

# Santa Clara County Planning Collaborative

November 9, 2023



# Agenda

- Welcome
- Tenant Preference and Affordable Housing – Mindy Nguyen
- Housing Policy Roundtable Discussion – David Driskell
- Community Engagement Training – David Driskell
- San José State University Welcome - Laxmi Ramasubramanian
- Lunch





*Housing*

# Quetzal Gardens and the Need for Tenant Preferences to Mitigate Displacement

**Mindy Nguyen**

Development Officer

City of San José Housing Department



# Tenant Preferences

- 🏠 Definition: Set aside a portion of restricted affordable apartments otherwise available to the general population for a particular type of applicant
- 🏠 Goals
  - Prevent displacement of lower-income renters from San José
  - Create housing choices for renters that enable them to remain in San José
  - Make best use of scarce affordable homes for most vulnerable renters
  - Keep existing community ties in place for lower-income renters



# Quetzal Gardens: Background



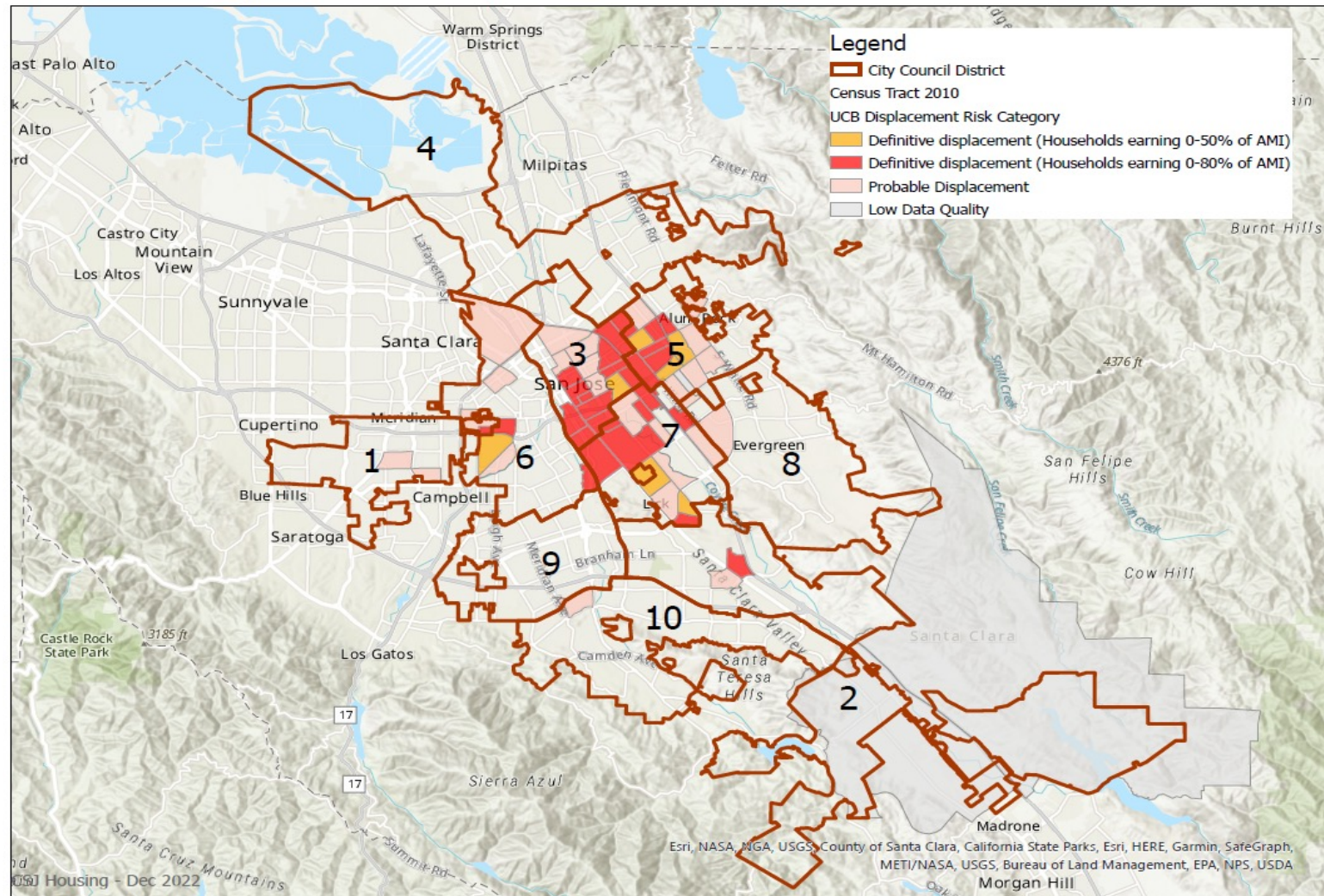
# Requirements to Approve Tenant Preferences

- **State Housing & Community Development (HCD) requirements & SB 649**
  - State Senate Bill 649 (2021)
  - HCD: Approve tenant preferences proposals after reviewing analyses
- **Analysis conducted for Fair Housing requirements**
  - Anti-Displacement: Race, Disability, Family Size, Women HOH, Veteran Status, Seniors (protected classes)
  - Neighborhood: 1-mile, 2-mile, Council District for all Races
- **City Council approval**



# Displacement Tract Maps

UC Berkeley CA Estimated Displacement Risk Model - June 2022 - San José Census Tracts



City of San José Housing - Dec 2022

# Two Proposed Preferences to Deter Displacement

## 1. Citywide Anti-Displacement Tenant Preference

- **Definition:** Requires a portion of affordable apartments in subject properties be reserved for applicants from census tracts experiencing definitive or probable displacement

## 2. Neighborhood Tenant Preference

- **Definition:** Requires a portion of affordable apartments in subject properties be reserved for applicants already living in the same Council District of the property

**Preferences will apply to 35% of general population units:** Limit of 15% of units for Neighborhood Preference and 20% for Anti-Displacement Preference

**Applicants:** Lower-income ( $\leq 80\%$  AMI) and otherwise meeting eligibility criteria for apartments



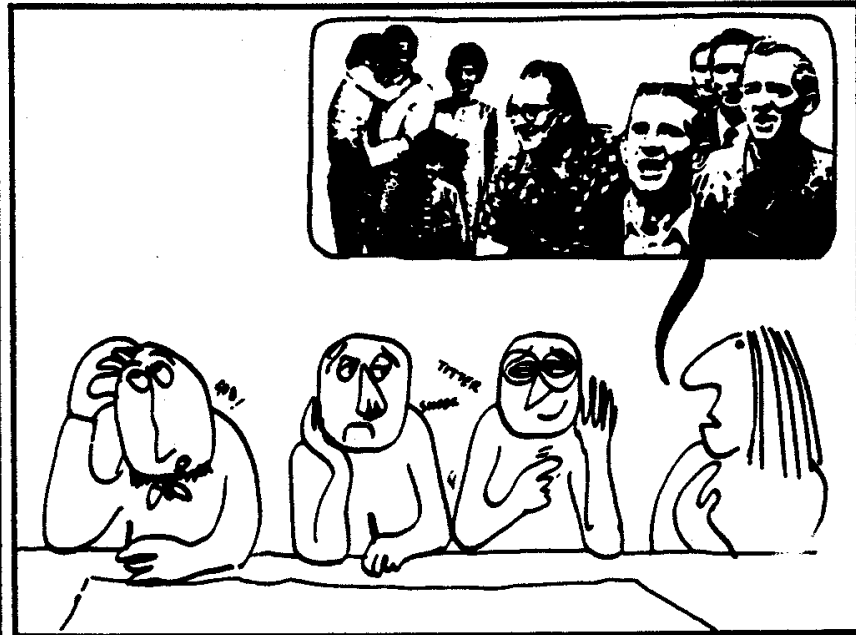
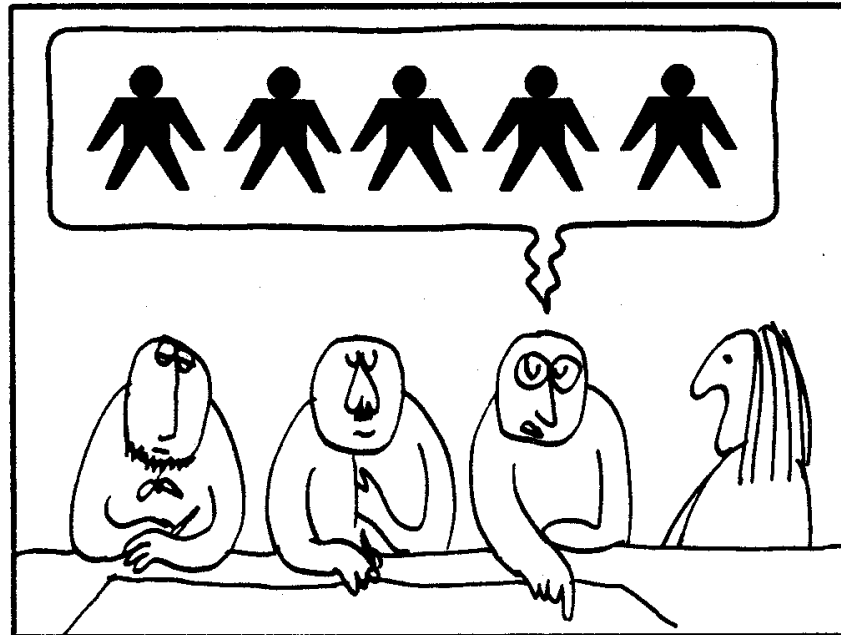
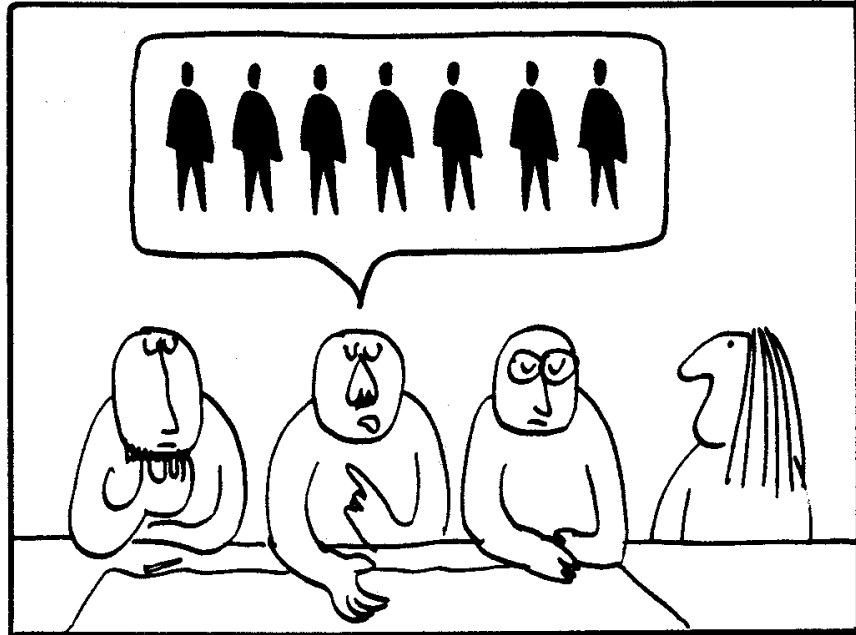
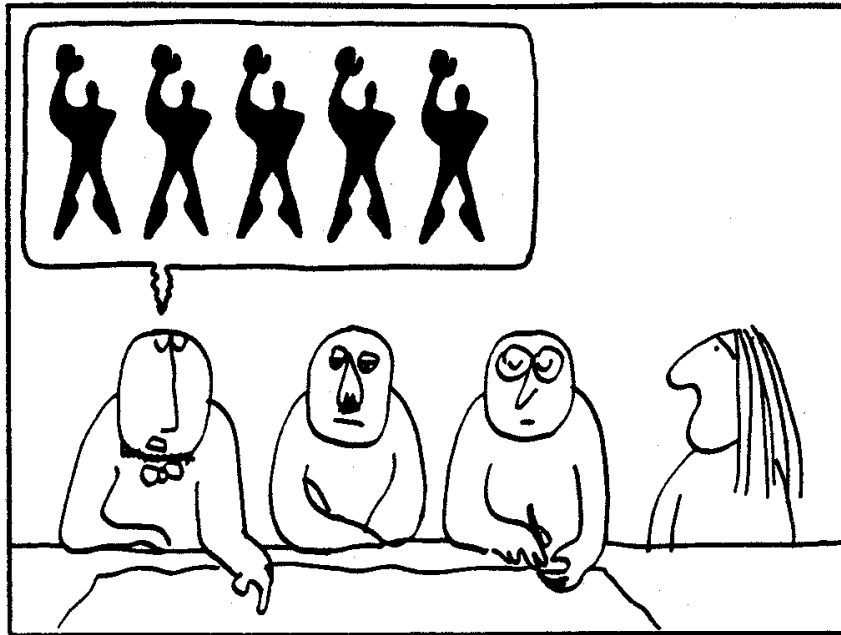


A close-up photograph of a silver and black microphone in the foreground, angled towards the right. The background is a large, out-of-focus crowd of people, suggesting a public event or rally. The lighting is bright, and the colors in the crowd are varied but muted due to the shallow depth of field.

**DEMOCRACY**  
**by design**



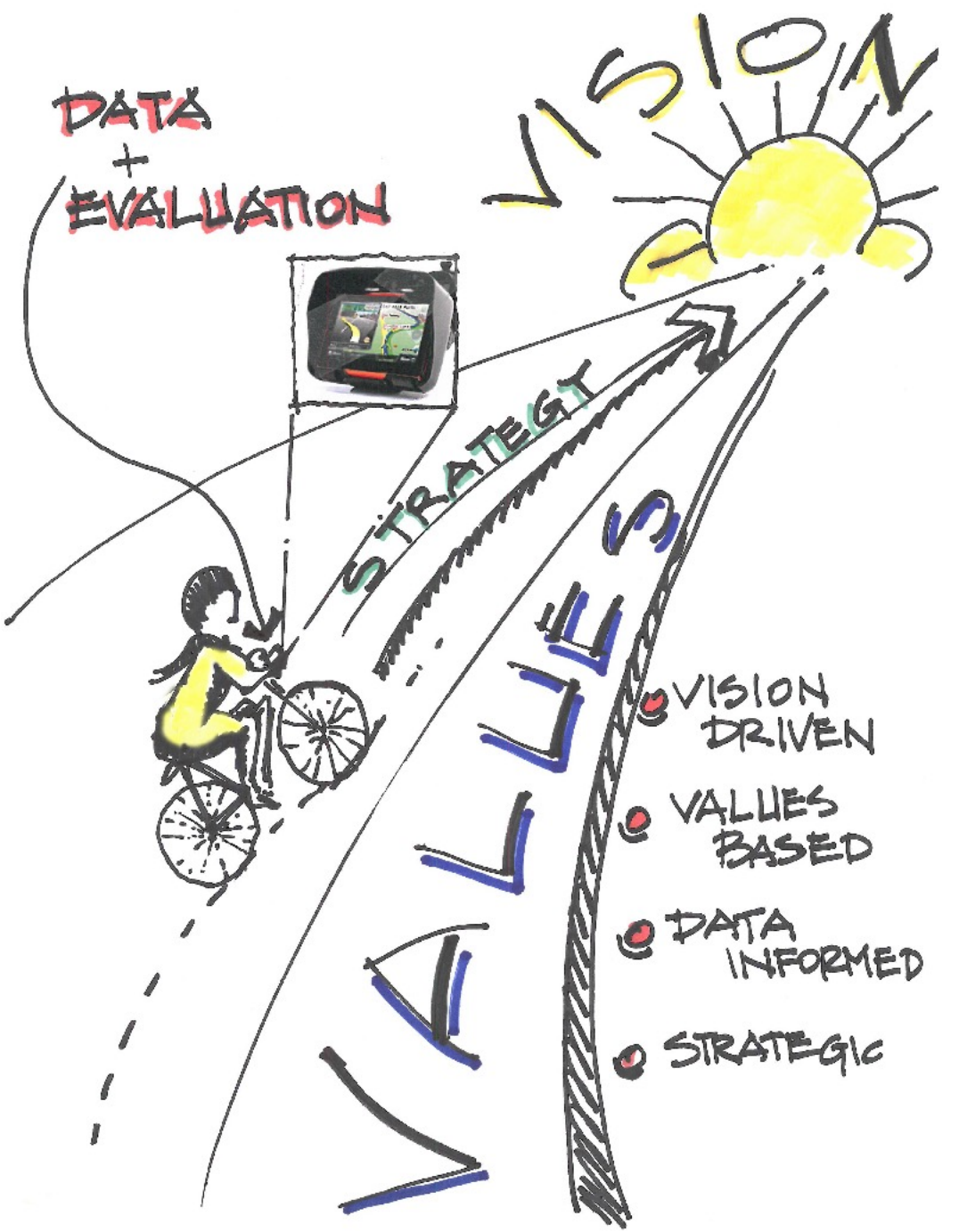
**Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.**



**a message to the planners**



**from a panel of experts**



DATA  
+  
EVALUATION

VISION

STRATEGY

VALUES

- VISION DRIVEN
- VALUES BASED
- DATA INFORMED
- STRATEGIC

**Participation seeks to understand the community's needs, vision and shared values, so that we can create cities where everyone is able to thrive.**

**To deliver on its promise and potential, participation must be inclusive of all voices, building greater equity and nurturing a stronger sense of community in the process.**

**that's easier said than done**





**The Tyranny of  
those with the most passion?**

**The Tyranny of  
those with the most time?**

**The Tyranny of  
those with the most power?**

# The Tyranny of Participation?



**DEMOCRACY**  
of process

# **3 process design principles**

- 1** Build a big tent (with reserved seats)
- 2** Cultivate conversation + co-creation
- 3** Be bottom-up, top-down + sideways

# 1 build a big tent

Planning should be inclusive.

So build a big tent.

Make room for those with passion, but **reserve space, front and center, for those who are quiet and have never been in a tent.**





# Salt Lake City's Anti-Displacement Strategy



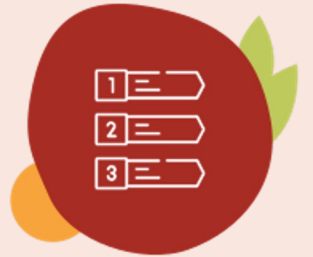
# How the Plan Was Developed

**PHASE ONE:**  
**LISTENING AND LEARNING**  
JAN - AUG 2022

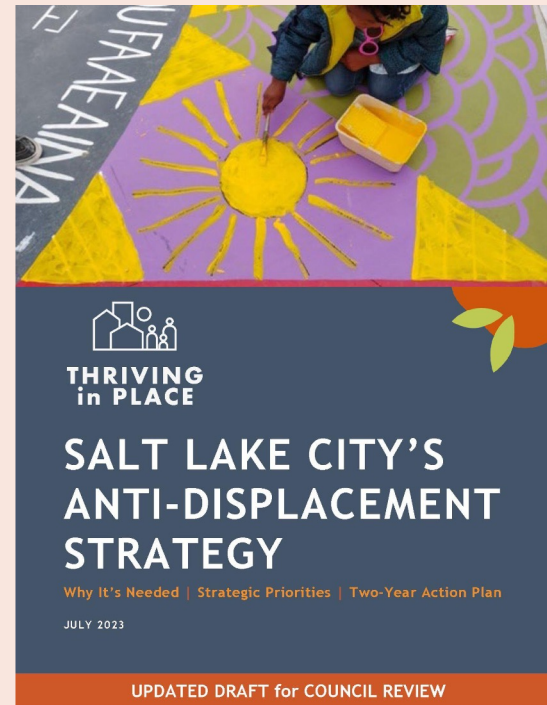
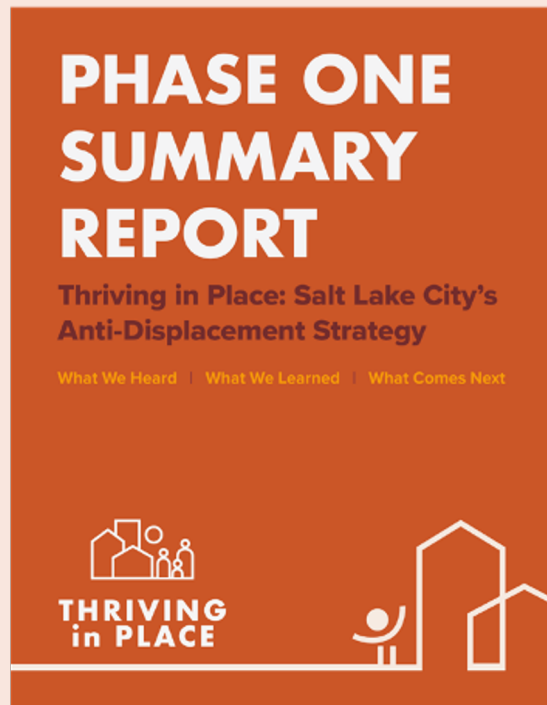


*Analyzing data and hearing people's perspectives*

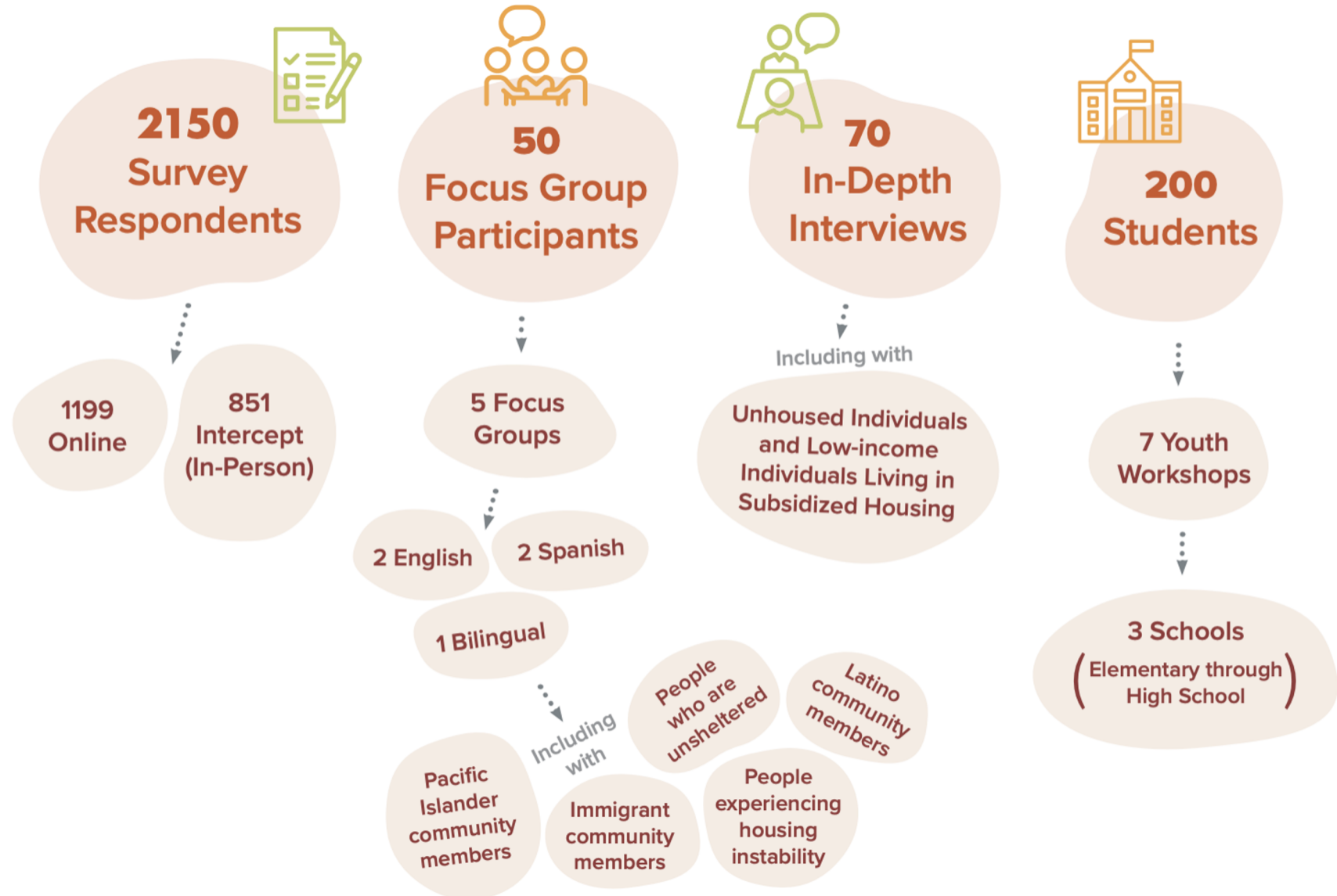
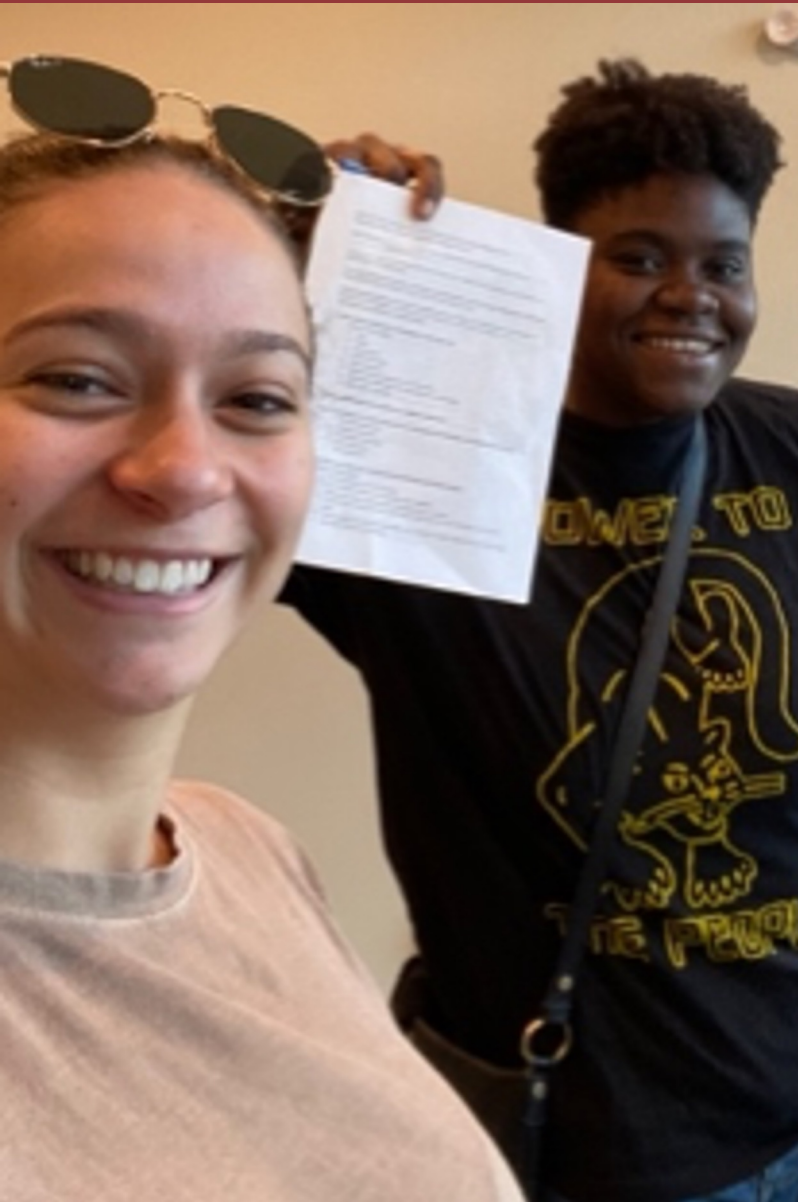
**PHASE TWO:**  
**CRAFTING COLLABORATIVE SOLUTIONS**  
SEPT 2022 - MAY 2023



*Evaluating and prioritizing options for action*



# Over 2500 people shared their experiences and perspectives



# Community Liaisons



- Members of community
- Relationships of trust
- Formal and informal methods
- Multiple languages



## **2 cultivate conversation + co-creation**

**There needs to be more listening.**

We need to get people talking with each other,  
not at each other.

We need to experience **the joy of creating  
something positive together, and have fun!**



# **Growing Up Boulder**

*Partnering with Young People to Design and Plan Sustainable, Child-Friendly Places*

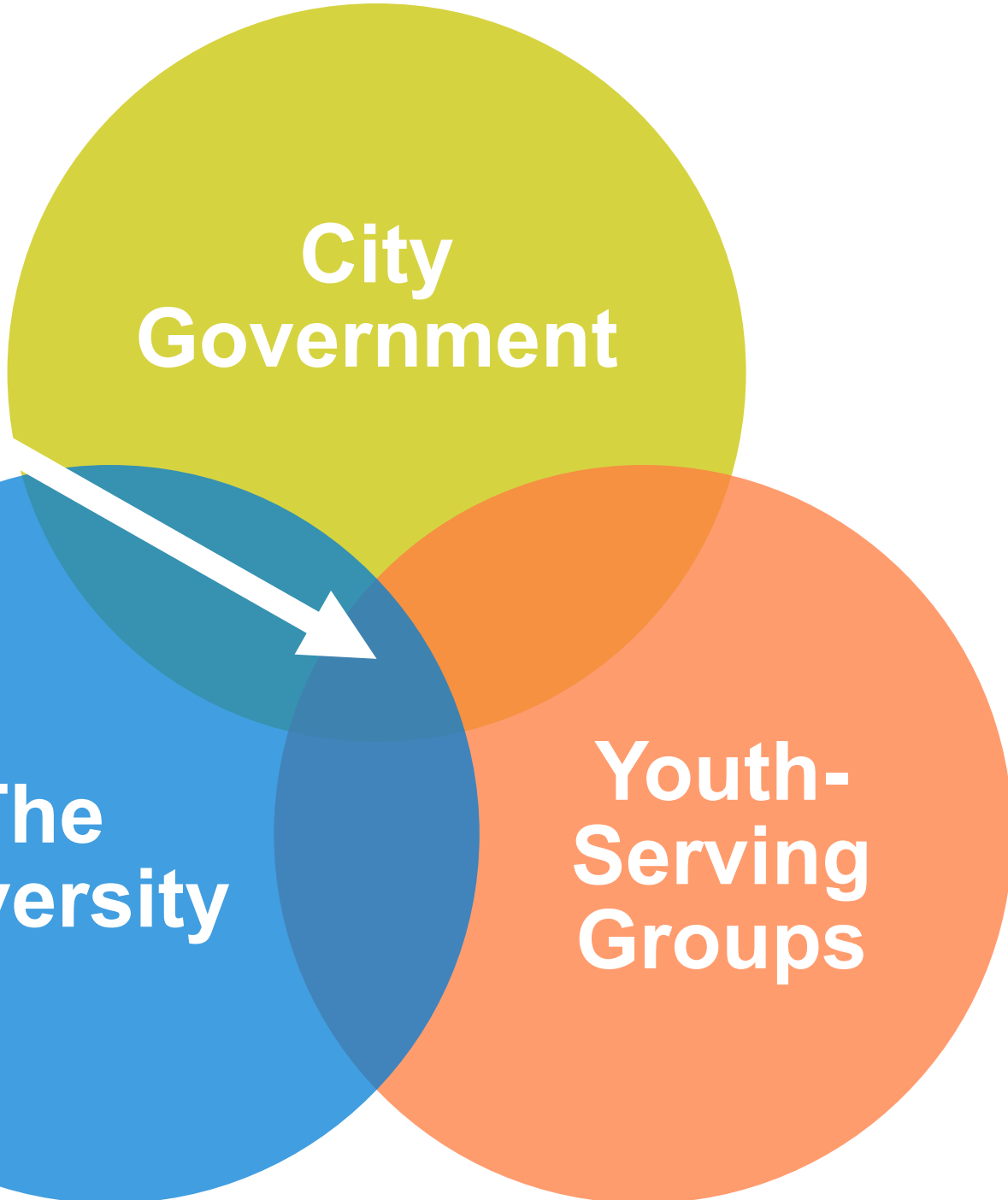


**Young  
People**

**City  
Government**

**The  
University**

**Youth-  
Serving  
Groups**





Welcome  
Kids

n it, it goes over  
mportant thing



winter ice-skating rink,  
summer swimming pool



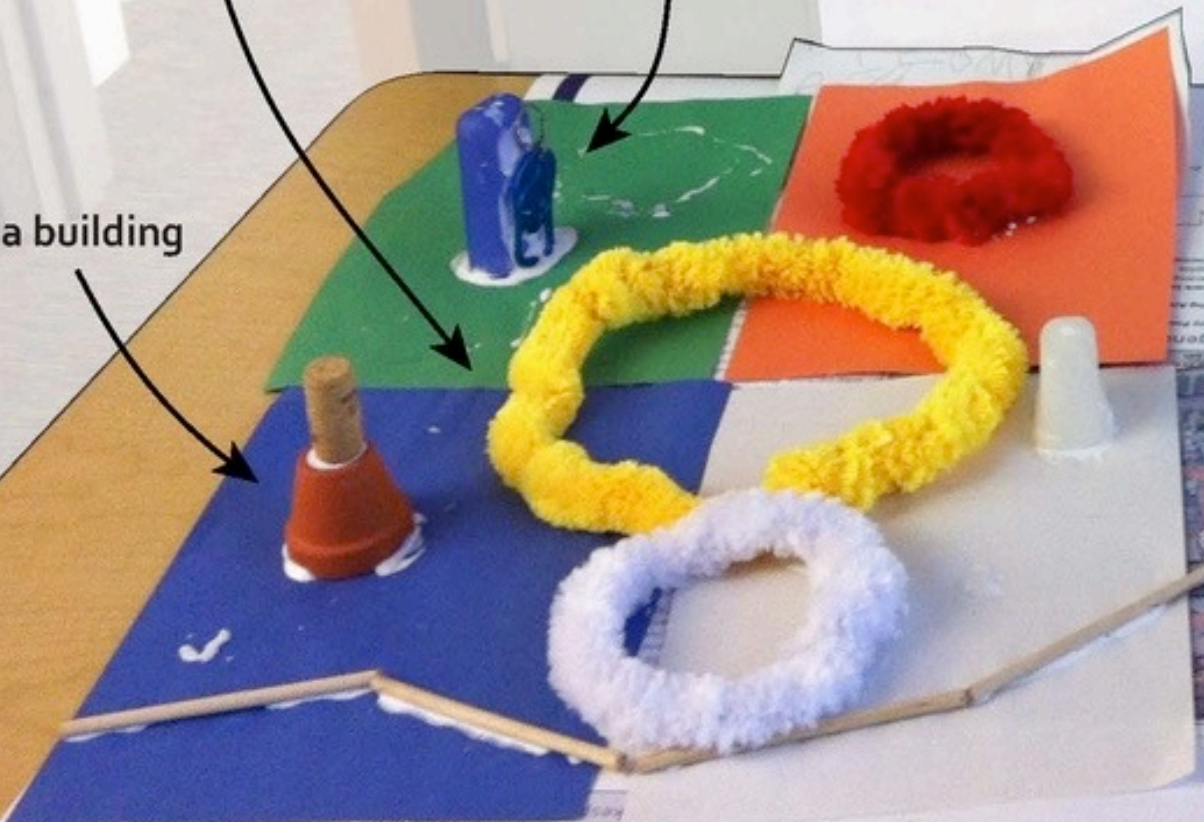
rink shop

public art/play structure  
"crawl through holes and  
climb ball in the middle"

public art

barriers for  
flood waters

a building



"parade of animals"  
public art statues

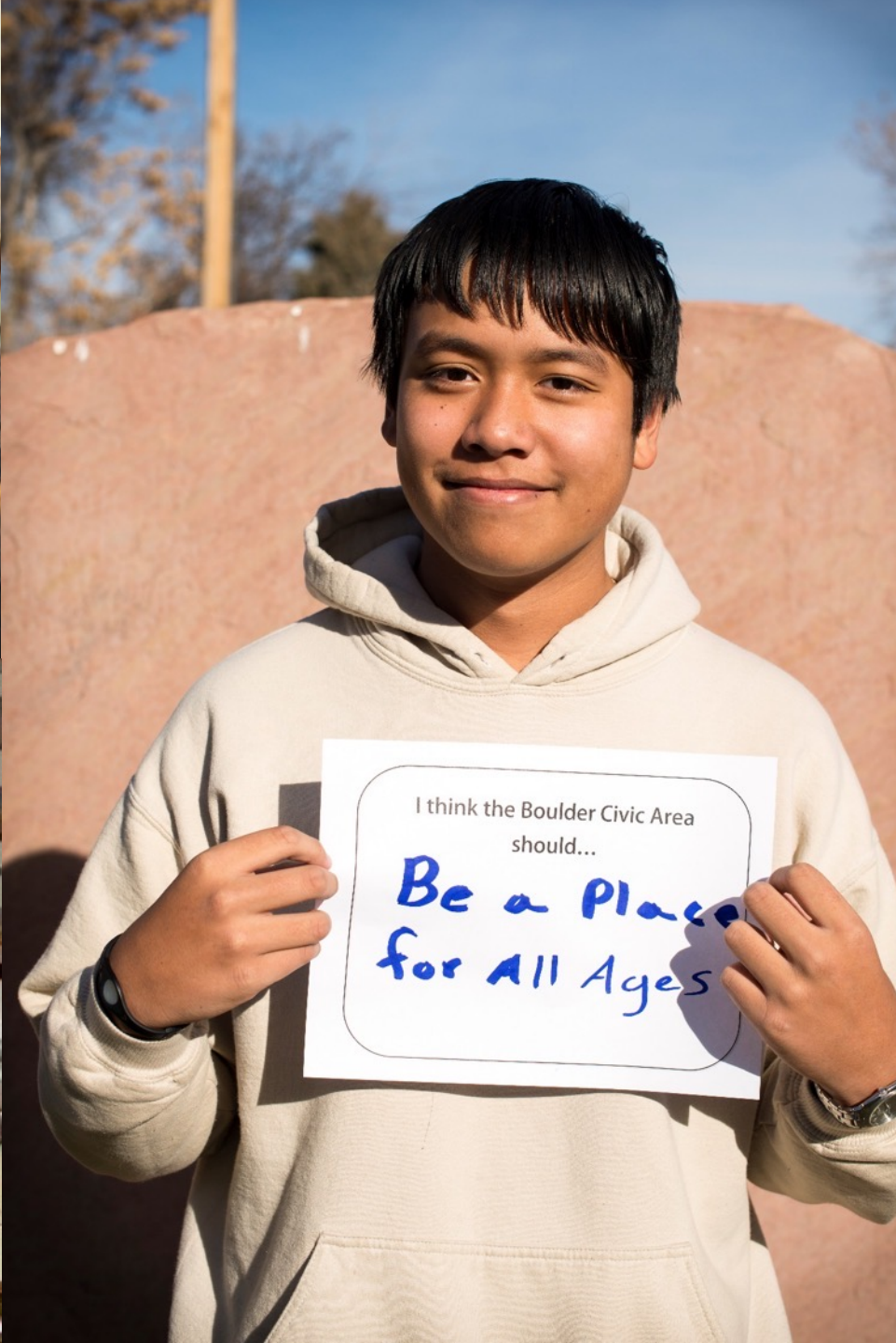
ENVIRONMENTAL  
Sustainability

Eradicate  
extreme poverty  
and hunger

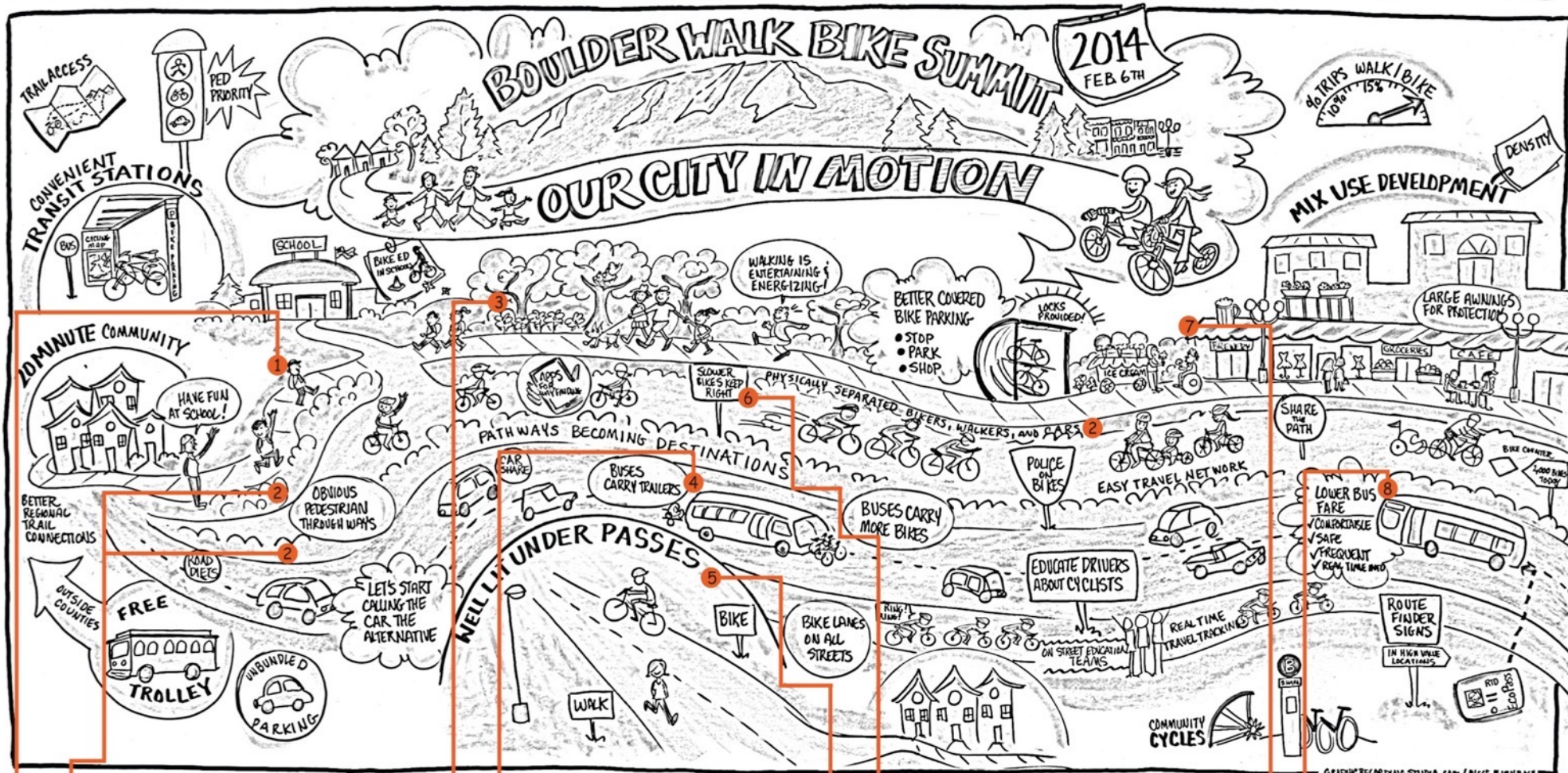
Step 2: Fill in Blue Card (10 min.)  
Fill in the blue card questions for each area.  
As a group, first fill in the overall question and then  
questions for areas 1-5 and connections.

In twenty years, the city area should be the kind of place that:  
- 3-  
- 2-  
- 1-

In the next few years, think three changes you'd really like to see in the civic area:  
- 3-  
- 2-  
- 1-



# HOW KIDS' IDEAS INFLUENCED THE VISION



- 1 KIDS ARE ABLE TO WALK FROM HOME TO SCHOOL ON THEIR OWN
- 2 BIKERS AND PEDESTRIANS ARE SEPARATED FROM TRAFFIC BY A PHYSICAL BARRIER
- 3 FLOWERS DECORATE THE PATH
- 4 FAMILIES WITH CHILDREN ARE ABLE TO CARRY BIKE TRAILERS ON THE BUS
- 5 PROVIDE LIGHT IN UNDERPASSES
- 6 BIKING SPEEDS SEPARATED
- 7 SHADE STRUCTURE
- 8 PROVIDE FREE BUS FARES TO HELP LOW INCOME FAMILIES AND ALL KIDS

# **3 be bottom-up, top-down + sideways**

**Nurture the grassroots.** Engage community liaisons that people can talk to and trust.

Clarify and communicate citywide priorities and **facilitate cross-community conversation.**

**Compensate people for their time and expertise.**

# DELIBERATIVE DEMOCRACY CONSORTIUM

With Matt Leighninger

PUBLIC PARTICIPATION for 21st CENTURY DEMOCRACY

A NETWORK of PRACTITIONERS and RESEARCHERS

COMMUNITY MATTERS CIRCLE IAP2



Moving toward a participatory mindset

NCDD

The CITIZEN



MAKING PARTICIPATION LEGAL



- GATHER INFORMATION
- DISSEMINATE INFORMATION
- DISCUSS, CONNECT, ENGAGE



- GIVE INDIVIDUALS CHOICES
- GIVE COMMUNITIES CHOICES
- ENGAGE CITIZENS IN PUBLIC WORK

SHIFTING TOWARD NEW RELATIONSHIPS

IMPACTING DAILY LIVES HYPER LOCAL NETWORKS

NSPRA

LOGOLINK



NEIGHBORWORKS AMERICA



GRASS ROOTS GRANTMAKERS



# **3 process design principles**

- 1** Build a big tent (with reserved seats)
- 2** Cultivate conversation + co-creation
- 3** Be bottom-up, top-down + sideways

# **+1 overarching principle**

Nurture a sustainable ecosystem of partners for participation.

**government**

the formal authority to  
make decisions and implement them



**governance**

a network of relationships that support  
collaborative problem solving





delivering on democracy



delivering on democracy



# CATHEDRAL THINKING



**DEMOCRACY**  
**by design**

# In your community...

- 1** What is working well in terms of community participation?
- 2** What isn't working so well?
- 3** What actionable ideas do you have for improvement?

**DRLOG REGIONAL HOUSING NEEDS ASSESSMENT**  
 ADVISORY GROUP MEETING # 1 11/2/23

NOT ONE SIZE FITS ALL

ACTIONABLE STRATEGIES

DATA DRIVEN DECISION MAKING

FLEXIBLE FOR LOCAL CONTEXT

ROBUST ENGAGEMENT

**WHY?**

flexible

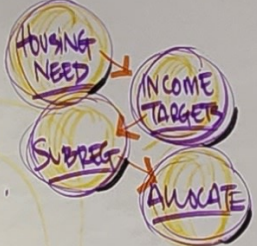
REMINDER

THE A.G.

- BROAD PERSPECTIVES FOR A COMPLEX & CONTEXTUAL ISSUE
- GUIDE FOR BOARD/STAFF FOR POLICY SUPPORT MOVING FORWARD

**METHODOLOGY**

- FROM THE START:
  - PROACTIVE TARGETS
  - SUBREGIONS
  - DATA TRANSPARENCY
  - METROVISION ALIGNMENT



LIT. REVIEW SUPPORT

**METHODOLOGY CONT.**

- CONSIDERATION FOR LOSS OF NATURALLY OCCURRING AFFORDABLE HOUSING:
  - START w/ POINT IN TIME, WILL SCALE UP BY X FACTOR
- HOW DO YOU ACCOUNT FOR MAJOR DISRUPTIONS?
  - REGIONAL FOCUS HAS SOME BUILT IN FLEXIBILITY
  - PAST EVENTS DO INFLUENCE UNDERPRODUCTION COUNTS.

**DEFINE SUCCESS**

BE PROACTIVE

EDUCATE

POLICY MAKERS

EMPOWER COMMUNITY

WHAT ARE THE BARRIERS?

- ALL VOICES ARE HEARD
- MEASURABLE INCREASE IN AFFORDABLE HOUSING
- CLARITY OF THE CRISIS → DEFINE MISSING MIDDLE
- HOUSING INTEGRATION IN BROADER TOPICS (@ DRLOG)
- TRANSITION TO STRATEGIES → BUILT OFF OF AN ACCURATE ASSESSMENT
- NOT FITTING SOLUTIONS AGAINST EACH OTHER
- SUSTAINABILITY, EQUIP. TRANSPORTATION → INFRA
- ROBUST ENGAGEMENT → FLUID GUIDANCE
- "SHARED UNDERSTANDING" → BALANCE S/D
- STATE WL INVOLVEMENT SUPPORTING LOCAL FLEXIBILITY



# Meeting Management

**UNDERPRODUCTION, TARGET VACANCY:**

- IS IT TOO LOW? @ 7.2% (WAS 9 PERCENT)
- CONSIDER THE LONG RUN

**HOMELESSNESS COUNTS:**

- 0-10% AMI GROUPING AS A START
- GREATER DETAIL LESS FEASIBLE w/ AVAILABLE DATA

- IS A LACK OF AFFORDABLE HOUSING INFLUENCING IN-MIGRATION?
  - BIGGER THAN THAT
  - BIGGEST CONSTRAINT IS ECONOMIC GROWTH

**RENTAL VS. OWNERSHIP**

- START w/ NEED, THEN BRIDGE THE GAP
- BEHAVIOR INFLUENCE

**OUTREACH**

- HOW
- CON
- INF
- HOW THE
- JUD
- UN
- AB

**NEXT**

- DEC
- RAUNTING
- Summ

# Getting Started...

- Why are you meeting?
  - Sharing info?
  - Brainstorming?
  - Problem solving?
  - Evaluating options?
  - Making decisions?
- Who needs to be in the room?

# Crafting the Agenda

- Clear goals and objectives
- Structure that matches the purpose
- Clear and realistic time allocations
- Key questions / discussion framework
- Strategy for “off topic” input



# Setting Up the Room

- Match the room's set up to the form of interaction you need or want
- Make sure the basics work: room size, tech functions, lighting, acoustics, ventilation, amenities...

# Supporting the Group: Roles

- Facilitator
- Graphic Recorder / Notetaker
- Resource person(s)
- Support staff
- Chairperson?

# The Facilitator

- Guides the conversation
- Keeps things on-time, on-focus, and positive
- Ensures everyone is engaged
- Helps manage conflict
- Actively listens and reflects back

# The Graphic Recorder

- Captures key points in real time
- Assures participants that they've been heard + signifies an open process
- Helps organize and analyze ideas
- Supports the facilitator

# The Graphic Recorder's Toolkit

- Paper
- Markers
- Tape
- Scissors
- A good surface...
- And lots of practice!

**Let's Practice!**

Next Meeting:

**Thursday, December 14**  
**12:00 pm - 1:30 pm**

