

# Housing Commission 2020 Retreat

January 10, 2020



CITY OF SAN ANTONIO  
**NEIGHBORHOOD & HOUSING  
SERVICES DEPARTMENT**

**Verónica R. Soto, AICP**  
**Director**

# Agenda

Chair and City Manager Remarks

Public Comments

Director's Remarks and What This Moment Represents

Reframing our Shared Context

Reviewing our Progress and Setting our Course

Organizing Ourselves for the Year Ahead

Next Steps

Closing Reflections and Adjourn



# Chair and City Manager Remarks



# Public Comments



# Director's Remarks and What This Moment Represents



# Reframing our Shared Context



# Charge

“The charge of the new Housing Commission shall be to serve as a **public oversight Board** to guide the **implementation of the MHPTF' s recommendations** and **engage the public** in the development of **affordable housing policy**. This also would include an **annual report** of the implementation and progress made for the Affordable Housing programs and projects included in the City's annual Budget as well as other affordable housing issues and polices in the City's Affordable Housing Work Plan.”

“The Neighborhood and Housing Services Department shall provide staff support for the Housing Commission, with the assistance of the Office of the City Attorney and other city departments, as requested. In order to support its work, the Commission may also seek voluntary technical or specific professional assistance from individuals in the community representing certain technical disciplines or areas of special expertise.”



# 2019 Goals

**Oversee** the implementation of the Mayor's Housing Task Force priorities: Develop a Coordinated Housing System to include a High Level Executive; Increase City Investment in Housing; Increase Affordable Housing Production, Rehabilitation, and Preservation; Protect and Promote Neighborhoods through anti-displacement; Ensure Accountability to the Public by creating a collaborative ecosystem of communication between community, city staff, and public officials;

**Implement** a holistic and comprehensive anti-displacement strategy

**Engage** and educate the public on importance of affordable housing and resources available to prevent and mitigate to include mutual education to occur between City and the communities it serves;

**Cultivate** partnerships and leverage cross-sector resources in the coordination and delivery of housing;

**Focus on Equity and Advocate** for additional funding for affordable housing to expand new affordable housing, anti-displacement, and increased affordable housing with deeper affordability targets of 30/50/60% AMI;

**Define Outcomes and People-Focused** metrics to stay on track for short-term and long-term goals while implementing best practices and engaging impacted communities in evaluation of success.



# Housing Commission Logic Model

## Goals

- **Oversee** the implementation of the HPF...
- **Implement** anti-displacement strategy...
- **Engage the public**...
- **Cultivate partnerships**...
- **Focus on Equity and Advocate** ...
- **Define Outcomes and People-Focused** metrics ...

## Inputs

Commissioner time

Staff time

Accessible spaces

Web content: meeting postings agendas

Translation Services

Commissioner Packets: Minutes, Presentations & Memos, Follow-ups

## Activities

Regular meetings

Work Sessions

Public Comment

Commissioners representing HC in other spaces

## Outputs

Policy Recommendations for Staff and Council

Feedback & Guidance for staff and Council

Annual Report

## Short-term Outcomes

Housing-specific public forum

Additional oversight on Housing Policy Framework implementation

Definition of success and key performance metrics are people-focused

## Medium-term Outcomes

Clarified policy process

Connections & partnerships form across sectors

Impacted communities are engaged more frequently

## Long-term Outcomes

San Antonio's housing efforts are coordinated & equitable.

The housing needs of San Antonians, especially those with low incomes, are documented, tracked, & met.

Policy decisions are made and evaluated with impacted community and shared metrics

Fewer San Antonians face displacement pressure and there are adequate resources for those that do.

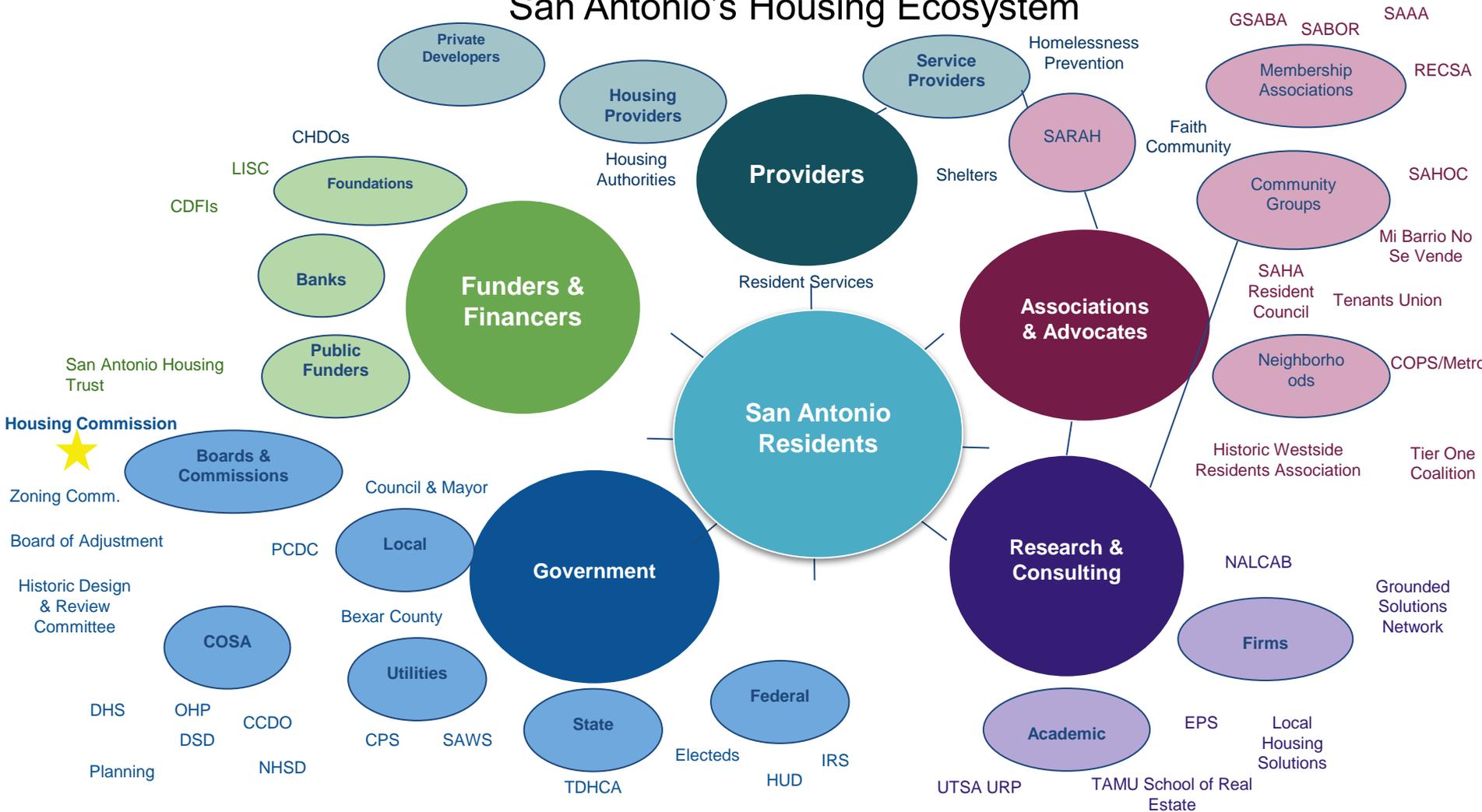


## City Departments with Housing Connections

	Role in Housing	Boards & Commissions	Relevant Policies and Programs
Center City Development Office	Incentivizes development of new market & affordable housing in the inner core	Alamo Plaza Advisory Committee	City Fee Waiver Program, Center City Housing Incentive Policy, Brownfields Program
Development Services	Approves new development and changes to existing developments, enforces	Zoning Commission, Board of Adjustments	Permit issuance and review, Code Enforcement,
Department of Human Services	Funds homelessness and other human services	Community Action Advisory Board, Head Start Policy Council	Consolidated Funding, Utility Assistance, Senior centers, Family Assistance Centers
Planning	Guides growth and development of the city, determines housing capacity	Planning Commission	Comprehensive Plan, Sub Area Plans
Office of Historic Preservation	Preservation of historic sites and neighborhoods	Historic Design Review Committee	Historic tax certifications and fee waivers, Vacant Buildings Program, Rehabber Club, "Opportunity At Risk" Affordable Housing Report,



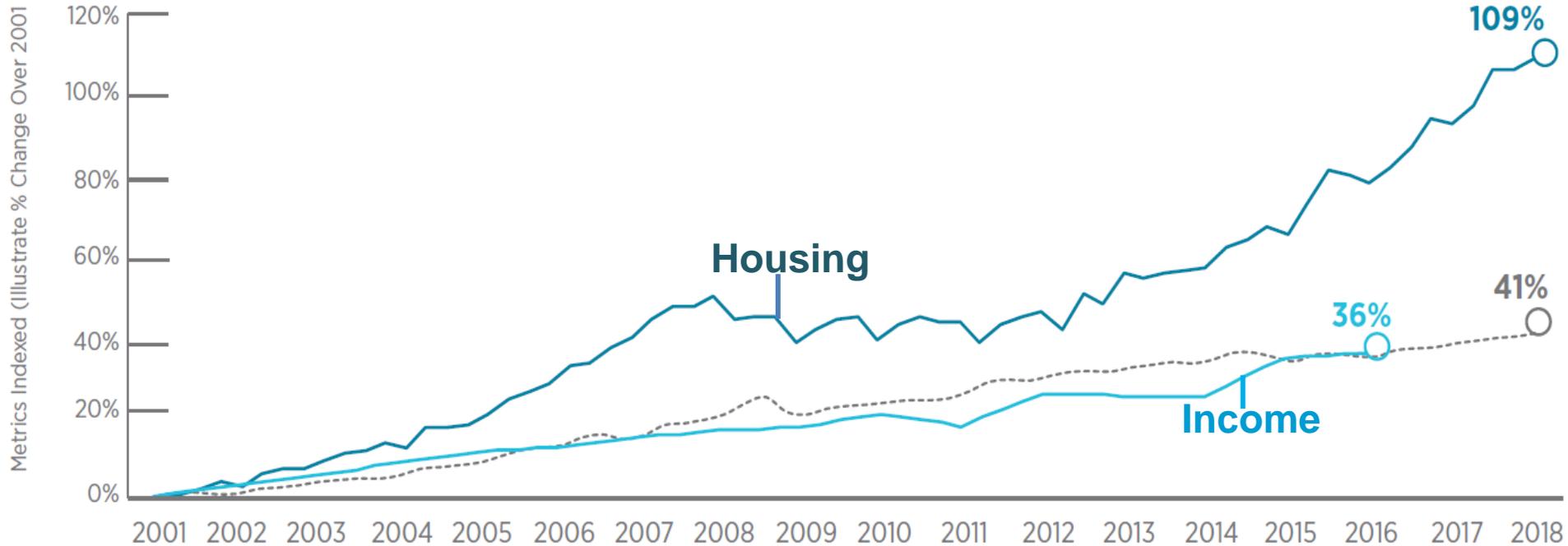
# San Antonio's Housing Ecosystem



# Reviewing our Progress and Setting Our Course



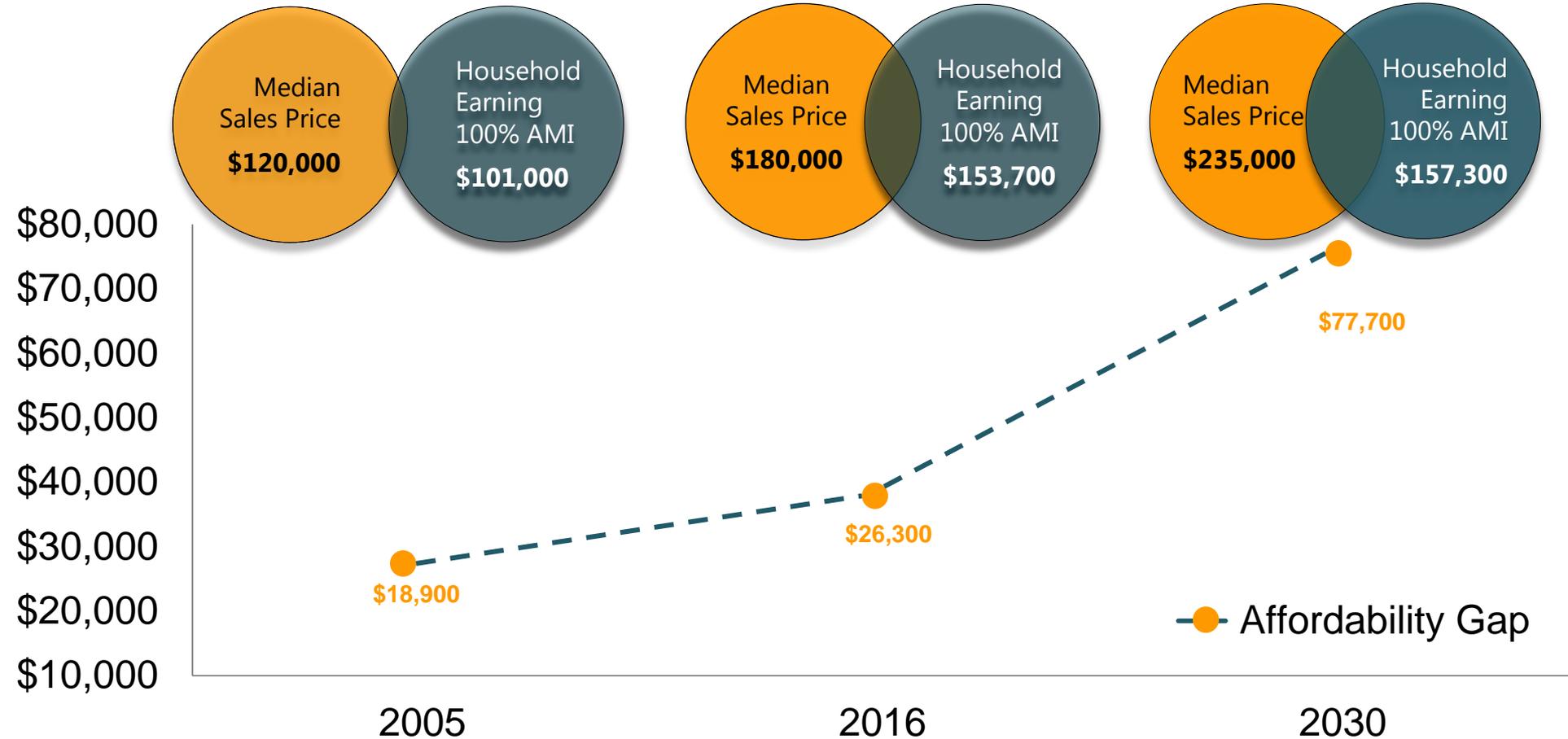
# Housing Cost vs. Income



CPI (Urban Consumers) - South      - - - - -  
Median Household Income (Census)      \_\_\_\_\_  
House Price Index (FHFA)      \_\_\_\_\_

Source: U.S. Census ACS, HUD, FHFA, BLS; Economic & Planning Systems

# Growing Affordability Gap

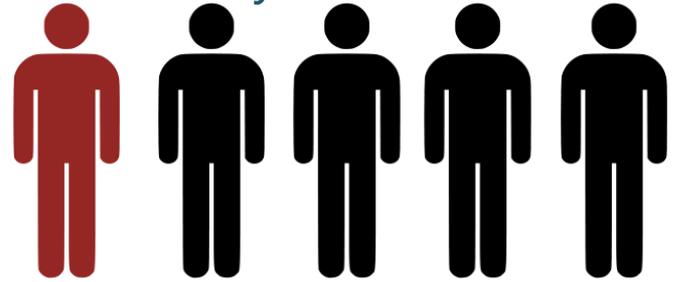


# Spending More on Housing

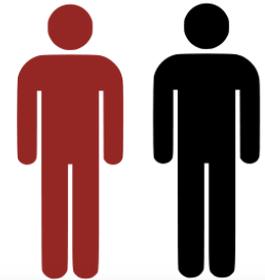
- 165,000 of 498,000 total households spending more than **30% of income** on housing
- Cost burdened households spending on average **\$330 more per month** on housing than they should

## Cost Burden

1 of every 5 home owners



1 of every 2 renters



# San Antonio's Housing Challenges

## HPF Action Item #1: Develop a Coordinated Housing System

- Need shared understanding of problems, vision & goals
- Need a shared definition of affordable housing
- Ability to share resources/referrals



## HPF Action Item #2: Increase City Investment In Housing

- Federal disinvestment
- Local sources rely on sales and property taxes



## HPF Action Item #3: Increase Affordable Housing Production, Rehabilitation, and Preservation

- Supply shortages at all low- to moderate-income levels
- Aging housing stock
- In-fill opportunities
- Housing for special populations- Senior, Permanent Supportive Housing, youth aging out,
- Options for voucher holders



## HPF Action Item #4: Protect & Promote Neighborhoods

- Rising Cost Burden
  - Rents
  - Property taxes
  - Home sales prices
- Declining Homeownership Rate
- Rising property taxes
- Expiring Affordability Covenants
- Evictions
- Change in ownership/redevelopment
- Predatory home flipping
- Deferred maintenance/code violations



## HPF Action Item #5: Ensure Accountability to the Public

- Federal disinvestment
- Local sources rely on sales and property taxes

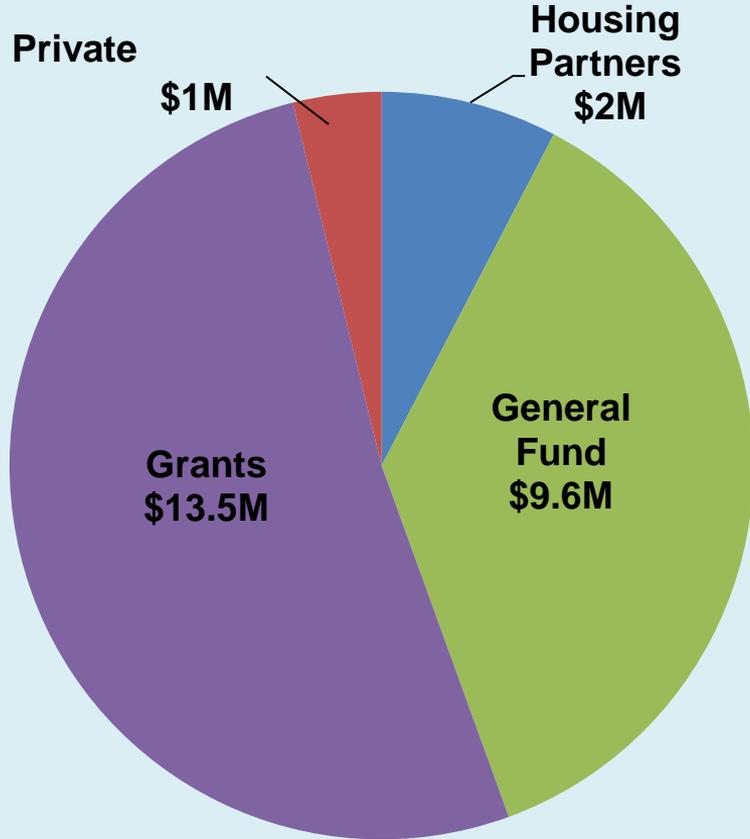


# 2019 Affordable Housing Work Plan

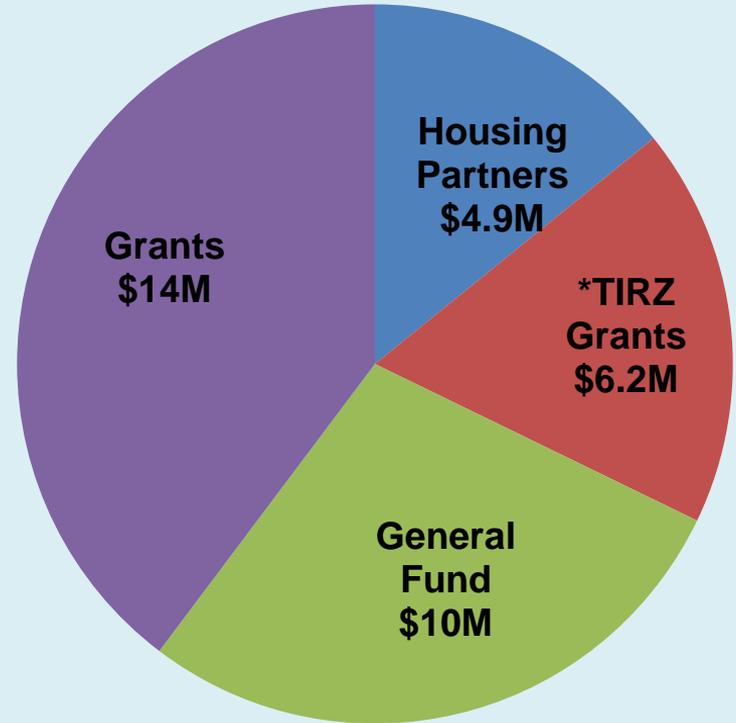
- ✓ • Consolidate City Housing Staff into NHSD
- ✓ • Restructure & Re-establish Housing Commission
- ✓ • Hire Coordinated Housing Policy Team
- ✓ • Establish new financial leverage with LISC support
- ✓ • Expand Housing Preservation Strategies: Under 1 Roof and Owner-Occupied Rehab
- ✓ • Expand Homebuyer Assistance & Counseling
- ➔ • Housing Trust Strategic Assessment
- ➔ • Accountability Dashboard & Annual Report
- ➔ • Establish Risk Mitigation Fund & develop fund policy
- ➔ • Establish Removing Barriers Committee to examine barriers to affordable development
- ➔ • Chief Housing Officer



# FY19 Affordable Housing Budget \$26.1 M



# FY20 Affordable Housing Budget \$35 M



# FY 2020 Goals



**Enhance the  
Coordinated  
Housing System**



**Protect and  
Preserve  
Neighborhoods**



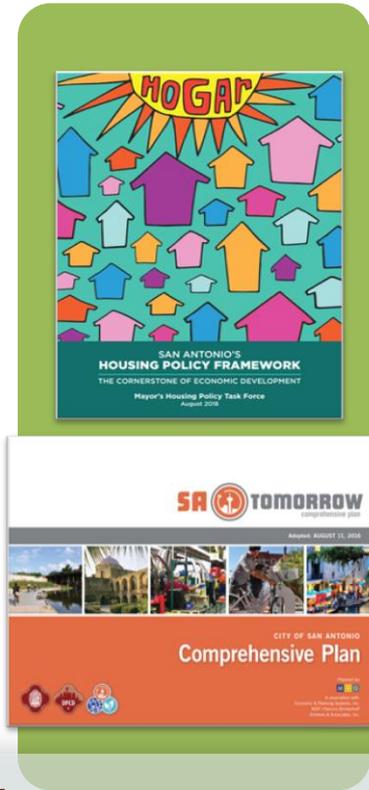
**Develop Strategies  
and Tools that  
Facilitate  
Sustainable  
Homeownership  
and Future  
Housing  
Opportunities**



**Increase Owner  
Occupied and  
Rental Occupied  
Housing**



# Enhance the Coordinated Housing System



- San Antonio Housing Trust Assessment
- Residential Need Assessment Training
- Chief Housing Officer
- Homeless Strategic Plan
- Housing Implementation Plan



# Protect and Preserve Neighborhoods



- Let's Paint
- Green and Healthy Homes
- Rehabarama
- Under One Roof
- Owner Occupied Rehab and Minor Repair
- Infill Housing Program



# Future Housing Opportunities

- Anti-Displacement Strategy
- Risk Mitigation Fund
- CLT
- NEZ



# Increase Owner and Renter Occupied Housing



- 4% and 9% Tax Credit Policy
- CDBG and HOME Funds Gap Financing
- Property Disposition
- Partnership with Religious Organizations and Non-Profits
- Removing Barriers to Affordable Housing



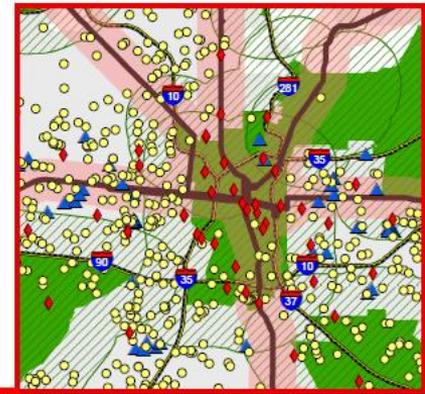
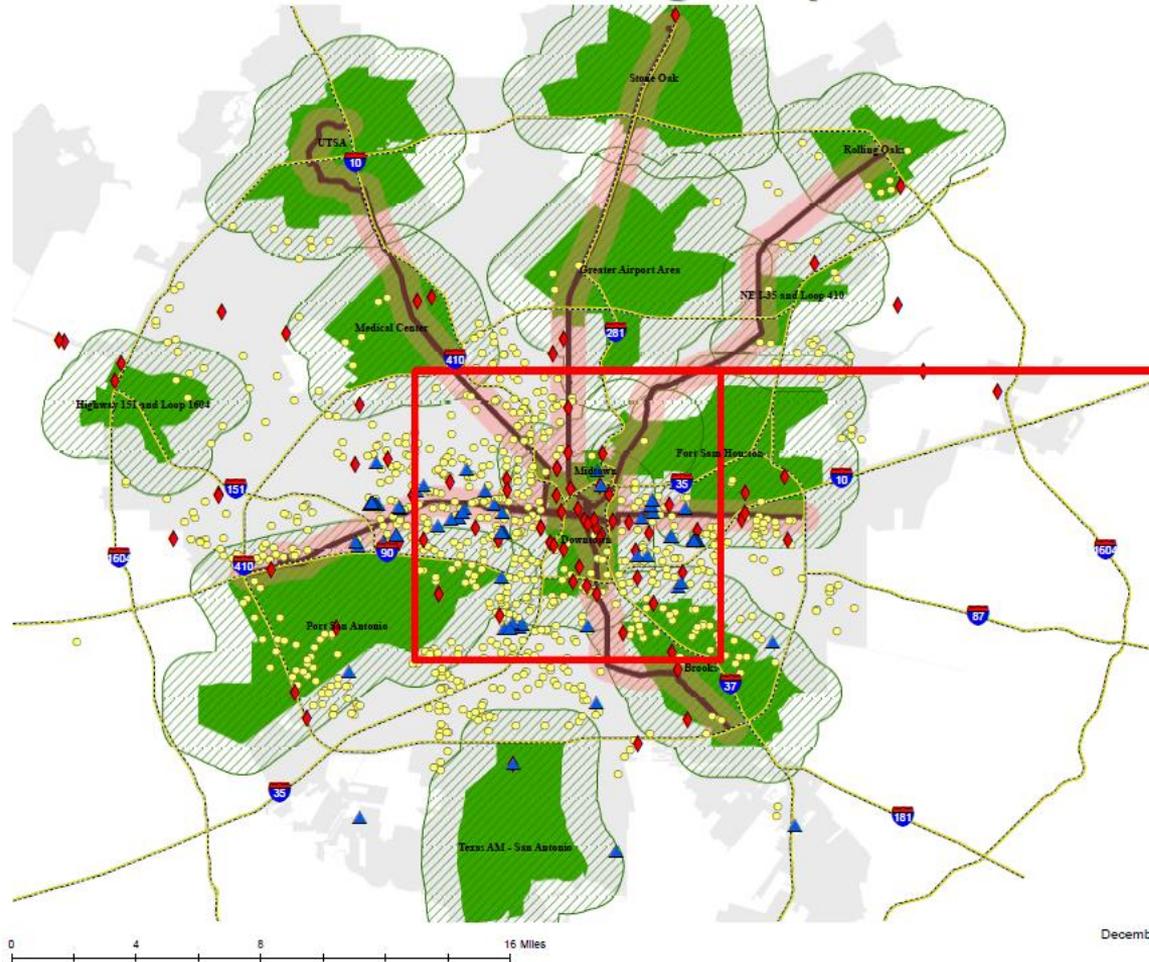
# Rental Unit Production, Rehabilitation, and Preservation by AMI

AMI Range	10 Year Goal	Pre-Closing/ Closed	% of 10 Year Goal Met	Pipeline
≤30%	1,701 units	1,740 units	102%	152 units
31%-50%	6,344 units	870 units	14%	382 units
51%-60%	3,172 units	5,310 units	167%	953 units
61%-80%	1,165 units	2,439 units	209%	1,017 units
<b>Totals</b>	<b>12,382 units</b>	<b>10,359 units</b>		<b>2,504 units</b>

# Ownership Unit Production, Rehabilitation, and Preservation by AMI

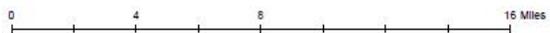
AMI Range	10 Year Goal	Pre Closing/ Closed	% of 10 Year Goal Met	Pipeline
≤80%	3,532 units	828 units	23%	196 units
81%-120%	2,767 units	310 units	11%	1,678 units
<b>Totals</b>	<b>6,299 units</b>	<b>1,138 units</b>	<b>34%</b>	<b>1,874 units</b>

# Affordable Housing Pipeline



## Legend

- ▲ New Const. Owner
- ◆ Rental All
- Rehab Owner
- Highways
- Transit Half Mile Buffer
- Rapid Transit Network
- ▨ Regional Center Mile Buffer
- Regional Centers
- COSA City Limits



December, 2019

# 2019 Housing Commission Accomplishments

- Recommended for Approval with further guidance the Risk Mitigation Fund
- Set Goals & Priorities
- Recommended for Approval the HTC Policy
- Guided the development of the first Annual Report
- Guided the development of the Affordable Housing Dashboard
- Informed HousingBase: Rise Civic Consulting's forthcoming affordable housing locator
- Guided the San Antonio Housing Trust Assessment
- Engaged responses to public comment on evictions at SAHA



# Commissioners at Work

- NIAC: Commissioner Kestenbaum
- Removing Barriers Committee: Commissioner Guerrero
- Risk Mitigation Fund Policy Implementation: Commissioner Guerrero
- ForEveryoneHome: Chair Castro-Ramirez and Commissioner Guerrero
- Recalibration of Housing Goals: Chair Castro- Ramirez
- Affordable Housing Dashboard: Commissioner Furukawa



# Organizing Ourselves for the Year Ahead



# Next Steps



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