TRAIL NETWORKS AND HOUSING STABILITY
PART 3: AFFORDABLE HOUSING PLANNING AND POLICY

JUNE 8, 2022 WEBINAR
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**Live captions** have been enabled for this webinar and you can toggle them on and off using the closed captions button at the bottom of your screen.
Ryan Chao, RTC's president, oversees the organization’s national leadership in trail development, policy advocacy and movement building. Ryan came to RTC after serving as vice president of civic sites and community change at the Annie E. Casey Foundation and as executive director of the San Francisco Bay Area-based Satellite Housing, where he led the development of affordable housing communities throughout Northern California.
Ms. Keiser is a dedicated non-profit executive with more than 25 years of experience creating opportunities for families with low incomes, strengthening communities and working for a more just and equitable society. She currently has responsibility for the Annie E. Casey Foundation’s community development strategy in Atlanta, where she applies a racial equity lens to community leadership development, community safety, affordable housing and commercial development (current priority project is Pittsburgh Yards -www.pittsburghyards.com). Previously, she operated a community development consulting practice specializing in strategic planning, project management, fundraising, interim leadership and board governance. Key achievements included assisting 375 people achieve homeownership by coordinating Atlanta’s NeighborhoodLIFT downpayment assistance program and successfully guiding the staff and Board of The Center for Working Families through an organizational transition.
Marc serves as the Affordable Housing and Sustainable Communities (AHSC) Program Manager for the State of California’s Strategic Growth Council (SGC) where he focuses on program planning, implementation, and evaluation. Prior to joining SGC, Marc was an Associate at Alta Planning + Design, managing dozens of transportation planning efforts, grant-writing, and community engagement campaigns across the United States. At Alta, Marc also led the development of transportation components of more than 20 AHSC applications for clients across Southern California. Earlier in his career, Marc worked for the City of Long Beach Public Works Department, as well as numerous advocacy organizations including Climate Resolve, San Francisco Bicycle Coalition, and Urban Habitat. Marc received a Master’s in Urban and Regional Planning (MURP) from UCLA Luskin School of Public Affairs.
Esther Shin is President of Urban Strategies, Inc. (USI). She leads a team of professionals with expertise in human capital and economic development to assist communities across the United States. Esther believes that all residents want safe, vibrant neighborhoods to work, live, and play. Esther’s expertise spans the spectrum of community transformation activities that range from resource development to community engagement to program development and evaluation. Esther has led or supported securing fifteen Choice Neighborhood Implementation grants from the U.S. Department of Housing & Urban Development serving over 500,000 children and adults in 38 communities, amounting to more than $450 million in federal resources, which has leveraged more than $3 billion in additional investments. In 2016 Esther was selected by the Annie E. Casey Foundation for the tenth class of their Children and Family Fellowship. The Fellowship works to increase the pool of leaders with the vision and ability to frame and sustain major system reforms and community, capacity-building initiatives that benefit large numbers of children and families. She serves on the US Bank CDE Advisory Board, the MBS Urban Initiatives CDE Advisory Board, the HomeGrown StL Regional Steering Committee, and the Data Science for Social Impact Advisory Committee. Esther holds a Master’s Degree from the George Warren Brown School of Social Work at Washington University in St. Louis and Bachelor’s Degrees in both Political Science and English Literature from Washington University in St. Louis.
INCLUSIONARY HOUSING – BELTLINE NEIGHBORHOOD

Rails to Trails Conservancy

June 8, 2022
The Annie E. Casey Foundation develops solutions to build a brighter future for children, families and communities.
The Atlanta Civic Site

Building communities with a racial equity lens so that all children and families thrive:

- high-quality early **education** and public schools;
- access to **jobs** and other **economic opportunities**; and
- affordable, quality **housing** and strong resident networks.

Focus area – Neighborhood Planning Unit V (NPU-V)
The Atlanta Beltline

Atlanta Beltline Vision: To be the catalyst for making Atlanta a global beacon for equitable, inclusive, and sustainable city life.

- $10 billion in economic development
- 22 miles of multi-use trail network
- 1,300 acres of new greenspace
- 48,000 construction jobs
- 5,600 units of affordable workforce housing
- 50,000 permanent jobs
- 33 miles of multi-use urban rails
- Public art
- Community engagement

1.100 acres of environmental cleanup
Effects of Trail Development on Housing Costs

Cumulative Change in Median Sale Price: 2011 to 2015

This chart demonstrates the profound effect the Atlanta BeltLine has had on the communities it passes through. Pittsburgh is located in the southwest segment, which has experienced the highest price increases.

Source: Analysis completed by Dan Finnerglick and Thranyala Balan.
The goal is to *preserve and increase* quality housing options that have long term affordability, especially for renters:

- 77% of households rent
- 54% of renters cost burdened* as of 2020
- 24% of homeowners cost burdened as of 2020
- 93% of housing stock built prior to 2000

* Cost burdened defined as 30%+ of income spent on housing

**Based on Zillow indexes since 2017**
Key Strategies in Focus Neighborhoods

Support affordable ownership
- Redevelopment of 53 foreclosed properties
- Community land trust for permanent affordability

Retain existing homeowners
- Home repairs
- Asset-protection education

Protect tenants’ rights and prevent evictions
- School-based legal assistance
- Tenants’ associations

Preserve and develop affordable multifamily rentals
- Development subsidies
- Technical assistance
Key Strategies at Local and State Level

Partner with advocates
- State – Georgia Supportive Housing Association, Georgia ACT (Advancing Communities Together), Enterprise Community Partners
- Local – Housing Justice League, Neighbors for More Neighbors (Yes in My Backyard), Gideons Housing Task Force

Improve state and local policies
- State housing trust fund
- Land trust tax status
- Healthy housing/tenants’ rights

Local systems development
- HouseATL
HouseATL – Local Systems Development

- Focused on raising private funds, tracking and coordinating progress and advocating for policy and public resources to address the shortage of affordable homes.
- Composed of nonprofit, philanthropic, public and business entities.
- Committed to racial and socioeconomic equity.
HouseATL - Coordination Is Key

**Old Way**
- Inefficient
- Piecemeal approach

**HouseATL Way**
- Coordinated
- Maximizes resources
- Systemic change

Shared priorities for systemic change; public and private sector alignment

Coordinated funding; players at the same table

Consistent criteria for investment; thorough vetting of projects
Atlanta Beltline Strategies

Goal: Create or preserve 5,600 units of affordable and workforce housing by 2030.

- Beltline Affordable Housing Trust Fund (15% of Tax Allocation District bonds)
- Inclusionary zoning ordinance (new 10+ unit developments)
- Special Services Tax District
- Property tax grant for legacy homeowners (funded by philanthropy)
Developing solutions to build a brighter future for children, families and communities
Emissions by Economic Sector

Why do we drive so much?

Culprit: Vehicle Miles Traveled

Lack of location-efficient housing

Lack of quality low-carbon transportation options
AHSC Program Vision

• Funds infill projects that reduce Greenhouse Gas (GHG) emissions and Vehicle Miles Traveled (VMT) through sustainable land use, housing, and transportation practices

• Bringing together affordable housing and transportation worlds
California’s Greenhouse Gas Reduction Fund

- California’s portion of the Cap-and-Trade auction proceeds are deposited in the Greenhouse Gas Reduction Fund (GGRF) to be used for California Climate Investments.
- 73 programs are administered by 22 state agencies.
- In 2021, California Climate Investments implemented $2.1 billion, bringing the cumulative total to almost $10.5 billion. 

CUMULATIVE OUTCOMES

- $18.3 B Appropriated
- $10.5 B Implemented
- 76.0 MMTCO₂e Reduced
AHSC Funds Continue to Grow

Round 1: $134
Round 2: $289
Round 3: $257
Round 4: $400
Round 5: $550
Round 6: $785
Program Impact

• 6 Rounds Awarded so far
  (Note: data in graphic is through Round 5)
• 164 projects across the state ($2.4 billion)
• Largest continuous state funding for Affordable Housing in California
• Second-largest state funding source for Active Transportation
• Continuously funded through 2030
Who is Eligible to Apply?

<table>
<thead>
<tr>
<th>Eligible Applicants</th>
<th>Regional Transportation Planning Agency</th>
<th>Public Housing Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developer: Public, Private, or Nonprofit</td>
<td>Regional Transportation Planning Agency</td>
<td>Public Housing Authority</td>
</tr>
<tr>
<td>Local Transportation Department or Public Works Department (City or County)</td>
<td>University or Community College District</td>
<td>Congestion Management Agency</td>
</tr>
<tr>
<td>Transit Agency or Operator</td>
<td>School District</td>
<td>Facilities District</td>
</tr>
<tr>
<td>Qualified Tribal Entity</td>
<td>Joint Powers Authority</td>
<td>Program Operator: Public, Private, or Nonprofit</td>
</tr>
</tbody>
</table>

In nearly every application, Housing Developer is the Lead Applicant. Others sign Joint Liability Agreements or MOUs.
Program Award Process

• Projects are awarded based on highest score. Funds are split into one of three Project Area Types
  • 35% to Transit Oriented Development (TOD)
  • 35% to Integrated Connectivity Projects (ICP)
  • 10% to Rural Innovation Project Areas (RIPA)
• Remaining ~20% to Statutory & Council Targets
  • +50% to Disadvantaged Communities (DAC)*
  • +50% to housing*
  • *Not mutually exclusive
• At least one tribal project
• At least one in each 8 geographic areas
• Once all goals are achieved, highest scoring projects are awarded across all categories
Program Requirements

• Housing must be average affordability of 50% AMI
  • Must be infill: 3 of 4 sides must be developed already
• Housing must be within half-mile of a transit line
  • Quality of transit determines density requirement
  • Must include 1 secure bike parking spot for every 2 units
• Development should be “Shovel Ready”
  • Site Control, environmental clearance & entitlements
  • 90% of enforceable funding commitments
  • Experience with similar projects
• Required to complete all project scope within 5 years!
  • Yes, that includes bikeways! ;)
Program Details

• Projects have a maximum ask of $30M
  • $20M for Affordable Housing (must also be 50% of total request)
  • $10M for bike/walk/transit/urban greening/programs

• Projects are scored on a 100-point scale
  • 30 points for GHG Reductions
  • 15 points for Narrative
  • 55 points for "Quantitative Policy Scoring" (QPS)

• QPS is intended to 'nudge' applicants to invest in (expensive) components that may not be quantified in GHG score

• AHSC is a chance to push boundaries and innovate
Quantitative Policy Scoring – 55 Points

<table>
<thead>
<tr>
<th>Quantitative Policy Scoring</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Transportation Improvements</td>
<td>10</td>
</tr>
<tr>
<td>Green Buildings and Renewable Energy</td>
<td>10</td>
</tr>
<tr>
<td>Housing and Transportation Collaboration</td>
<td>9</td>
</tr>
<tr>
<td>Location Efficiency and Access to Destinations</td>
<td>6</td>
</tr>
<tr>
<td>Funds Leveraged</td>
<td>4</td>
</tr>
<tr>
<td>Anti-Displacement Strategies</td>
<td>6</td>
</tr>
<tr>
<td>Local Workforce Development and Hiring Practices</td>
<td>3</td>
</tr>
<tr>
<td>Housing Affordability</td>
<td>5</td>
</tr>
<tr>
<td>Programs</td>
<td>2</td>
</tr>
</tbody>
</table>

- “Checklist” approach
- Self-scored by applicant, reviewed by AHSC Staff, with chance for appeal
- Intent is **not** for projects to receive 100%
<table>
<thead>
<tr>
<th>Points</th>
<th>Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td><strong>Context Sensitive Bikeways</strong>&lt;br&gt;• Over 1/2 mile for maximum points</td>
</tr>
<tr>
<td>1</td>
<td><strong>Bicycle Network Connectivity</strong>&lt;br&gt;• Link bicycle network to AHD or Qualifying Transit Stop</td>
</tr>
<tr>
<td>2</td>
<td><strong>Bicycle Network Gap Closure</strong>&lt;br&gt;• Traffic calming / visibility / improve safety</td>
</tr>
<tr>
<td>2</td>
<td><strong>Safe and Accessible Walkways</strong>&lt;br&gt;• Over 2,000 feet for maximum points</td>
</tr>
<tr>
<td>1</td>
<td><strong>Pedestrian Network Connectivity</strong>&lt;br&gt;• Link two disconnected pedestrian networks</td>
</tr>
<tr>
<td>2</td>
<td><strong>Pedestrian Network Gap Closure</strong>&lt;br&gt;• Increase pedestrian safety</td>
</tr>
</tbody>
</table>
### Location Efficiency and Access to Destinations - 6 Points

<table>
<thead>
<tr>
<th>US EPA Walkability Index</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Most Walkable</td>
<td>3 points</td>
</tr>
<tr>
<td>Above Average Walkable</td>
<td>2 points</td>
</tr>
<tr>
<td>Below Average Walkable</td>
<td>1 point</td>
</tr>
<tr>
<td>Least Walkable</td>
<td>0 point</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Destinations within ½ Mile of AHD</th>
<th>0.33 points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grocery store</td>
<td></td>
</tr>
<tr>
<td>Medical clinic</td>
<td></td>
</tr>
<tr>
<td>Public elementary, middle or high school</td>
<td></td>
</tr>
<tr>
<td>Licensed child care</td>
<td></td>
</tr>
<tr>
<td>Pharmacy</td>
<td></td>
</tr>
<tr>
<td>Public park</td>
<td></td>
</tr>
<tr>
<td>Public library</td>
<td></td>
</tr>
<tr>
<td>Office Park</td>
<td></td>
</tr>
<tr>
<td>University or Junior College</td>
<td></td>
</tr>
<tr>
<td>Bank or Post Office</td>
<td></td>
</tr>
<tr>
<td>Place of worship</td>
<td></td>
</tr>
</tbody>
</table>
## Anti-Displacement Strategies - 6 points

### Implementing Anti-Displacement Strategies or Locating Projects in Areas with Existing Anti-Displacement Strategies

| Prevent Displacement of Local Community Residents | up to 4 points |
| Prevent Displacement of Locally Owned Businesses | up to 2 points |

### Examples include:

- First right of return ordinance, including moving expenses
- Multi-lingual tenant legal counseling program
- Small business advocacy office
- Prioritization of M/WBE for contracting
Local Workforce Development & Hiring Practices – 3 points

Projects are awarded 1.5 points per strategy

Five options available:
• Funding a workforce development organization
• Funding a partnership with a workforce development board
• Skilled and Trained workforce commitment
• Project labor or community workforce agreement
• Local hire
Programs - 2 points

1. Active Transportation Programs
2. Transit Ridership Programs
3. Criteria Air Pollutant Programs
4. Workforce Development Programs
5. Low-income Car Sharing Programs

Percentage of Total Units Restricted to ELI Units

<table>
<thead>
<tr>
<th>Eligible Program</th>
<th>1 point</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extend Program Beyond Funded term</td>
<td>1 point</td>
</tr>
</tbody>
</table>

• Does not include required Transit Pass Programs
Thank you!

More info: sgc.ca.gov/programs/ahsc

Marc.Caswell@sgc.ca.gov or AHSC@sgc.ca.gov

Presented by Marc Caswell, June 2022
USI’s Mission: All Children and Families Will Be Stable and Thriving
WHO IS USI?

Urban Strategies, Inc. (USI) is a national not-for-profit organization that specializes in results informed human services development, planning, and strategy implementation as part of comprehensive neighborhood revitalization.

OUR MISSION...

All children and families will be STABLE and THRIVING.
CASE MANAGERS
Responsible for providing comprehensive case management, referral, and seamless coordination with community and supportive service activities that promote economic self-sufficiency for families, enhance quality of life for seniors and the disabled, and increase opportunities for residents.

POLICY & RESIDENT ENGAGEMENT

RESIDENT LEADERS
Highly passionate community members who are trained in various capacity building curriculums that support their drive to direct change within their community and greater city.

WORKFORCE SPECIALIST
Workforce Specialist will work to identify and connect low-income adult residents of the housing community to opportunities for education, job readiness, skills training, and employment.

ECONOMIC MOBILITY

EDUCATION SPECIALIST
Education Specialist will serve as a conduit between families, communities, and schools to address educational barriers of youth and adults living in public housing and mixed income communities served by Urban Strategies, Inc.

HEALTH SPECIALIST
Health Specialist will serve as a conduit between families to address health barriers of youth and adults living in public housing and mixed income communities served by Urban Strategies, Inc.

HOW WE WORK
Family Supports
HOW WE WORK - Community Development Financial Institution (CDFI) (Decreasing the Wealth Gap)

Our goal is to propel entrepreneurs to prosperity and economic liberation through the creation of middle income/wealth generating jobs and businesses.

The USI CDFI Fund will provide equitable and accessible capital, along with financial services to Black and Brown individuals., Women and Minority Owned Business Enterprises (W/MBEs) and local firms for contracting and development opportunities

The Fund will create a pipeline to affordable credit and capital, enabling our clients to participate in the revitalization of their communities as business owners, entrepreneurs, and agents of change, in addition to being residents.

We strive to reduce the racialized wealth gap within our communities by 20% over the next 10 years.
RACIAL EQUITY LENS

RESULTS COUNT FRAMEWORK©

The Results Counts approach is based on five core competencies of results-based leadership development.

- **BE RESULTS-BASED AND DATA-DRIVEN**
- **BRING ATTENTION TO AND ACT ON DISPARITIES**
- **USE ONESELF AS AN INSTRUMENT OF CHANGE TO MOVE A RESULT**
- **COLLABORATIVE LEADERSHIP**
- **ADAPTIVE LEADERSHIP**
Theory of Change

Physical development inspires people to transform

Resident engagement fosters sustainability

Building and sustaining people sustains physical development
USI Resident Engagement Continuum

✓ Community Engagement Statement:
✓ USI supports intentional opportunities that connect residents to their community and neighbors. Engagement opportunities should create real linkages to people or activities that are of concern to the resident or community.
Communities and Green Spaces

St. Louis, MO

Near North Side Choice Neighborhoods

• Four Community Priorities: Highlight – “Our Ability to Endure” or Sustainability

Great Rivers Greenway (GRG)

• GRG is the public agency connecting the St. Louis region with greenways. In 2000, a vote of the people created a sales tax to leave a legacy for future generations by connecting three counties together with greenways. When complete, the concept calls for a 600 mile network of greenways. Brickline Greenway is underway!
Addressing the Dirty “G” Word

Addressing Gentrification

• Is it Really Such a Dirty Word?

• Responsible Development
  • Boost LIHTC Basis Points

• Real Economic Opportunity
  • The boost that is Mardi Gras!
Have examples of relevant trail networks you want to share with us? Email at torsha@railstotrails.org

To learn more about RTC’s work on Trail Networks and Housing Stability, and view past webinars in this series, visit https://www.railstotrails.org/housing

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Discussion and Questions

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Thank You!

railstotrails.org