

RESOURCES FOR  
COMMUNITY  
DEVELOPMENT



Creating vibrant  
communities that  
meet diverse needs









At RCD, we focus on people with low-incomes because the housing market does not provide adequate housing for them. There isn't enough housing that is affordable at their income level and often what is available is of substandard quality. We see the effects of this in the growing number of people who are homeless or at risk of it, in the overcrowding that is a common story, and in the tragedies that make us all aware of the risks of housing that isn't maintained.

We provide safe, quality homes that are affordable to low-income individuals and families so they can continue to live, work and play here in the Bay Area.



We believe safe and affordable housing is a right. It is also an essential building block for a secure and healthy life. For families and individuals, housing is linked to:

- ◆ **Health and wellness**
- ◆ **Strong child and youth development**
- ◆ **Positive educational outcomes**
- ◆ **Employment opportunities**
- ◆ **Personal and neighborhood safety**

Yet in Alameda County alone, estimates are that our lowest income renters need over 60,000 additional units of affordable housing. These lowest income renters spend almost 60% of their income on rent, leaving little for food, transportation, health expenses, and other

needs. Clearly, every increase in affordable housing is meaningful to people who are struggling with the cost of housing and the impacts of substandard housing.

Affordable, quality housing with services provides benefits to the whole community as well as individual households.

- ◆ **It promotes inclusive, healthy, complete communities.**
- ◆ **It builds economic strength through jobs and local spending.**
- ◆ **It makes a long term contribution to environmental quality and sustainability.**
- ◆ **It gives the next generations of residents the opportunity for a strong and stable start in life.**

The problems we address through our housing development, social services, community development, and asset management programs, include:

- ◆ **How low-income individuals and families can continue to live in an increasingly expensive Bay Area**
- ◆ **How existing neighborhoods can be improved through smart growth and sustainable building practices**
- ◆ **How to leverage sources to bring asset-building resources into underserved communities**

We envision vibrant communities that meet diverse needs and build broader economic opportunity and social equity, using strategies that invest in long-term sustainability for people and places. I invite you to join with us in our mission to create and preserve housing for those with the fewest options, to build community and enrich lives.

Handwritten signature of Dan Sawislak in black ink.

Dan Sawislak, Executive Director



Strategies in our 4 program areas will increase our impact and result in more services-enriched housing.

◆ **Development of housing and community-serving commercial space**

**GOAL:** to maximize our impact in our core area of work and expand into new geographic areas, in order to increase housing production and reduce pressure in the broader housing market.

◆ **Asset management of our portfolio of properties**

**GOAL:** to focus on the physical and operating aspects of our portfolio of properties as an investment in the future of our residents and to ensure good stewardship of community assets.

◆ **Resident services to support strong families**

**GOAL:** to work with our residents to maximize their housing retention, engage them to build a shared sense of community, and help foster personal growth, health and independence.

◆ **Community development that supports healthy, inclusive communities**

**GOAL:** to deepen our impact beyond the boundaries of our properties through an initiative called *Stronger Places, Stronger Lives*, so that all residents live, work and play in safer and healthier neighborhoods.



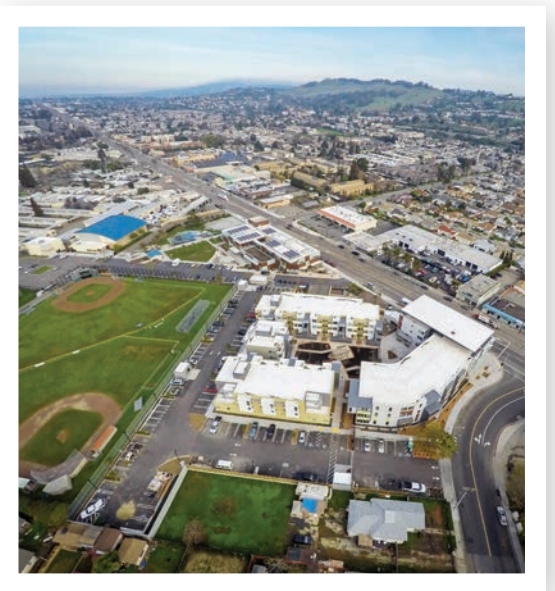
As we work towards these goals, RCD is committing resources and expertise to expand the opportunities—of greater housing stability and greater access to resources—that lead to resiliency and sustainability for our residents and our communities.





## RCD's investments in people and places have important outcomes and impacts.

- An increasing number of individuals and families will have housing security in healthy, green homes, near transit and jobs, services, and cultural amenities.
- Residents will have support to build their self-sufficiency and resiliency, to improve their quality of living.
- Children and youth who live in poverty will have access to resources that help them overcome barriers to opportunity.
- Whether its new construction or preserving the existing stock of quality affordable housing, good financial and physical management of our properties assures the community that their investment will continue to provide affordable homes for generations to come.



**“RCD goes beyond just providing affordable housing. They create and preserve housing that enriches the surrounding community with appropriate services, careful management and superior design.”**

*STUART STOLLER, AIA, ASSOCIATE PRINCIPAL (RETIRED), SGPA ARCHITECTURE + PLANNING*

## Snapshots from our Portfolio

### Transit-Oriented Development

#### Oxford Plaza, Berkeley

**97 units new construction** • Architect: WRT/SOLOMON ETC • General Contractor: Cahill Contractors, Inc. • Completed 2009

An urban infill and smart growth development that includes four compact uses on a one-acre site: housing, retail, 104 public and 41 residential parking spaces, and the David Brower Center, a home for the environmental movement, all within a block of downtown, the University of California, and major transit lines.

#### Riviera Family Apartments, Walnut Creek

**58 units new construction on two lots (in development)** • Architect: HKIT Architects; Mithun Solomon for 1515 Riviera concept design and entitlements • General Contractor: J.H. Fitzmaurice, Inc. • To be completed 2018

This development was awarded funding from California’s Department of Housing and Community Development’s Affordable Housing Sustainable Communities (AHSC) and Infill Infrastructure Grant (IIG) programs for development that is projected to significantly reduce greenhouse gas emissions. It is Green TRIP certified and located within a block of major transit (BART and bus), with convenient access to downtown retail and services, jobs, high quality schools, and recreation areas. Onsite measures that promote a mode shift to transit, bicycles, and walking include limited car parking, secure bike parking, a bus pass program, and a car share pod.



RCD takes a multifaceted approach to asset management, with the goal of ensuring that both the social and financial aspects of our properties remain sound for years after initial development. With a commitment to our properties’ physical and financial stability, RCD works to ensure that our properties effectively serve their residents, remain sources of revitalization in their neighborhoods, and are excellent investments of public and private funding.

All of the units in RCD’s portfolio are managed by The John Stewart Company (JSCo), one of California’s leading property management companies. RCD and JSCo have a longstanding partnership that provides a secure, service oriented, and well-maintained housing environment for our residents.



## Mixed Use Development

### Ohlone Gardens, El Cerrito

**57 units new construction** • Architect: Van Meter Williams Pollack, LLP • General Contractor: Nibbi Brothers General Contractors • Completed 2015

LEED Platinum design and construction with 3,189 square feet of community-serving street level space. The space provides a community thrift store and offices that expand services to LGBTQ community members and their allies in West Contra Costa County.

Sustainable green features and renewable technologies that lower operating costs include solar assisted hot water, energy-efficient windows and appliances, and environmentally preferable and durable materials for interior finishes.

### Ashland Place, San Leandro

**85 units new construction** • Architect: Kava Massih Architects • General Contractor: Branagh, Inc. • Completed 2015

A market and café operated by Mandela MarketPlace will provide a market for local food-related businesses, a retail job training program and a community gathering space. We are working with Mandela MarketPlace to integrate the market/café into a community-wide entrepreneurship and wealth building program as part of RCD's *Stronger Places, Stronger Lives* initiative in Ashland.



## Master Planned Communities

### The Breakers at Bayport, Shinsei Gardens and Stargell Commons, Alameda

**133 units new construction, including 10 townhomes for first time buyers** • Architects: JSW/D Architects (Breakers), Mikiten Architecture (Shinsei), HKIT Architects (Stargell) • General Contractor: Segue Construction (Breakers), Branagh, Inc. (Shinsei and Stargell) • Completed 2006, 2009, 2017

Partnering with the Housing Authority of the City of Alameda over a ten year period, these three developments within the Bayport and Alameda Landing redevelopment areas meet the affordable housing requirements of the area master plan. We coordinated with the master developer, Catellus, and market rate housing developers, The O'Brien Group and TRI Pointe, for the shared infrastructure and to create a well integrated new community.

### Fox Courts, Oakland

**80 units new construction** • Architect: Pyatok architecture + urban design • General Contractor: J.H. Fitzmaurice, Inc. • Completed 2009

This community was made possible through organized community support in coalition with labor, faith and community organizations, to ensure that homes for low-income residents were included in the master planned community developed by Forest City in the arts district of Oakland's Uptown, near BART, buses, jobs, services, and retail. Street-level retail space includes a café and a family resource center for parents and children.



## Housing and Health

### Mable Howard Senior Apartments, Berkeley

**40 units of senior housing co-located with community health care facilities** • Architect: Herman, Stoller, Colliver • General Contractor: Oliver and Company • Completed 2000

Reflecting a continuum of care model, the ground floor of this senior property houses the Over 60 Health Center operated by LifeLong Medical Care and a Program of All Inclusive Care for the Elderly (PACE) program operated by the Center for Elders' Independence. Here, seniors can receive primary medical and dental care, mental health services, case management, and other services in a collaborative program that includes adult care and in-home support services if needed.



### Embark Apartments, Oakland

**New construction of 62 units for veterans and their families (in development)** • Architect: SGPA Architecture and Planning • General Contractor: J.H. Fitzmaurice, Inc. • To be completed 2019

This high density, six-story property with studio, one and two-bedroom apartments provides 61 units for veterans and their families, including 31 units set aside as fully supportive units for veterans who are homeless. The project has received \$7.1 million in funding from the California Veterans Housing and Homeless Prevention Program (VHHP.) It includes a comprehensive resident services plan with onsite services from the VA, Abode Services, and other community-based services partners.



## Supportive Housing

### 1701 MLK, Oakland

**26 units new construction** • Architect: Pyatok architecture + urban design • General Contractor: J.H. Fitzmaurice, Inc. • Completed 2015

Studio and one-bedroom units provide independent living for individuals and small families who have experienced homelessness or were at high risk of homelessness. Amenities include a computer and community room and a rooftop deck with community garden, plus offices for on-site supportive services to help people gain self-sufficiency. Located in downtown Oakland near major transit linkages, the location offers great walkability.



### University Avenue Homes, Berkeley

**74 studio units for adults who were formerly homeless** • Architect: Mock/Wallace Architects • General Contractor: FineLine Construction • Renovation completed 2014

In 2014, RCD's rehabilitation and expansion included major improvements to each apartment and the shared spaces and facilities, the building systems, as well as the exterior and streetscape. The medical clinic, staff kitchen, and resident services office now provides independent spaces uniquely designed for a wide variety of services and activities, from one-on-one counseling to a separate waiting area for consultations and intake, and a kitchen to provide meals during group activities.





## Preservation

### Eldridge Gonaway Commons, Oakland

**40 units preserved for families** • Architect: Struthers Dias Architects • General Contractor: D&H Construction • Renovation completed 2013

RCD acquired this property in a complex transfer of ownership from a defunct non-profit in order to preserve its affordability, restructure the financing, and rehabilitate the seven building apartment complex. The renovation, completed in 2014, gave a dramatic update to the look of the property, with enhanced common area amenities and new green building upgrades that improved water and energy efficiency and indoor air quality.



### Empyrean Towers, Oakland

**66 studio and one-bedrooms units (in development)** • Architect: Gelfand Partners • General Contractor: FineLine Construction • To be completed 2019

Built in 1911, RCD acquired this SRO in 2017 through a bankruptcy court-approved Option Agreement to purchase the building and convert it to 100% affordable apartments, maintaining it as housing for current residents who were at risk of displacement. Residents will remain throughout a renovation that expands the units to include bathrooms and kitchenettes and adds community amenities. The scope of work includes new mechanical systems, elevator, roof, windows, and plumbing as well as interior and seismic upgrades.



## Senior Communities

### Berrellesa Palms, Martinez

**70 units new construction** • Architect: KTG Y Group • General Contractor: Segue Construction • Completed 2014

On-site supportive services for very low-income seniors with chronic health conditions and who are at risk of homelessness are provided by specialists in senior care. The design includes universal design and full accessibility features, a multipurpose community room with kitchen, a computer learning center, and a fitness room. A piano room, open lounges, and library encourage small gatherings and community building.



### Villa Vasconcellos, Walnut Creek

**70 apartments for people age 55 and over** • Architect: Van Meter Williams Pollack, LLP • General Contractor: Segue Construction • Completed 2008

Thoughtful design of fully accessible and adaptable units takes advantage of natural light, provides strong visual cues on each floor to help orient residents, and includes porches, balconies, covered entries, and communal courtyards that provide both private and shared outdoor spaces. In tandem with resident services, the design supports RCD's "aging-in-place" model of independent living as residents' needs change.





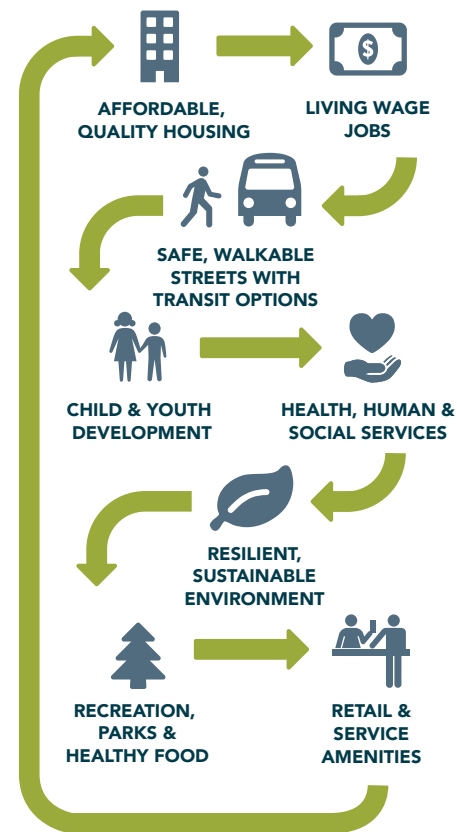
RCD is deeply committed to helping shape vibrant neighborhoods.

At the individual resident level, we provide a Resident Services Program that supports their success and builds community. At the property level, we provide Asset and Property Management that ensures well managed and maintained assets. At the community level, we are engaging residents and neighbors through our *Stronger Places, Stronger Lives* initiative.

As developers and owners of more than 50 affordable housing developments, we believe we can have greater impact for people in addition to an affordable apartment. We are using our experience in urban planning and real estate development, social services, community organizing, and asset management to create greater connection and increase resources. The result is healthier, more sustainable families and neighborhoods.



**HERE'S OUR VISION FOR A GREAT NEIGHBORHOOD:**



**Stronger Places, Stronger Lives in Ashland**

*Stronger Places, Stronger Lives* is RCD's initiative to build resident leadership and action in the community to create positive change. In Ashland, the program goals include wealth building through new businesses and social enterprises, reinvestment along a blighted corridor, improved access to healthy food and health resources, and a stable stock of affordable housing. Through investments in both people and place, we believe these mutually reinforcing activities and investments will spur positive community change.

Key strategies include:

- ◆ **Community building and leadership development to expand public participation, advocacy and dialogue in the Ashland community**
- ◆ **Employment and economic development to close the gap—in access to technical assistance, capital, and commercial space—that prevents low-income individuals from becoming small business owners and contributing to the community's social and economic revitalization**
- ◆ **Community investment and land-use planning to attract and revitalize Ashland's housing, commercial corridor and aging infrastructure**
- ◆ **Early childhood and parent education programs to support parents with resources and activities to increase their child's development and literacy**
- ◆ **Promoting community health to ensure that residents have access to local health clinics and resources for healthy living**





**Seniors take a trip** to the Healthy Living Festival at Lake Merritt



**A focus on healthy eating and nutrition** while refining food prep skills opens up job possibilities as well during Champions for Change workshops

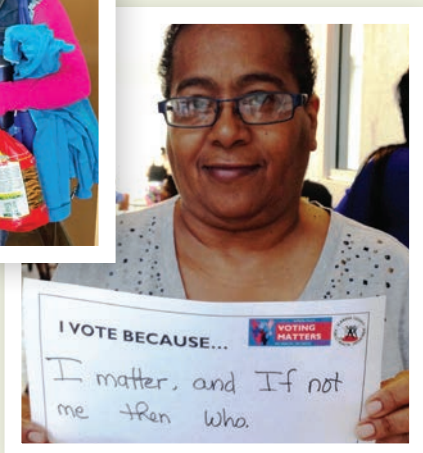
## Resident Services

Resident Services are a vital part of RCD housing, from pre-development through property operations. Directly and with community-based services providers, Resident Services focus on five areas that support resident success:

- ◆ **Housing stability**
- ◆ **Health and wellness**
- ◆ **Economic stability and employment**
- ◆ **Youth enrichment and development**
- ◆ **Resident social and community engagement**



**Taking home a bucket** shows a commitment to composting and reducing waste going to the landfill



**Bringing voting materials onsite** makes it convenient for residents to register and get involved in voting



**The Maya Angelou Library** brings literacy activities to our youth



**New bikes and helmets** from the Fast Freddie Foundation inspired a bike rodeo in the courtyard





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