Fruitvale affordable housing complex breaks ground after 30-year journey (Phase 3)

League of California Cities
2023 Annual Conference and Expo
Building In Economically Challenging Times

"Why Are We Still Talking About This?"
Joy Silver, Chief Strategy Officer, Community Housing Opportunities Corporation
Fruitvale Neighborhood, Oakland CA

Fruitvale, a broad wedge-shaped district topped by Interstate 580 roughly between High Street and 29th Avenue, ends at the Oakland Estuary shoreline. It has the largest concentration of the city's Latino population. According to the 2000 census, 53 percent of the district is Latino, 23 percent is Asian and 21 percent African American

- Centrally located
- Excellent transit system
- Ethnically and racially diverse
- Strong community-based organizations
- Committed and powerful political leadership*

*CHOC
COMMUNITY HOUSING OPPORTUNITIES
The Way It Was

- Flight to the suburbs
- Decline in economic, physical, and social conditions

- High commercial vacancies
- Low homeownership
- High absentee property owners
Community Visioning Process Objectives

- Physical Revitalization
- Social Revitalization
- Economic Revitalization
PROJECT GOALS
Established by the Fruitvale Development Corporation

- To strengthen existing community institutions and catalyze neighborhood revitalization – physically, economically and socially.
- To reduce poverty, build assets, and contribute to the local economy by providing a stable source of jobs and income.
- To encourage and leverage public and private investment.
- To enhance choices for neighborhood residents, including services and retail choices. To provide high quality, affordable housing.
- To improve the perception and reality of safety.
- To beautify a blighted area.
- To increase BART ridership and reduce traffic and pollution.
- To be sustainable and environmentally sound.

Manuela Silva, CEO, Community Housing Opportunities Corporation (CHOC) served as the Fruitvale Development Corporation Senior Executive Officer
The Way It Is (Fruitvale Village)
What It Is

- 257,000 square feet of building space built on former BART parking lots.
- An active, retail-lined connector between the BART station and the neighborhood’s primary retail artery. This pedestrian street and plaza also serve as a major community-gathering place.
- 220 units of mixed-income housing and 68 units of HUD-assisted senior housing.
- 114,000 square feet of community services (clinic, library, senior center) and office space (including the Unity Council’s headquarters).
- 45,000 square feet of neighborhood retail (shops and restaurants, 50% of the revenue created).
- A 150-car parking garage within the buildings (plus a large parking structure for BART).
Fruitvale Village Success Features (Unity Council)

- Not-for-Profit Developer
- Transit-Oriented Development
- Infill development
- Transit Village
- Pedestrian –Friendly design
- Redevelopment
- Public/Private Partnership
- Community Development Corporation (CDC)
- Tax Increment Financing (TIF)
- Anchor tenants' providers of social services
- Sparked revitalization of an inner-city neighborhood
How It Got There .......... SOURCES OF FUNDS (July 2004)

Equity:
- FEMA
- FORD
- R&R Goldman Fund (Richard & Rhonda)
- Levi-Strauss Fund
- E&W Haas Jr. Fund (Evelyn & Walter)
- PG&E
- Neighborhood Reinvestment Corp (Neighborhood Works)
- NCLR (National Council of La Raza)
- Land Proceeds

City of Oakland:
- City EDI (Economic Development Initiative)
- EDA Grant (Economic Development Agency)
- Measure K Bonds (prepaid lease for senior center)
- City Library (prepaid lease)
- CDBG/other (Community Dev Block Grant)
- EPA Grant (Environment Protection Agency)
- City-ETA Bike Station (Employment Training Agency)
- Tax Increment Allocation (B) (LISC)

DOT/ BART:
- MTC (Metropolitan Transportation Commission)
- FTA (Federal Transit Administration) Child Development Center
- FTA Pedestrian Paseo
- FTA-CMA Bike Facility
- FTA Pedestrian Plaza

Interest/Miscellaneous:
- Interest/Other
- Additional Bond Funds Interest/Misc.

Debt:
- Unity Council FTV/Perm Loan (Fruitvale Transit Village)
- Until Council Bridge Loan
- NCBDC (National Cooperative Bank Development Impact Funds)
- City Section 108
- City Bank Subordinate
- City Housing Loan
- 501C (3) Bonds (most of the financing)
How It Got There (cont.)
USES OF FUNDS (July 2004)

Pre-Development
- Staff & Overhead
- Contract Services

Hard Construction Cost
- Off site
- Building Structure
- General Contractor Fees
- Construction Contingency
- Bond Requirements
- Tenant Improvements
- Plaza Improvements
- Public Art

Soft Cost
- Acquisition
- Architecture & Engineering
- Permits Fees &Taxes
- Development Staff/Operating
- Utility Hook Ups
- Environmental Remediation
- Legal insurance & Other
- Contingency
- Bike Facility Soft Cost

Interest and Fees
- Construction interest
- City Section 108
- NCBDC Unity Council
- Bond Issuance Cost Reserves and Lease-Up

Bridge Loans
- Unity Council Bridge Loan
- NCBDC
Best Practices of the Legend Continue.....
What CHOC Is Doing Today

Placita Dolores Huerta
City of Coachella

- 56 Multi-Family Residential Units
- 80% Complete
- Est. cost $36 million
What CHOC Is Doing Today

The Monarch, Palm Springs

- 60 Multi-Family Residential Units
- 80% Complete
- Est. cost $38 million
Rebuild Beach
Community Connection
**What:**
One year pilot program

**Goals:**
- Revitalize with redevelopment
- Improve or phase out problem motels
- Address human trafficking, drugs, homelessness
- Reduce crime, blight and other quality of life issues

**Improve:**
- Business and Investment environment
  - Quality of Life
  - Neighborhood aesthetics
  - Property maintenance
  - Health and Safety
  - Community Pride
  - Infrastructure

**Team:**
- Citywide collaboration
- Community stakeholders partner with neighboring cities, agencies
Accomplishments
Overview
Proactive Code Enforcement

- Limit window signs and coverings
  - Anaheim Municipal Code
  - 18.44.110.070
- Secure utilities
  - Anaheim Municipal Code
  - 6.4.010.070
- Repair damaged signs, surfaces, stucco, deteriorated paint
  - Anaheim Municipal Code
  - 6.4.010.070
- Display and store all items indoors
  - Anaheim Municipal Code
  - 18.08.030
- Remove inoperable vehicles from property
  - Anaheim Municipal Code
  - 6.4.110.000
- Ensure sufficient lighting
  - Anaheim Municipal Code
  - 6.4.110.070
- Get a permit for temporary flags, banners or displays
  - Anaheim Municipal Code
  - 18.36.240
- Ensure property is free of weeds
  - Anaheim Municipal Code
  - 6.17.030
- Repair potholes or other damaged surfaces
  - Anaheim Municipal Code
- Clearly mark and maintain parking stalls
  - Anaheim Municipal Code
  - 18.46.110.030
- Maintain landscaping, irrigation, mulch and ground cover
  - Anaheim Municipal Code
  - 18.46.040.020
- Fix broken windows
  - Anaheim Municipal Code
  - 6.4.010.070
- Pick up trash daily
  - Anaheim Municipal Code
  - 6.4.010.030
- Remove graffiti within 24 hours
  - Anaheim Municipal Code
  - 6.4.010.000
- Store trash bins in secured enclosures
  - Anaheim Municipal Code
  - 6.4.010.050

Left: Two individuals discussing a document.
Right: An infographic detailing various code enforcement points.
Increased Patrols and Operations
High-visibility cameras
Economic and Community Revitalization
Key Acquisition - Covered Wagon

- March: Red Tagged
- September: Purchased
- January: Demolition
39 Commons
$75M Investment
39 Commons

65 Townhomes
39 Commons
Retail

IN-N-OUT BURGER

STARBUCKS COFFEE
Art and Murals
What’s to Come...
Underground Utility Lines

Project in Design
UD #66 – Beach

Lincoln
Orange
Ball
Dale
Magnolia
Beach
Storefront Improvement Program

Purpose
To help commercial properties improve the look of their building

Goals
To create a better business environment for tenants, customers, and community.

Funding
Eligible businesses can apply for one-time grants:
- $10,000 for Cosmetic Improvements
- $100,000 for Structural Improvements
Takeaways
Completed:

- Amended CUPs
- Red tagged Covered Wagon
- Proactive Code Enforcement
- Acquired 2 properties
- Reduced number of motel rooms
- Increased Police patrols and enforcement
- Installed Cameras
- 12 Community Meetings
- Address traffic concern
- Incorporated art on Beach

Takeaways:

- Long-term strategy
- Redevelopment
- Strategic Acquisitions
- Try new ideas
- Focused team
- Art
- Community Partnerships
- Unique neighborhood
Thank You
About SVA

SVA offers a complete range of design services including:

- Architecture
- Planning
- Interiors
- Sustainability
- Landscape Design

Santa Ana :: Oakland :: Davis :: San Diego :: Honolulu
MR. ERNESTO M. VASQUEZ, FAIA, NCARB
Partner & CEO, SVA Architects, Inc.

EDUCATION
Bachelor of Architecture with Honors, California Polytechnic State University, San Luis Obispo

REGISTERED ARCHITECT
C - 09135

Mr. Vasquez, FAIA, has brought creativity and expertise to the team which has garnered our firm recognition throughout the building industry as innovators in both residential and mixed-use design. He has guided design teams on over 1,000 major projects which have been recognized with prestigious national design and planning awards.

PROFESSIONAL AFFILIATIONS
- American Institute of Architects
- National Council of Architectural Registration Board
- Urban Land Institute
- USC School of Architecture, Board of Councilors

PROJECTS

- **Commercial and 22nd Street**
  - San Diego, CA
  - A planned mixed-use, transit-oriented development that provides 197 affordable family apartments and senior housing options.

- **Fruitvale BART Village**
  - Oakland, CA
  - Transforming a BART station parking lot into a mixed-use hub with retail, office, health, and residential spaces, emphasizing pedestrian-friendly design, and connecting commuters.

- **Celadon at 9th and Broadway**
  - San Diego, CA
  - 17-story sustainable residential community offering 250 affordable housing units, retail and office spaces, extensive community terraces and gardens.

- **Waipahu Transit Oriented Development**
  - Honolulu, HI
  - Three residential towers offering senior housing and mixed low-income housing units, complemented with various retail and a spacious amenities deck.

- **Crenshaw Crossing**
  - Los Angeles, CA
  - At the intersection of Exposition and Crenshaw, a Metro Joint Development project aims to transform Metro and LA County-owned lots into a mixed-use, mixed-income community of 440 units and 45,000 sq. ft. of community-serving retail and services.
Celadon at 9th & Broadway (San Diego)
Celadon at 9th & Broadway
Waipahu Transit Oriented Development
Waipahu Transit Oriented Development
Keawalau at Waipahu

*Note: Designs are preliminary and subject to change*

**SITE PHASING + DATA**

- **PARKING**
  - Parking structure will be allocated between phases 2 and 3 at a later date.

- **PHASE 1**
  - Total Retail: 9,796 sf
  - Total Res Count: 133
  - Low Rise Seniors Mix: 24 units
  - 3 two bed
  - 21 units per level

- **PHASE 2**
  - Total Retail: 3,744 sf
  - Grocery Store: 25,952 sf
  - Total Res Count: 234
  - Total stories: 16 residential
  - West Tower Mix: 32 units
  - 3 one bed
  - 6 two bed
  - 1 three bed
  - 13 units per level

**MASTER SITE AREA (Phases 1-2-3)**
- 1,685,977 sf

**JOINT DEVELOPMENT AREA (Phases 2-3)**
- 505,731 sf

Waipahu Transit Oriented Development
AN INTRODUCTION TO
OUR PLATFORM: INFRASTRUCTURE &
PUBLIC-PRIVATE PARTNERSHIPS (P3s)
+ $3B in total development experience

+ $1.1B pipeline of diversified public-private partnerships (P3) with government and civic-oriented institutions

$6B/yr California's largest General Contractor by volume (+$6B revenue/year)

200+ facilities in 40 years - social infrastructure, master developer, & civic facilities projects

170+ years combined firm experience

15 in 15 15 successful projects in 15 years
Portfolio Snapshot

$465M

Pflugerville (Texas)
City Hall and Recreation Center
Est Completion: 2025
$200M

Rancho Cordova
Civic Center
Est Completion: 2024
$100M

Rialto Police
Department HQ
Est Completion: 2024
$80M

$500M

Orange County Administration
North, Building 14
Completed: 2022
$210M

Orange County Administration
South, Building 16
Completed 2019
$200M

Salinas Police
Service Headquarters
Completed: 2020
$51M

Placer County
Government Center
Est Completion: 2026
$60M

McKinney (Texas)
Airport Expansion
Est Completion: 2024
$26M

Salinas El Gabilan
Branch Library
Completed: 2020
$21M

County of Los Angeles
Quartz Hill Library
Completed: 2014
$12M

West Hollywood
City Hall
Completed: 1991
$8M
REAL ESTATE: “THE BIG 5”

1. RESIDENTIAL
   For sale or rental; single family, multifamily

2. OFFICE
   High-rise, low-rise, rental, commercial condos, etc.

3. RETAIL
   Big box, neighborhood, storefronts/ground floor, lifestyle centers, F&B, grocery, fitness, etc.

4. INDUSTRIAL
   Warehouse, R&D, manufacturing, etc.

5. HOSPITALITY
   Hotels, resorts, etc.

PUBLIC-PRIVATE REAL ESTATE: SOCIAL INFRASTRUCTURE / PUBLIC FACILITIES

Social Infrastructure
   Government (e.g. City Hall, Libraries, Public Safety, Courthouse), Aviation, Healthcare, Education, Parking

Public-benefit Real Estate
   Housing (affordable, supportive, NOAH), community office, & affordable PDR/industrial
NEW ERA OF COUNTY SERVICES

The two new towers, County Administration North and South, represent the first two phases of the civic center master plan. Their development clears the parcels to the east, creating a land bank for future expansion and consolidation of services.

The new buildings sit over two levels of underground parking and include a state-of-the-art Board Hearing Room, a one-stop County Service Center, and a freestanding Conference Center.

ORANGE COUNTY CIVIC CENTER
Santa Ana, CA
COUNTY ADMINISTRATION SOUTH (B16)
Phase 1: Orange County Civic Center P3 | Santa Ana, CA

$5M SAVINGS TO COUNTY
4 MONTHS AHEAD OF SCHEDULE
77% REDUCED FOSSIL FUEL USAGE
Quartz Hill Library
POLICE SERVICE OF SALINAS HQ
McKINNEY NATIONAL AIRPORT
McKinney TX

New Hangar, Corp10

CBP Building and Apron
GETTING STARTED WITH P3’s: PROJECT STEPS

1. Preparation by Local Gov’t
2. Procurement: RFQ/RFP
3. Award / Exclusive Negotiations
4. Project Development

Predevelopment // Development
GETTING STARTED WITH P3’s: PROJECT STEPS

1. Preparation by Local Gov’t
2. Procurement: RFQ/RFP
3. Award / Exclusive Negotiations
4. Project Development

1. Problem (Opportunity)
2. Project
3. Politics
4. Priority

To figure these out, you need

- Local Project Champions (Staff & Elected)
- Advisors (P3s, Real Estate, Finance, Econ Dev)
- Community Outreach
| 1. Know **What You Want** & Will Support | Initial Program, Design, and Cost Estimate |
| 2. Know Your **Site** | Site Control, Due Diligence, Constraints, etc. |
| 3. Know What You Can **Afford** | Available Revenues to Commit, Gaps You Need to Fill |
| 4. Know the **Approvals** Required | Local, State, and Federal (e.g. Surplus Lands Act) |
| 5. Know Your **Team** | Elected/Staff Champion, Owner’s Rep, Financial, Legal |
| 6. Know How to **Procure** | Legal Authority & Policies, Solid RFQ/RFP Documents |
| 7. Know How to **Structure the P3 Scope** | Design, Build, Finance, considerations for O&M |
| 8. Know How to **Partner** | Review of Alternative Structures and Approaches |
| 9. Know How to **Negotiate** | Approaches to Negotiation and Risk Allocation |
| 10. Know What to **Expect** | Negotiation, Approval, Financing, and Implementation |