millennials in the City; a question of homelessness; an imperative if we want to diversify and grow the economy.

What was talked about broadly as a crisis now needs to be assessed, broken down into its component parts, measured with real numbers and metrics, and addressed with immediate action items that can turn a “crisis” first into a short-term plan and then into a mid-to-long range strategy and ongoing program. We need to implement strategies that address the full spectrum of housing needs from emergency shelter to transitional housing to affordable rentals to first-time home buying to home repair to senior housing. The strategies should address the needs and interests of all Santa Feans including the very low-income, our workforce, those with special needs, the elderly, our neighborhoods, employers, the business community, and the environment.

Action Items:

- Dedicate adequate and predictable funding to affordable housing including using dedicated revenue streams for the Affordable Housing Trust Fund (AHTF).
- Utilize existing city financial resources dedicated to affordable housing in ways that maximize their effectiveness, leverage, etc.
- Help to create and capitalize a “venture capital fund for affordable housing” that would provide financing and technical assistance to housing providers who are able to complete certain functions (build homes, operate permanent supportive housing, etc.) but need help with real estate acquisition, infrastructure development, etc.
- Develop a pilot program for the city to contract with a social enterprise that hires homeless people to provide appropriate city services such as park maintenance, watershed management, etc.
- Donate appropriate city-owned land for affordable housing through RFP process
- Ensure the Midtown Campus includes mixed-income housing with a significant amount of affordable rental and ownership housing.
- Explore how the City could access other land controlled by other public sector entities such as state, federal, and public school land near the Midtown Campus.
- Develop strategies for how to use other large city-owned land such as the Northwest Quadrant, Siler Road, Water Street parking lot, etc.
- Revise the current mixed-use zoning code to make it easier to provide live/work spaces as well as provide amenities that benefit new and existing neighborhoods.
- More efficient development approval process.

- Revise Santa Fe Homes Program to facilitate the development of more rental units for low-income renters and those in need of permanent supportive housing.
- Revise city codes and guidance so that current zoning categories are not essentially downzoned because of conflicting requirements.
- Promote the development of Accessory Dwelling Units

Viewpoints: Who are the most important players and what are their perspectives on this issue? Who else working in this issue area who we need to involve to help implement your action items?

It will very important to continue to involve housing practitioners who have an understanding of how to best operate housing programs as well as how to develop and finance housing. It will also be important to engage neighborhood residents so that housing programs and projects include amenities that enhance neighborhood livability. Finally, the city needs to have highly competent leadership and staff in its land use department and office of affordable housing to help facilitate policy change and operational execution.

Process: What are the six, nine, and twelve month milestones? What are deliverables related to your action items?

6-month:

- Investigate possible sources of dedicated, predictable revenue for the Affordable Housing Trust Fund (AHTF).
- Develop a pilot program for the city to contract with social enterprises that are helping homeless and special needs populations enter the workforce.
- Identify city-owned land parcels that would be suitable for affordable housing.
- Identify areas of the city where a Midtown Link overlay zoning could be appropriate.
- Adopt an ordinance that makes it easier for a homeowner to add an Accessory Dwelling Unit (guest house).
- Adopt measures and management practices to make the development review process more efficient.
- Revise city codes and guidance so that current zoning categories are not essentially downzoned because of conflicting requirements.

9-month:

- Recommend to the City Council revenue sources for the AHTF
- Issue RFP to make city-owned land parcels available for affordable housing.
- Recommend to the City Council at least one area of the city to replicate the Midtown Link overlay zoning.
- Revise Santa Fe Homes Program to facilitate the development of more rental units for low-income renters and those in need of permanent supportive housing.
- Identify larger city-owned properties that it should develop a strategy for the future development of affordable housing.

12-month:

- Dedicate revenue source(s) to the AHTF.
- Award city-owned land to developers of affordable housing.
- Adopt a Midtown Link zoning overlay in at least one more area of the city.
- Develop strategies for how to use other large city-owned land such as the Northwest Quadrant, Siler Rd., Water Street parking lot., etc.

4-year vision: In a short paragraph, what will have been accomplished after 4 years?

The City has cut homelessness by half, added at least 3,000 rental units, half of which are affordable to low-income households, and helped 2,000 modest-income households purchase a home.

Resource People: Are there additional organizations and groups to contact?

The members of the Working Group have agreed to continue as resource people in helping the city further develop these strategies and execute the activities necessary to accomplish the objectives.

