



HUNTERS VIEW – PROJECT DESCRIPTION

DESCRIPTION OF THE PROJECT

Located in the Bayview Hunters Point neighborhood of San Francisco, Hunters View currently consists of 267 severely dilapidated public housing units on approximately 20 acres of land. Constructed in 1957 on the foundations of World War II Navy shipyard workforce housing, the units were never intended to be permanent and due to both their poor initial construction and years of deferred maintenance resulting from inadequate funding, the property has deteriorated beyond repair. While approximately 150 households currently live at Hunters View, the units are virtually uninhabitable due to the deferred maintenance, mold and sewer problems. Given the overwhelming deferred maintenance and a lack of funding, SFHA is not able to keep up with the maintenance demands, and Hunters View residents are left with sub-standard living conditions.

Determined that even in the absence of federal funding that something must be done immediately to improve the living conditions for the Hunters View residents, the San Francisco Housing Authority (SFHA) issued an RFQ in 2003 seeking developers that would undertake this critical revitalization effort without the benefit of HUD HOPE VI funding. In August 2005, SFHA selected Hunters View Associates, LP (HVA) to undertake the project. HVCP includes:

- Ridge Point Non-Profit Housing Corporation/Hunters Point Affordable Housing, Inc. (a nonprofit organization founded in 1968 and based in Bayview Hunters Point);
- John Stewart Company (a private housing development and property management firm); and
- Devine & Gong, Inc. (a private affordable housing consulting and development firm).

In addition to SFHA, many city agencies also play a critical partnership role in the project, including:

- The Mayor's Office of Housing (project financing and oversight);
- The San Francisco Redevelopment Agency (project financing and oversight);
- Communities of Opportunities (services planning and implementation – see below); and
- Human Services Agency (services planning and implementation).

While Hunters View was initiated as simply a public housing redevelopment, the scope of the project has intensified and broadened as support has mounted and the greater needs of residents and the surrounding neighborhood have been identified. The property is at the nexus of a wide variety of current and proposed revitalization efforts in the Bayview Hunters Point neighborhood of San Francisco, including recent closure of a neighboring Pacific Gas & Electric (PG&E) power plant, redevelopment of the adjoining waterfront, the opening of a new light rail line along a nearby commercial corridor, and redevelopment of the nearby former naval shipyard (Hunters Point) and football stadium (Candlestick Point).

Hunters View has therefore become a key part of two broader community revitalization efforts: "HOPE SF" and "Communities of Opportunity." In the Fall of 2006, San Francisco Mayor Gavin Newsom and SF Supervisor Sophie Maxwell selected a broad-based task force to provide broader recommendations for addressing the blighted condition of San Francisco's most distressed public housing (including Hunters



View). The result was the creation of the HOPE SF program, which provides a set of principles to guide the city’s public housing revitalization efforts and \$100M in city funds to help finance the efforts. Hunters View is the first public housing revitalization to proceed under the innovative HOPE SF program and is thus serving as both a test case and the model for subsequent public housing revitalization efforts that have since been initiated in San Francisco.

In 2005, Mayor Newsom also designated the corner of Middle Point and West Point, at the heart of Hunters View, as one of four “Community of Opportunity” nodes located throughout the Bayview Hunters Point and Visitation Valley communities. Communities of Opportunity is a collaborative effort among the city, the community and philanthropic organizations to foster asset accumulation, childcare, education, healthcare, jobs, business opportunities, and affordable housing for San Francisco’s impacted neighborhoods. This comprehensive and coordinated effort focuses on both “people and place” as a means of improving the quality of life for San Francisco’s disadvantaged residents.

Hunters View currently houses approximately 431 residents of which nearly 200 are under the age of 18. The average household income is \$16,207 and only 20% of the head of households are currently fully employed. Hunters View includes a diverse population: 55% of the residents are African American; 17% are Asian/Pacific Islander; 6% are Hawaiian; and 21% are Caucasian.

It is envisioned that the new Hunters View will house all of the current Hunters View residents as well as additional low-income families and market rate home owners. Hunters View will accommodate families and children and ultimately up to 2,000 people of a variety of income levels could be served.

PLACE BASED APPROACH

The revitalization of Hunters View will include the demolition of all existing public housing units and other facilities on the site and result in a mixed-income community of up to 800 new residential units (with one-for-one replacement of the existing 267 public housing units). Incomes in the new development will range of resident incomes from less than 10% to well over 120% of AMI. All new roads and walkways will be built to maximize the site’s development capacity and enhance resident safety and community connectivity; infrastructure improvements will ensure all residents are adequately served; positioning of buildings and open spaces will maximize the site’s long-neglected “million dollar” views for all residents; new community facilities will include a teen center, a computer learning facility, a childcare/Head Start center and children’s play areas; and comprehensive supportive service programming will assist residents through every stage of their life cycle. And the entire development is being designed with sustainable “green” building technologies and has been selected by the U.S. Green Building Council for its pilot program in Leadership in Energy and Environmental Design for Neighborhood Development (LEED-ND). In addition, the project is also participating in Enterprise’s Green Communities, Build It Green’s GreenPoint Rated, and EPA’s Energy Star Programs.

The proposed project currently includes 741 housing units (although it is entitled for up to 800 units) located in multiple buildings comprising 18 blocks and is currently planned as follows.

UNIT TYPE	TOTAL
Public Housing	267
50% AMI Rental	83



80% AMI For-Sale	59
Habitat for Humanity	17
Market For-Sale	315
TOTAL	741

The buildings will range in size from two to five stories or 20 to 65 feet. There will be up to 816 off-street parking spaces, although the current proposal calls for approximately 700 off-street parking spaces.

The project will also include approximately:

- 6,400 square feet of neighborhood serving retail space that will be scattered throughout 3-5 different storefronts;
- 21,600 square feet of community serving space that will include management offices, a childcare and services space;
- 58,300 square feet of public park space to be developed at three sites; and
- Additional open space as it relates to each building.

The revitalization of Hunters View will be broken into three phases, some of which may ultimately be sub-phased. Creating smaller, self-sufficient projects within the overall development will allow the development team to maximize the subsidy financing required to reconstruct Hunters View. Additionally, multiple phases will allow the project’s 350+ market rate units to come onto the market over a longer period of time, maximizing sales proceeds and generating a greater “cross-subsidy” to the costs of the replacement public housing units. And perhaps most importantly, a phased project will allow existing residents to be temporarily relocated on-site during revitalization, so no displacement or off-site relocation will occur.

For the last three years, HVA has been working on site master planning. In June 2008, the San Francisco Planning Commission both certified the project’s Environmental Impact Report and unanimously approved site wide-entitlements in June 2008. The San Francisco Board of Supervisors subsequently approved all necessary zoning changes in August 2008.

Phase I work is currently underway and the team is working on finalizing construction documents and securing the permits necessary to proceed with construction on the Phase I, which will include: new infrastructure, a new park, and three buildings that will incorporate 107 units of rental housing (80 replacement public housing units and 27 50% AMI tax credit units) as well as a community room and management offices. In parallel, the team is also working on securing and entering into loan agreements necessary to finance the construction of Phase I. Residents have been relocated from the existing Phase I units into previously vacant units in Phases II and III, and demolition of all of the existing units in the Phase I area is complete. Construction of Phase I is anticipated to commence later this year and will be complete in 2012.

PEOPLE BASED APPROACH

This revitalization of Hunters View will result in the complete transformation of a dangerous and severely dilapidated low-income public housing development into a mixed-income neighborhood that offers a high quality of life for the diverse population that will live there. It will both radically improve



the lives of those who currently live at Hunters View and serve as a catalyst for positive change throughout the broader Bayview Hunters Point community.

In order for this transformation to be comprehensive in nature, the team is equally focused on both the place and people based approach to the project. Resident and community engagement have been ongoing since the inception of the project, however the engagement efforts have intensified as the physical rebuilding of the site approaches. To ensure that residents are prepared and sufficiently supported as the revitalization of Hunters View proceeds, HVA has been working in partnership with its many city partners (identified above), community organizations, and several consultants who specialize in community outreach and social services planning.

The Hunters View project has incorporated an intensive community outreach effort to ensure that current residents of Hunters View and members of the broader Bayview Hunters Point community are engaged in and benefit from the revitalization. Monthly resident meetings are held with Hunters View residents, and each meeting focuses on one of five different topic areas (Relocation Plan, Design, Operations & Management, Environment, and Community Benefits). Minutes for these resident meetings are available on the project website at www.huntersview.info. Additionally, the team also meets regularly with the Hunters View Tenants Association, the Bayview Hunters Point Project Area Committee (PAC), the India Basin Neighborhood Association and SF Supervisor Sophie Maxwell to discuss the project and solicit community input.

A comprehensive social services and economic empowerment strategy is being devised and implemented in parallel with the planning for the physical revitalization of the site. The City has written a “near-term” services plan that is guiding the efforts to support residents who are currently living at the site. The City has contracted with Urban Strategies, a not-for-profit corporation with expertise in helping communities build safe neighborhoods, good schools, and a range of comprehensive human service supports. Urban Strategies has hired two Service Connectors to serve Hunters View on-site in the renovated community center. The Service Connector role is defined in the “near-term” services plan and their primary goal is to assess residents needs and to assist residents in accessing the services and job training, employment opportunities so desperately needed. At Hunters View, one Service Connector focuses solely on job readiness and job placement, while the other Service Connector links children and families to services.

In parallel to these “near-term” activities, HVA has been working with a social services planning consultant retained for this project, to draft a “long-term” services plan that will guide the service delivery throughout the construction period and into the operations of the new development. This plan is a living document that will evolve as the needs of the residents change over time. The plan has been informed through the engagement of residents, city staff and community organizations. As this planning proceeds into the next phase, it will increasingly need to be informed through community building and resident engagement exercises to ensure that the plan that is being developed will ultimately serve residents in the most comprehensive way possible.

PROJECT COST



The project is currently projected to cost a total of approximately \$450M. This includes demolition of all existing buildings, as well as construction of all new infrastructure, residential structures and new parks and community facilities.

Identified financing sources include:

- San Francisco Redevelopment Agency;
- The Mayor’s Office of Housing and HOPE SF;
- Tax-exempt bonds;
- 4% and 9% low-income housing tax credits;
- Public Housing Replacement Factor Funds;
- A special Federal Appropriation secured by House Speaker Nancy Pelosi;
- Federal Stimulus Funds (ARRA);
- The California Department of Housing and Community Development’s Multifamily Housing Program;
- The California Department of Housing and Community Development’s Infrastructure Infill Program (“Prop. 1C”);
- California State Department of Transportation
- The Federal Home Loan Bank’s Affordable Housing Program;
- Philanthropic foundations;
- Conventional financing (both construction and permanent);
- Private investment equity; and
- Profits from the sale of the home ownership units.