

All sub-grantees must submit a final report at project close-out; a required deliverable included in all funding agreements. Sub-grantees must use the outline below to complete their reports. Sub-grantees must submit a draft Final Report to MTC for review at least one month before the end of the performance period of the sub-grant. The sub-grantee must submit a final version of the report, incorporating feedback from MTC, no later than one month after the performance period for the sub-grant ends. Please refer to the executed funding agreement for information on the performance period for your sub-grant.

Sub-grantees are also encouraged to share images from the project (in JPEG format) with MTC. These images may be submitted on a flash drive or compact disc.

A. Project Profile (1 page maximum)

Project Name: Riviera Family Apartments

Lead and Partner Organizations: Resources for Community Development (RCD)
Local Initiatives Support Corporation (LISC)

Primary Contact Person: Alicia Klein, Senior Project Manager
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Sub-Grant Program: Housing the Workforce

Project Type: Pre-Development Seed Funding

Total Grant Amount: \$45,000

Total Match (if any): Type or N/A

Geographic Coverage of Project: City of Walnut Creek, CA

Brief Description (150 words maximum): Riviera Family Apartments will be 55 units of affordable housing for low-income families in Downtown Walnut Creek. The proposed scattered-site development leverages transit-oriented location, BART proximity and carshare, to provide infill, new construction housing close to jobs and transportation options. The project will serve as a seminal case study of how: (a) high quality, dense, urban, affordable housing can be introduced as important component of a healthy, stable community, in a suburban Edge City, where appropriate infrastructure and proximity to employment already exist ; (b) the financing of affordable housing on the local level can adapt to a post-redevelopment California, and; (c) economic integration and jobs-housing balance can be reintroduced in a location that already gentrified and priced out the workforce.

Images: Please see attached renderings of 1515 and 1738 Riviera

B. Project Description (1 page maximum)

1. Goals and Objectives

Describe what the project expected to achieve, why there was a need for this project, who would have benefited, and how they would have benefited.

- Riviera Family Apartments will provide a stable housing for employees of the thriving retail, food service and entertainment industries in Walnut Creek, many of whom would otherwise be priced out of the local housing market, instead having to commute longer distances. Five of the units will also serve families with special needs (HIV/AIDS) on very limited incomes.
- Support the production of new affordable housing units near transit, by providing 55 units, plus one manager’s unit, of housing affordable to households making 20-60% of the Area Median Income, thereby helping to reintroduce more options for low- and very-low income households in a neighborhood that has previously been gentrified.
- Through the project we are working to engage under-represented communities as well as non-profit partners, community leaders, the City, and regional agencies, in the planning process.
- Catalyze policy and systems change at the local, sub-regional and regional level to have enduring relevance as a seminal example of how the development of affordable, dense, infill housing can move beyond the traditional urban core, and be applied to the modern edge cities of Central Contra Costa County, and how jurisdictions can finance affordable housing without redevelopment funding.

2. Work Plan

Describe the key tasks and deliverables for the project. Include information on outreach and engagement activities.

The MTC Grant included the below deliverables and tasks:

1a. Design Impact of Phasing – Funding enabled review of site conditions, funding requirements, and zoning to assess building program.
1b. Feedback from Fire and Planning Staff: Early and close collaboration with City staff refined site plans and building envelopes leading to the final building massing.
1c. Revised Program Criteria: Incorporation of City feedback and funding requirements, particularly for bedroom counts, parking, and open space defined the proposed plan.
1d. Environmental Site Assessments: A variety of environmental assessment, including Phase I, noise, air quality, historic, and cultural, were required for NEPA and CEQA documentation.
1e. Geotechnical Studies: Funding enabled geotechnical investigation on the sites to understand soils, excavation, seismic, and constructability issues.
1g. Land Survey: Funding enabled accurate delineation of legal, ownership, and topographic constraints for the sites’ design.
2a. Financing Plan: The financing plan for the site continues to evolve with new sources in the post-redevelopment affordable housing environment.
2b. Outreach with City Staff and Council: RCD has worked very closely with City housing and planning

staff, as well as one-on-one with City Council members to address opportunities for the project.
3a. Outreach to nonprofit and Private Sectors: RCD worked with a number of regional nonprofits to gain their support and insight on the project.
3b. Lessons Learned from Nonprofit and Private Partners: RCD continues to learn and share opportunities and lessons from the project although still in predevelopment.

3. Role of Lead and Partners

List the lead and partner organizations and briefly describe the role each organization fulfilled on the project.

- Resources for Community Development (RCD): As the lead grantee and project sponsor, RCD has undertaken the day-to-day activity of predevelopment for Riviera Family Apartments. For this grant, these activities have included coordination with City staff and consultants to gain entitlements and to refine schematic design, outreach to organizations and facilitation of individual and community meetings, site acquisition and funding applications to carry the project forward.
- Local Initiatives Support Corporation (LISC): As a partner grantee, LISC has played an invaluable role as an early project supporter. LISC provided early funding for design, and continues to play a role in facilitation and connection of community and nonprofit partners to the project and RCD. Particularly, LISC has played a role in transportation advocacy and information dissemination to a larger, regional audience.

C. Challenges and Outcomes (1 page maximum)

4. Challenges

Describe the main challenges faced of implementing the project. How did your team address them? Describe what worked well and what did not work. What would you have done differently if you could start over?

- Co-location of housing, transit, and freeways: The co-location of transit infrastructure within the freeway right of way poses a significant challenge to TOD housing. To be close to transit housing must also be proximate to the freeway and its inherent noise and toxic air pollution. As such, the buildings required additional study and will require additional building systems to mitigate noise transmission and to adequately filter air.
- Expense associated with small, irregular, scattered site infill parcels: Infill parcels include excellent access to transit and downtown, as well as existing infrastructure, but tend to be remnants, have constrained access, require minimal setbacks, and challenge stacking units. The creative design team has worked relentlessly to maximize every square inch of the building, to fill corners with usable space, and to fit necessary parking and mechanical spaces.
- Existing zoning for setbacks and parking: The City has a progressive zoning code which rewards TOD and affordable housing with lower parking requirements, by right. However, the code does not account for sites which are both TOD and affordable, and have even lower parking demand. RCD has worked with consultants and the City to address this.

- Traditional resistance to affordable housing: The City and many residents have been generous and vocal supporters of Riviera Family Apartments – both with their time and money. There has been a very small, but persistent, opposition to the project on the grounds of the income of the future residents. This, unfortunately, is predictable hurdle to affordable housing which the City and RCD have actively engaged with information and outreach.
- Nascent Transportation Options: The City of Walnut Creek has historically been auto-oriented. As such, transit and carshare options are limited. Downtown Walnut Creek is served by a number of bus services, although not by a bulk transit pass program. Similarly, carsharing is not yet present in Walnut Creek.

5. Outcomes

Describe key outcomes, achievements, successes, deliverables, findings and/or lessons learned for the project. Describe who benefited from this project (may be individuals, groups or organizations) and how.

The Riviera Family Apartments project has achieved significant successes and progress during the grant period. These successes have included:

- Schematic Design and initiated entitlements application: RCD has completed schematic design of the two sites and made its planning application. The City is now reviewing the application packages, providing feedback, requesting supplementary information and analysis, and scheduling Design Review Committee and Planning Commission hearings. The process is on track for entitlements in Spring 2015.
- Preliminary zoning concessions: The work that RCD has accomplished with partner nonprofit TransForm has helped to quantify potential parking demand and necessary supply. This information, in the context of the site as TOD, continues to be critical path for the realization of the affordable housing density bonus concessions to make the project financially feasible.
- Significant City and County funding commitments: In 2014, RCD utilized MTC funding to undertake due diligence environmental and site analysis, including Phase I, geotechnical, survey, acoustical, and air quality studies. These consultants' analyses informed the NEPA Environmental Assessments which enabled a \$5,000,000 City of Walnut Creek funding commitment for acquisition and predevelopment activities. The project has also received significant County permanent funding allocations of HOME and HOPWA funds.
- Involvement of City Carshare, TransForm, Contra Costa County Connection: The project has been a catalyzing force to bring new transportation options to Walnut Creek. Extensive discussions by partner TransForm, including regarding the Riviera Family Apartments project, demonstrated a demand for bulk bus passes program in Contra Costa County. Unlike other transit providers, until recently, Contra Costa Connection has not provided an option to purchase bulk transit passes. Similarly, until this year, nonprofit City Carshare has not provided carsharing services in Walnut Creek. CCS has now made a commitment to provide carshare pods at a Riviera Family Apartments.

D. Replicability and Dissemination (1 page maximum)

6. Replicability

Describe what, how and where (within the region) the above mentioned project outcomes may be applied to address similar issues as your project.

The Riviera Family Apartments development is meant to be a demonstration of infill affordable housing in evolving suburban centers, post Redevelopment. The City of Walnut Creek has changed dramatically into a regional center. Housing need and incipient evolution can benefit from this development model in additional Bay Area cities, particularly those farther east which still benefit from BART access, or in north Bay cities which have different transportation networks and limited affordable housing development. These cities have underutilized land for which the Riviera project can be a model. Beyond the development phase of Riviera, the project will continue to be an important model of management, evolving resident services, and product demand.

7. Tools and Resources

List the tools and resources developed through this project. These may include policies and strategies, analysis and communication tools, collateral material, key findings, etc. Please attach copies of the materials to this report.

- TDM Strategy: At the request of the City of Walnut Creek, RCD is developing a Transportation Demand Management strategy to encompass the variety of transportation options and parking reduction strategies at Riviera. The document, when accepted by the City at a future date, should be useful to coalesce strategies pertaining to the site, and will live on with property management and resident services staff. In this future role, the document will enable staff to manage the property and transportation resources.
- Transportation Options and Resources: The TDM strategy will inform resident services consultation for future residents and a transit kiosk. The kiosk will enable residents to evaluate transportation options and trip planning, in order to find the right mode for their journey. If requested, resident services staff will meet with new residents to plan their commute to work, school, doctor, family, or other destinations to enable residents to maximize their TOD location.

8. Sharing and Dissemination

Describe how and with whom you will share these tools and resources over the next 12 months. How can other communities access the tools and resources developed through this process?

- RCD, with partners LISC and TransForm, is eager to disseminate tools and lessons from the Riviera project. Although the learning is still in process to a definitive result and construction, RCD has begun to formally share experiences with peer nonprofit developers. In Fall 2014, RCD presented the Riviera project and issues to a group of regional nonprofit developers convened by LISC. RCD proposed a session at the Fall NPH conference, but was recommended for a Brown Bag session with LISC and TransForm during 2015.
- RCD has been an active participant in the creation of partner TransForm's Parking Database. The database has been useful to the Riviera project during entitlements and discussions with the City. As the project and entitlements continue, RCD will be better positioned to share data, outcome, and strategies for concessions with other developers.
- The work which has begun with City Carshare and Contra Costa Connection will continue to expand transportation options. RCD's commitment to these modes, provision of free memberships, and future participation with both will expand the pass program and carshare pods in Walnut Creek. This experience, decision, and economics will be shared with other developers and TransForm to enable transportation options in other East Bay cities which have historically not had as many options.

E. Recommendations and Next Steps (1 page maximum)

9. Recommendations

List and describe the top four to five recommendations from your project. Recommendations may include but are not limited to (1) policies, projects and/or programs that may be adopted at the local and/or regional level (name agencies and/or organizations where possible); (2) tools, approaches and/or methodologies that may be adopted for analysis, communication and/or decision-making; (3) funding, capacity-building and/or engagement strategies for target communities (specify geographic areas where possible); and/or (4) implementation of specific projects and/or programs to support regional goals.

- **TOD and Freeway Mismatch:** One of the major, recurring themes of TOD and affordable housing is the co-location of transit, freeways (or other major sources of pollution), and accessibly priced land. In order to facilitate affordable housing development on TOD sites, we need resources to adequately analyze noise, and particularly, air quality impacts of transportation infrastructure. Beyond analysis, we need mitigation solutions and funds. Although filtration has been proven, alternative and new methods to reduce resident's exposure are needed. Lastly, funder's understanding of trade-offs is necessary. Transit and health goals are conflicting. Although regulations account for measurable toxic air contaminants, the measurement of health benefits due to walkability has not kept pace or been honored in agency methodology. Opportunity exists to allow calculation of benefits, not just negatives. Other funders goals are prohibitively strict. Current HUD regulations dictate that no outdoor activity may occur anywhere on a site if a portion of the site exceeds noise thresholds. As compact, urban, transit-oriented development becomes increasingly complex as choice infill sites disappear, we need to find regulatory means to protect health and meet housing and livability goals.
- **Evolve zoning codes for parking and setbacks:** The Riviera project demonstrates the value of state-mandated density bonuses for affordable housing, as well as the importance of progressive zoning for affordable housing. However, this project has demonstrated that parking minimums, even reduced minimums, do not meet the needs of affordable housing in proximity to transit. On this and other projects, we continue to argue the cumulative effects of resident population, geography, transit, and amenities to impact household travel behavior. The September launch of the TransForm Parking Database will go a long way to making this case for Riviera and future projects.

10. Next Steps

Describe the next steps for your project and how the proposed recommendations will be institutionalized in your community.

- **Continue building support:** RCD has built a good rapport with City staff and council on this project. As the entitlement process continues, we will leverage community supporters, including individuals and partner nonprofits.
- **Proceed with entitlements and design development:** As discussed, the site's proximity to the I-680 freeway poses potential health concerns if not adequately mitigated. RCD will proceed with a range of noise, air quality, and MEP consultants on its design team to address resident needs during building design. These solutions will help inform RCD and peers subsequent developments to achieve solutions at reduced cost.
- **Demonstrate effective parking reductions:** RCD will continue to advocate and to build a case for reduced parking in close proximity to transit, particularly layered with an affordable housing population. As we develop resources and data, through literature review, TDM materials, maps and educational resources, outreach, and parking survey data, we will use the project as a demonstration of reduced parking and the means and methods to enable resident success and livability with reduced parking.