

**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\*

## 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).



AFFORDABLE APARTMENTS	
1998.....	68
2003.....	47
2019.....	97
2023(est. completion).....	181

## 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

## Team:

- Citywide collaboration
- Community stakeholders partner with neighboring cities, agencies

## 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

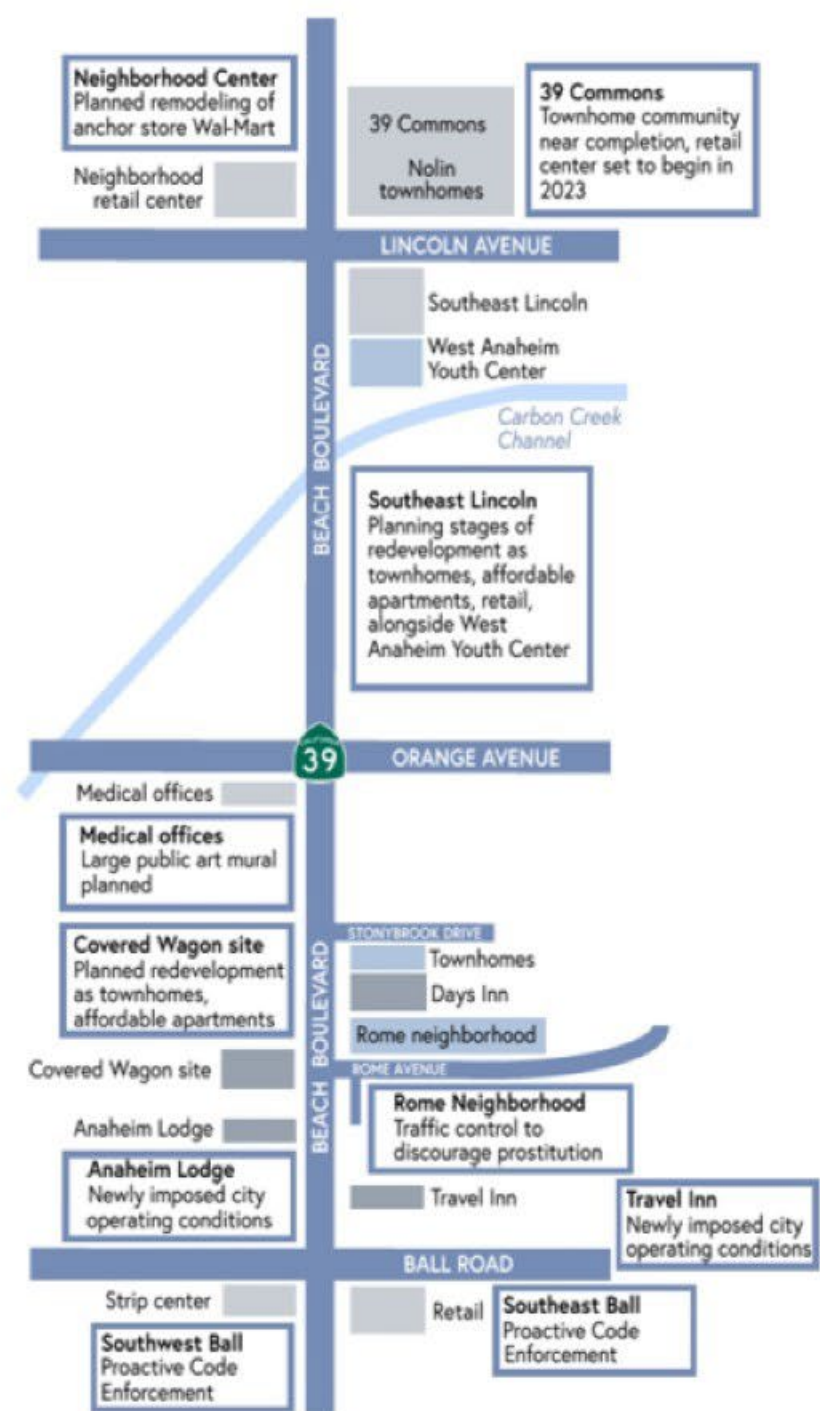
- Quality of Life
- Neighborhood aesthetics
- Property maintenance
- Health and Safety
- Community Pride
- Infrastructure





Accomplishments

# Overview



# Proactive Code Enforcement



# Increased Patrols and Operations



## High-visibility cameras



# Economic and Community Revitalization



# Key Acquisition - Covered Wagon



March: Red Tagged



September:  
Purchased

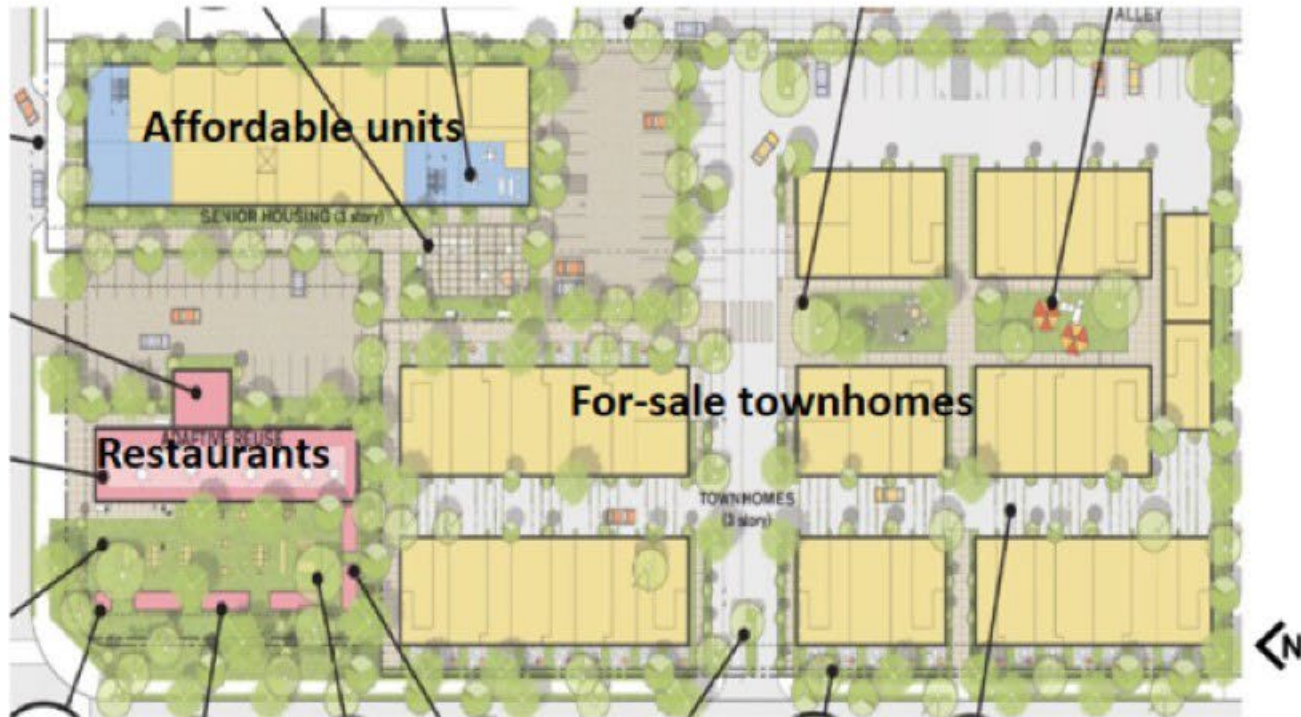


January: Demolition



# Housing

## Southeast Corner Beach /Lincoln



# 39 Commons

\$75M Investment



# 39 Commons

65 Townhomes



# 39 Commons

Retail

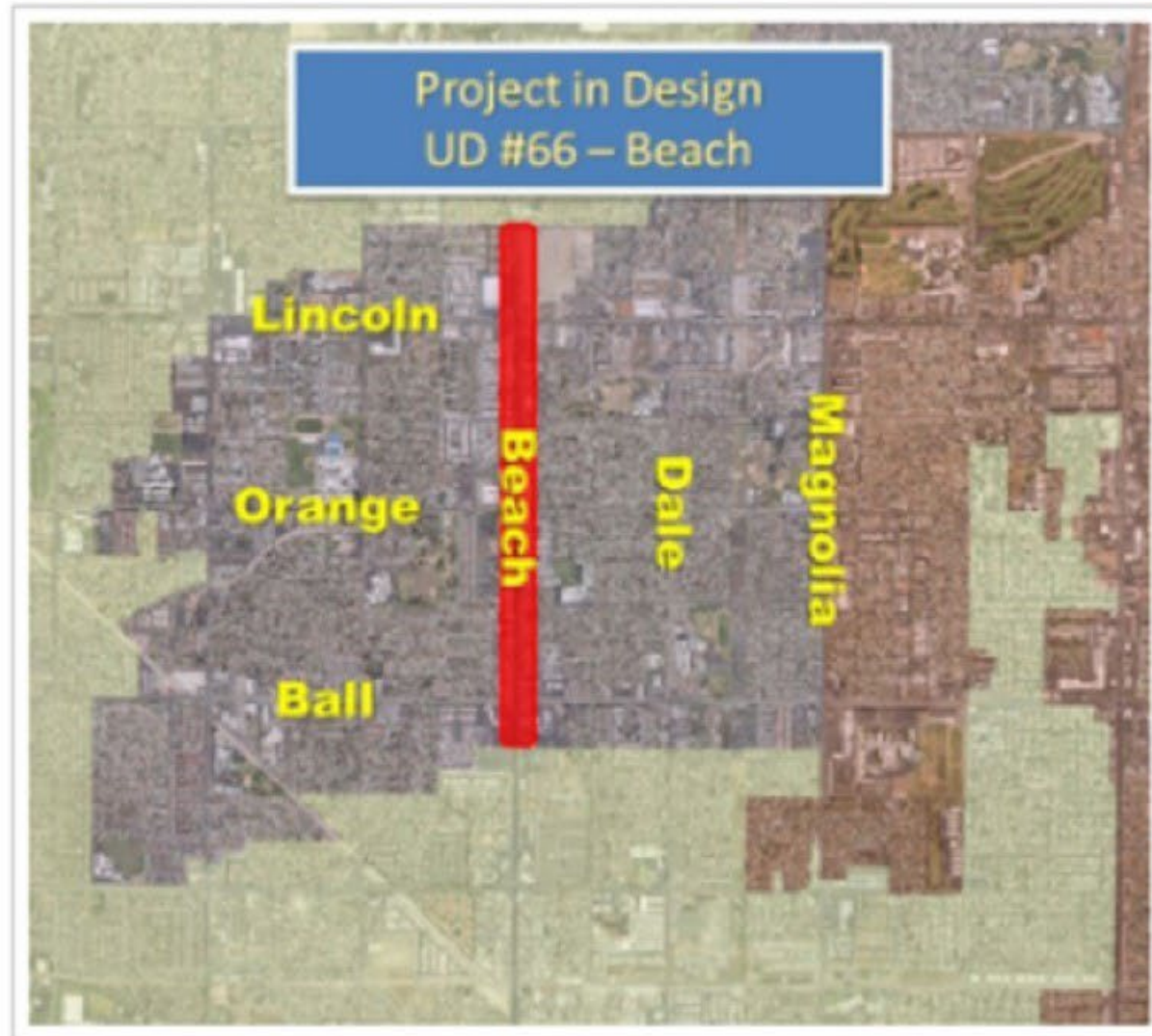


# Art and Murals



What's to Come...

# Underground Utility Lines



# 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





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# 2023 Annual Conference and Expo

September 20-22, 2023



Sacramento, CA



[www.sva-architects.com](http://www.sva-architects.com) ARCHITECTS

# About SVA



SVA offers a complete range of design services including:

ARCHITECTURE

PLANNING

INTERIORS

SUSTAINABILITY

LANDSCAPE DESIGN



Santa Ana :: Oakland :: Davis :: San Diego :: Honolulu



## 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 more than 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 9<sup>th</sup> 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

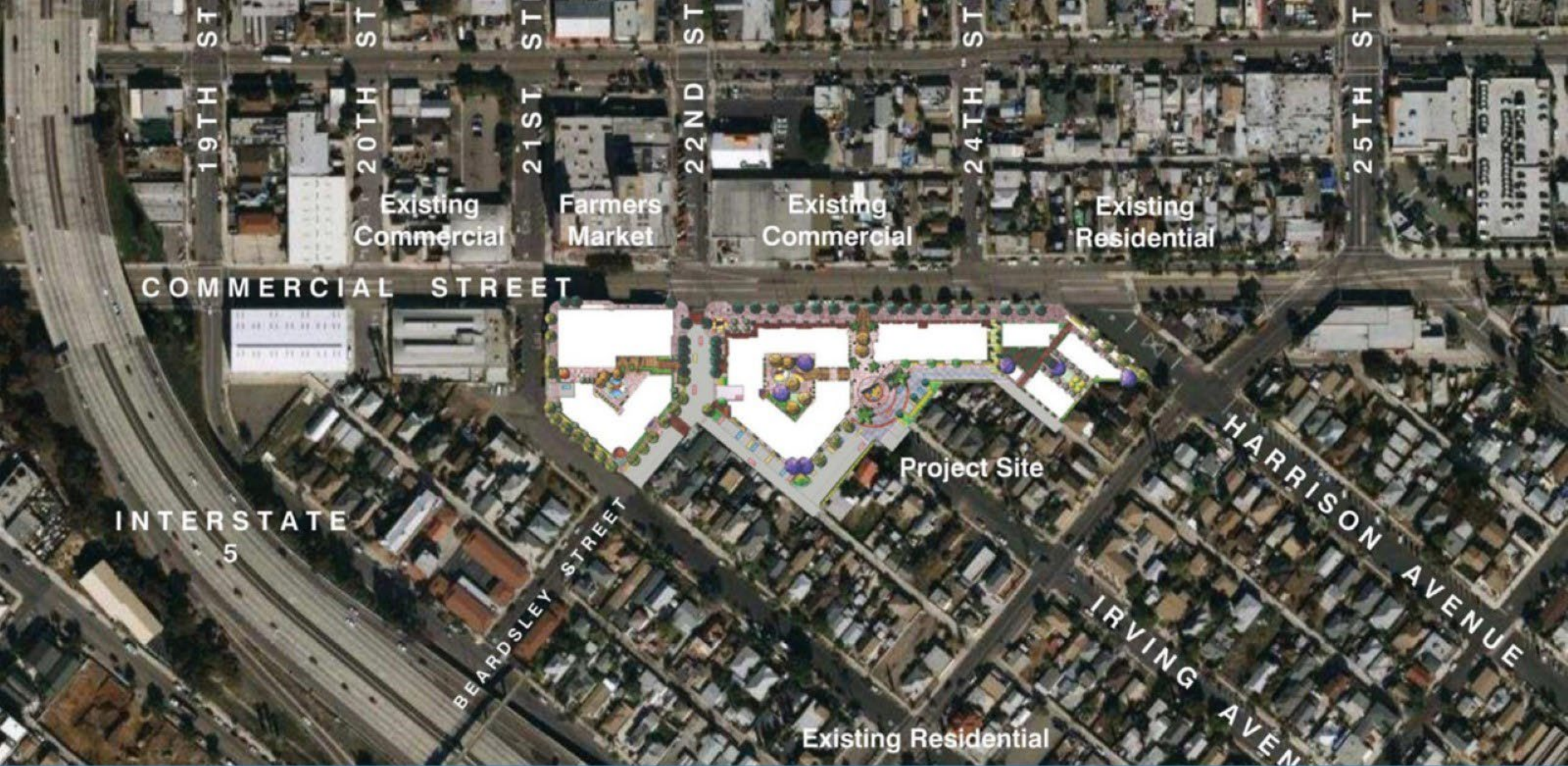
- Honolulu, HI
- Three residential towers offering senior housing and mixed low-income housing units, complemented with various retail and a spacious amenities deck.

#### ▪ 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.



**Commercial & 22<sup>nd</sup> Street (San Diego)**



## Commercial & 22<sup>nd</sup> Street





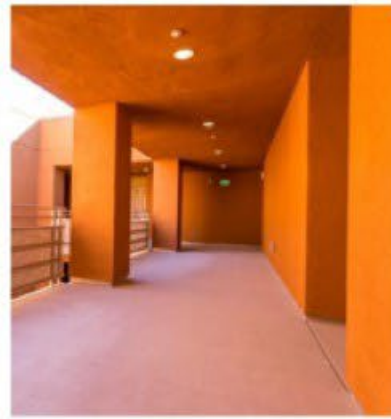
# Commercial & 22<sup>nd</sup> Street



Commercial & 22<sup>nd</sup> Street



## Commercial & 22<sup>nd</sup> Street



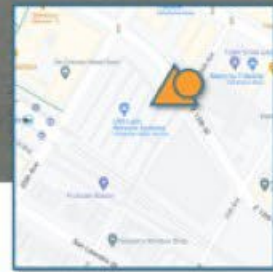
Commercial & 22<sup>nd</sup> Street



Fruitvale Transit Village (Oakland)



# Fruitvale Transit Village Phase IIB



Fruitvale Transit Village Phase IIB

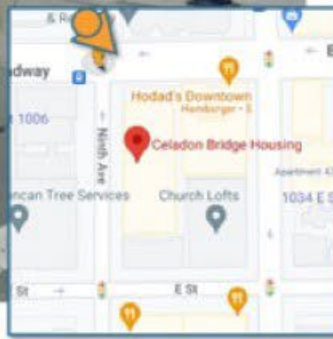
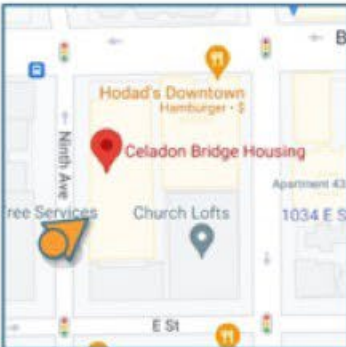


Fruitvale Transit Village Phase IIB





**Celadon at 9<sup>th</sup> & Broadway (San Diego)**



# Celadon at 9<sup>th</sup> & Broadway



Floor 15



Floor 5



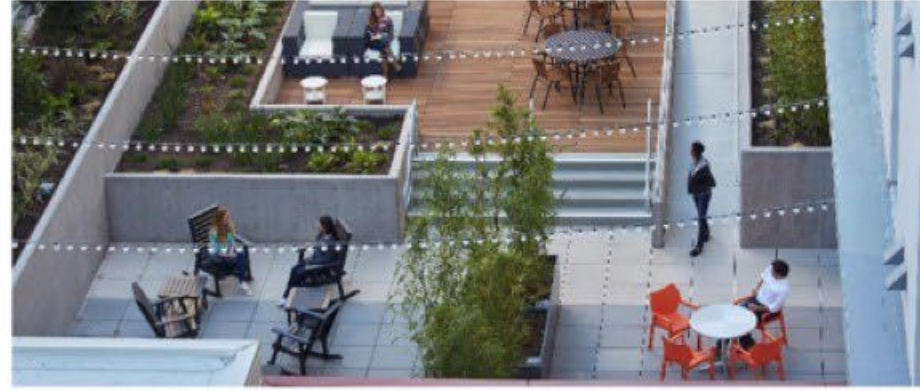
Floor 2



Floor 1

- |  |   |
|--|---|
|  Retail                    |  Administration       |
|  Main Lobby / Circulation |  Lounge / Classrooms |
|  Residential Units        |  Restrooms           |
|  Employee Kitchen         |  Support             |
|  Outdoor Terraces         |  Open-Air Corridor   |

# Celadon at 9<sup>th</sup> & Broadway



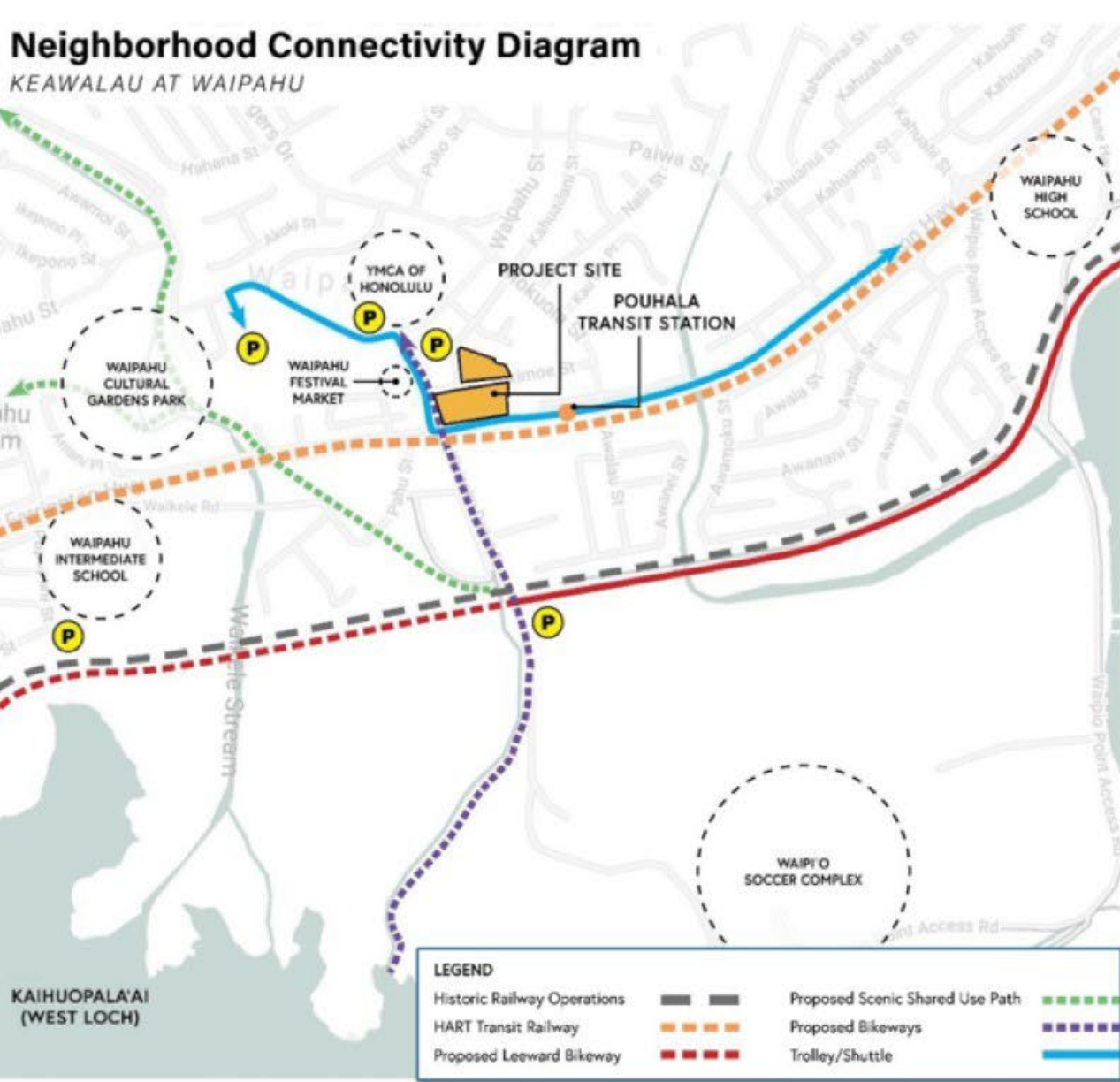
Celadon at 9<sup>th</sup> & Broadway



**Waipahu Transit Oriented Development (Honolulu, HI)**

# Neighborhood Connectivity Diagram

KEAWALAU AT WAIPAHAU



## Waipahu Transit Oriented Development



# Waipahu Transit Oriented Development

**Site Plan**  
KEAWALAU AT WAIPAHU



**Waipahu Transit Oriented Development**





## Waipahu Transit Oriented Development



## Waipahu Transit Oriented Development

## SITE PHASING + DATA



## Keawalau at Waipahū

Note: Designs are preliminary and subject to change

**MASTER SITE AREA (Phases 1+2+3)**  
169,977 sf

**JOINT DEVELOPMENT AREA (Phases 2+3)**  
105,733 sf

**PHASE 1**

Total Retail = 9,796 sf  
Total Resi Count = 133

Low Rise Seniors Mix:  
24 one bed  
3 two bed  
27 units per level

**PHASE 2**

Total Retail = 3,794 sf  
Grocery Store = 23,352 sf  
Total Resi Count = 234  
Total stories = 18 residential

West Tower Mix:  
3 studios  
4 one bed  
5 two bed  
1 three bed  
13 units per level



# Waipahu Transit Oriented Development



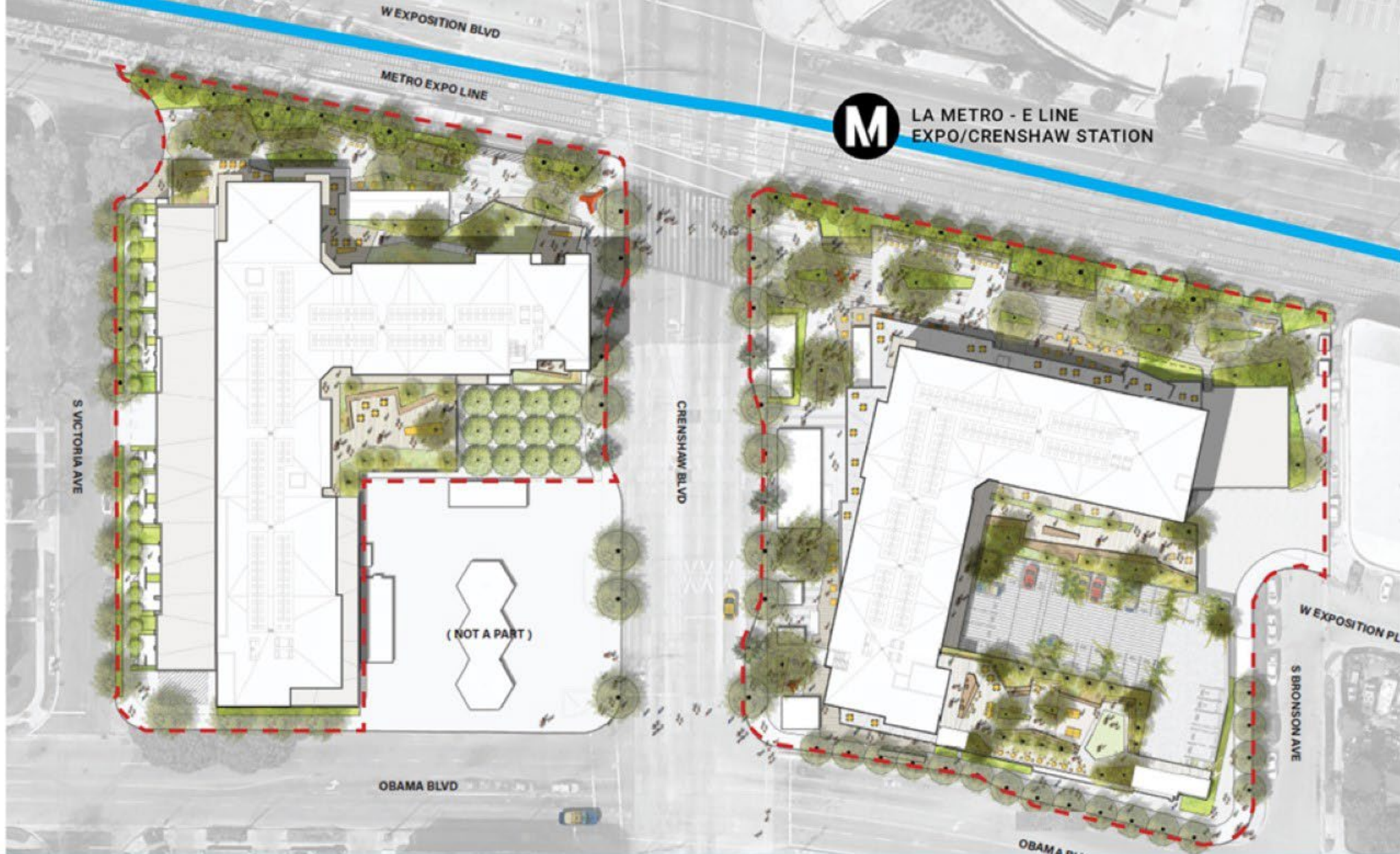
**Crenshaw Crossing (Los Angeles)**



# Crenshaw Crossing

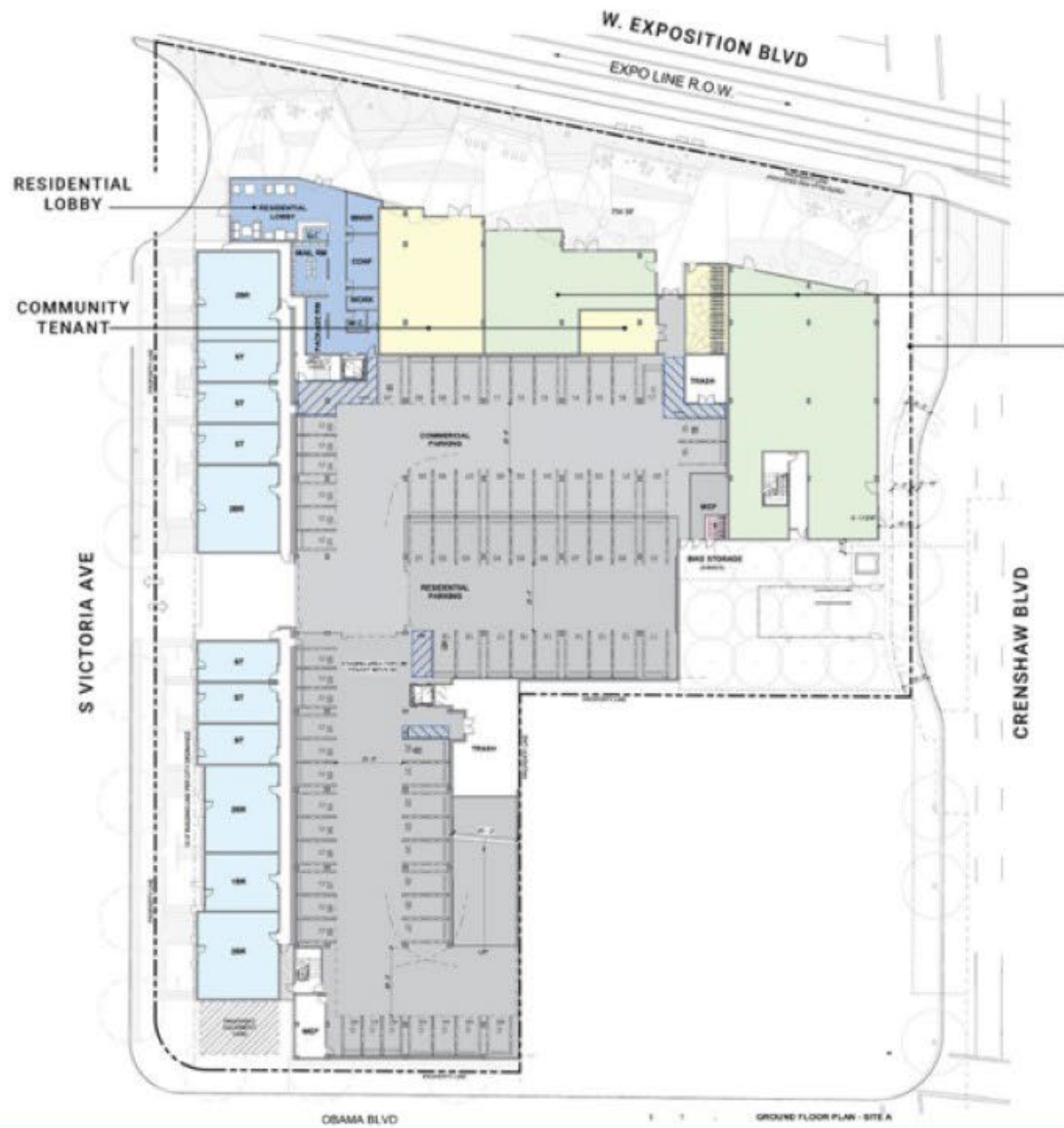


# Crenshaw Crossing

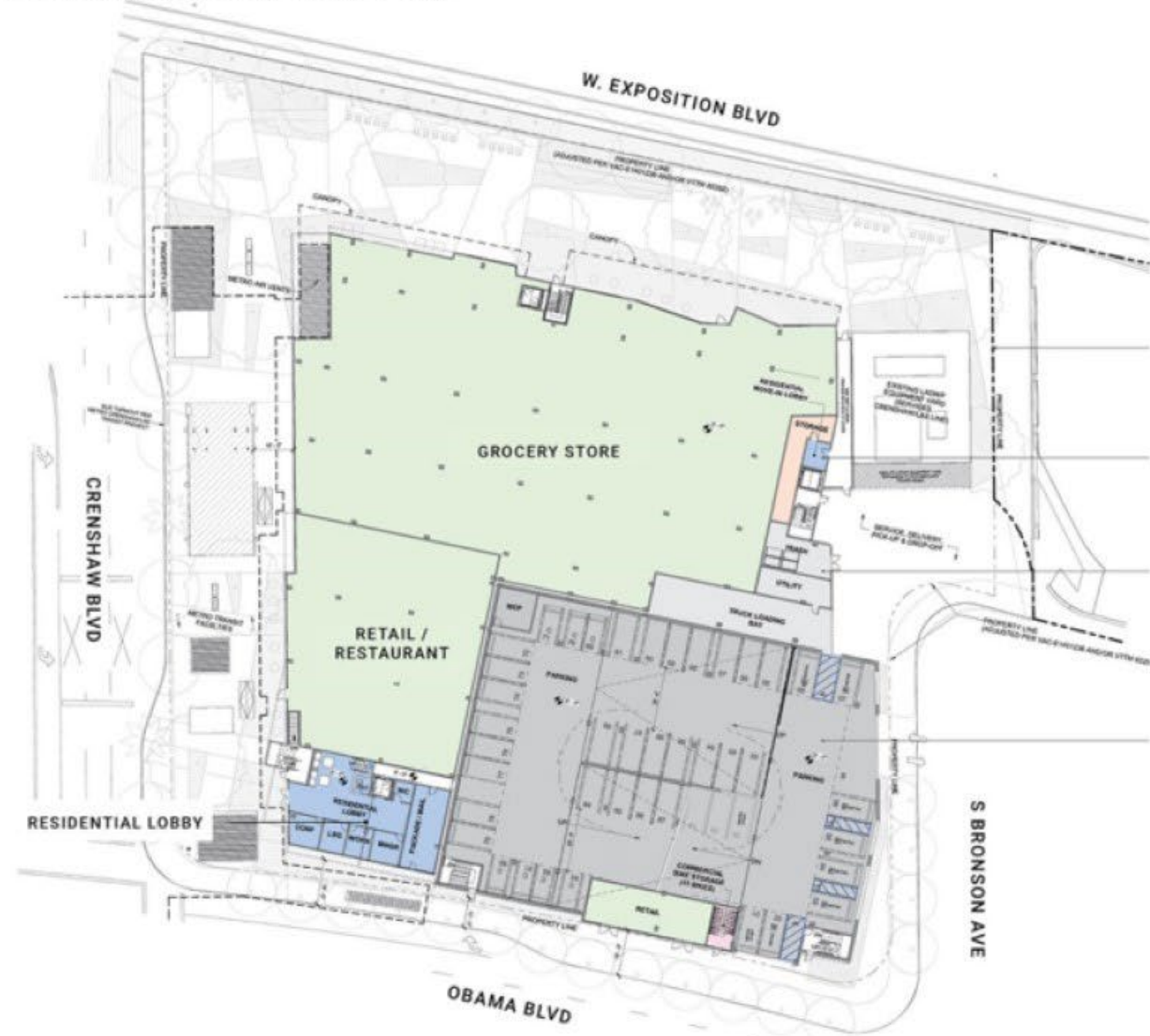


# Crenshaw Crossing

West Site Ground Floor Plan



East Site Ground Floor Plan



# Crenshaw Crossing





# Crenshaw Crossing



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■ GRIFFIN  
■ SWINERTON

**AN INTRODUCTION TO  
OUR PLATFORM: INFRASTRUCTURE &  
PUBLIC-PRIVATE PARTNERSHIPS (P3s)**



Est. 2009  
**GRIFFIN  
SWINERTON**



Est. 1981



**SWINERTON**

Est. 1888

**+ \$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 (w  
+\$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



# \$465M

PREDEVELOPMENT

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

Placer County  
Government Center



Est Completion: 2026  
\$60M

McKinney (Texas)  
Airport Expansion



Est Completion: 2024  
\$26M

# \$500M

COMPLETED

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

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

Gov't Buildings

Healthcare

Education

Aviation



### 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.



*the 4-phase 20-year civic center master plan will unify all County departments in a central facility*



# ORANGE COUNTY CIVIC CENTER

Santa Ana, CA



DESIGN FOR INTEGRATION

# 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





# COUNTY ADMINISTRATION NORTH (B14)

Phase 2: Orange County Civic Center P3 | Santa Ana, CA



# Quartz Hill Library



Quartz Hill Library, County of Los Angeles CA

# SALINAS EL GABILAN LIBRARY



# POLICE SERVICE OF SALINAS HQ



# McKINNEY NATIONAL AIRPORT

McKinney TX



## New Hangar, Corp10



## CBP Building and Apron



# RIALTO POLICE STATION

Rialto CA



# PFLUGERVILLE DOWNTOWN EAST Pflugerville TX



# 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. 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

# GETTING STARTED WITH P3's: TOP 10 THINGS TO KNOW

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