



10 PRINCIPLES FOR CREATING HEALTHY AFFORDABLE HOUSING

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April 17, 2014
California Housing Conference
Sacramento, CA

A black and white photograph of a field of daisies. The foreground is dominated by a large, detailed daisy flower with a dark, textured center and many light-colored petals. A small bee is visible on the right side of the flower's center. In the background, several other daisy flowers are visible, some in bloom and some as buds, on thin stems. The overall scene is bright and natural.

**Housing is a vehicle for a better, healthier life.
How can affordable housing projects optimize
opportunities for health and well-being?**

10 PRINCIPLES FOR HEALTHY AFFORDABLE HOUSING

1. Build on the Basics
2. Think Holistically
3. Choose Walkable Sites
4. Design Places for People
5. Connect with the Landscape
6. Build Healthy Homes
7. Celebrate Food
8. Energize the Community
9. Leverage Available Resources
10. Provide Healthy Living Programs

1. Build on the Basics

provide safe and dependable shelter; optimize access to food, transportation, schools, jobs and services

2. Think Holistically

address all aspects of design, programming, operations, and community as a package rather than as discrete elements

3. Choose Walkable Sites

maximize opportunities for low-stress walking, biking and transit connections to civic, educational, retail destinations; prioritize pedestrians; foster connectivity vs. isolation; get people moving!

4. Design Places for People

Create durable, cost-effective, multi-functional spaces for social activities, recreation, neighborhood gatherings, and “pockets of congregation” such as courtyards, play areas, gardens, patios/porches for interaction and on eyes-on-the-space

5. Connect with the Landscape

design for beauty, relaxation, and community life; preserve existing trees/landscape when possible; add trees for air quality (i.e. sequestration), shade (40% coverage at maturity) and sensory/seasonal connections; choose low maintenance, drought tolerant, non-toxic and non-allergenic materials

6. Build Healthy Homes

maximize natural light, ventilation, air; use non-toxic, safe materials; include views to open space, prominent stairs, stoops and casual seating at building edges

7. Celebrate Healthy Food

integrate community gardens, edible landscape, food markets; emphasize local, seasonal, healthful food; include programming for garden maintenance and healthy food events (shared meals, cooking and nutrition classes)

8. Energize the Community

ask residents what they want; shape project to suit specific needs; make staff and property management visible and accessible; get all ages involved

9. Leverage Available Resources

work with agencies, utility providers, civic groups (e.g., transportation authority, Master Gardeners) to maximize community services and technical/financial support for healthy living programs; reach out to collaborate with local health organizations and advocates

10. Provide Healthy Living Programs

start early to create and maintain consistent structure for healthy living programs (exercise, food, stress reduction, preventative health care); provide apprenticeships and leadership opportunities



SWA GROUP: PLANNING PERSPECTIVE

“A healthy community is one that strives to meet the basic needs of all residents; it is guided by health equity principles in the decision-making process...Vibrant, livable and inclusive communities provide ample choices and opportunities to thrive economically, environmentally and culturally, but must begin with health.”

California Planning Roundtable, December 2013



AT A GLANCE:

- 80 units senior affordable housing
- Walkable landscape framework, views
- SWA, BRIDGE Housing and BAR Architects directed a community process to program and design pedestrian and bicycle circulation and recreation fields for use by local residents.



Rotary Valley Senior Housing
BRIDGE Housing
Marin County, California



ROTARY
VALLEY
SENIOR
VILLAGE



10000 W. VALLEY ROAD, F.O.













AT A GLANCE:

- Replaces 785 units of public housing with 1,700-unit mixed-income community of choice
- Redesigned street network connects to city; units engage the streets
- Walkable, bikeable, clear connections to transit
- Public/ private, highly programmed open space
- “Life Center” with neighborhood greens, educational services, community programming
- Neighborhood retail with corner grocery and healthy eating
- Terraced orchards, food gardens, wide sidewalks/shade trees, farmers market, courtyards
- Community park, playground, and terraced view park.



Sunnydale HOPE Housing
Mercy Housing California, Related California,
SF Housing Authority, Mayors Office of Housing
San Francisco, CA

SITE HISTORY

FROM RURAL SETTING TO URBAN INTEGRATION

1935

1948

1968

future



Sunnydale constructed

a thriving community

disrepair

an integrated community

analysis

OPEN SPACE WITH NO OWNERSHIP

Inefficiently controlled open spaces and inward-facing
barrack-style residential buildings give residents little security.



no-one's land, park space

no ownership

no association with users

no programming

no maintenance

Continues work and system
control factors that in some
ways are left from the past

Lack of grid structure increases
security concerns

Long blocks of attached housing
prevents the most to get
through the street

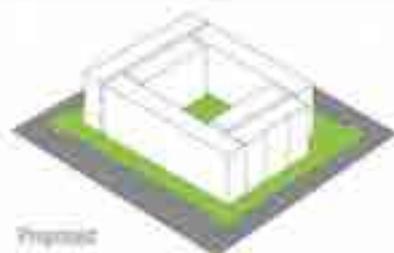


Enclosed open space
between public land is not
associated with any unit

Security walls controlled
by an combination of
residents

Permeable gate structure

Dispersed cars and street corners



- public open space
- semi-public open space
- private open space

Principles of defensible space: physical integration,
visibility, and community ownership will bring a
higher level of public safety to Sunnyside

analysis

TOWARDS PHYSICAL INTEGRATION WITH SURROUNDINGS

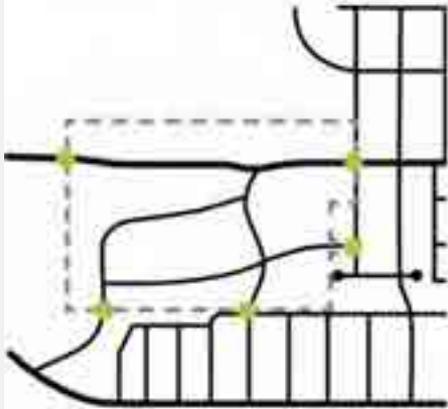
BEFORE

disconnected streets

undefined spaces

barriers

density



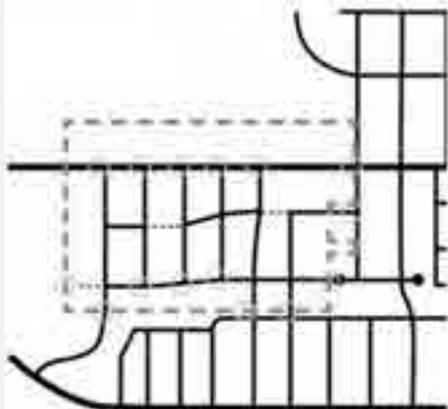
AFTER

connected streets

defined spaces

multi-modal access

urban density



site plan

SUNNYDALE HOUSING RE-DESIGNED



open space

DEFINED PUBLIC, PRIVATE, AND INFRASTRUCTURAL SPACES



central neighborhood park

existing neighborhood park

internal residential courtyards

podiat parks

community parks

optional terraced greenway

orchard

storm water (administration) green park

solutions

TRANSITION FROM PUBLIC TO PRIVATE

Delect courtyards provide
resident-controlled
open space

Formal gardens give
residents control to the street

Stoop entrances to
buildings create
controlled zones of
private access

Vertical pathways adjacent
to different landscape zones
associated with buildings

Terraced gardens and gently sloping
paths create universally accessible
pathways

Units engage
street and inner
courtyards



Smaller, straightened streets
decrease through-traffic and create
neighborhood-oriented streets

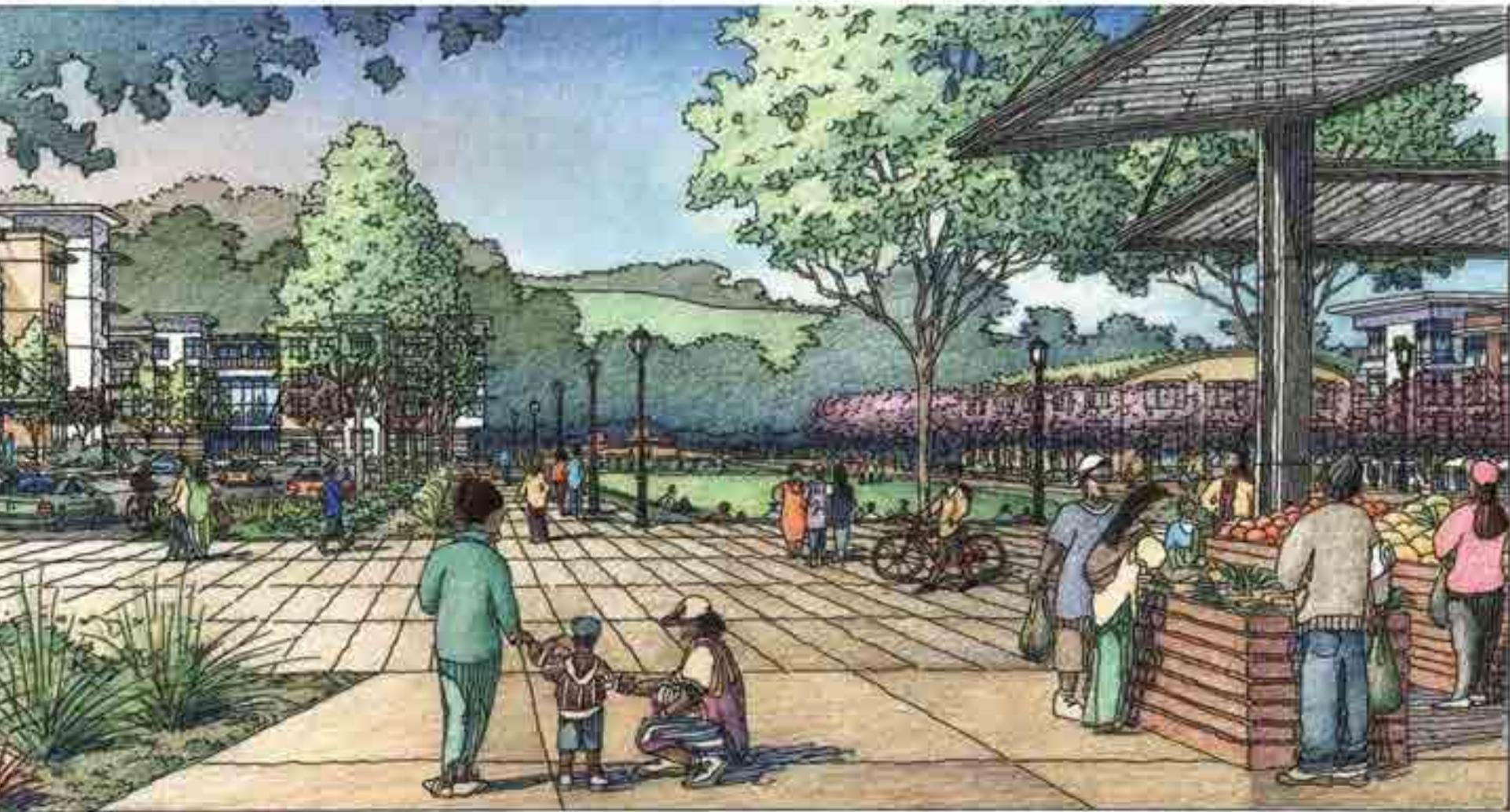
Resident balconies overlook street

Variety of street trees create
effective places and shaded walks



10

VIEW OF TOT LOT



PAVILION VIEW THROUGH PARK TO HERZ PLAYGROUND



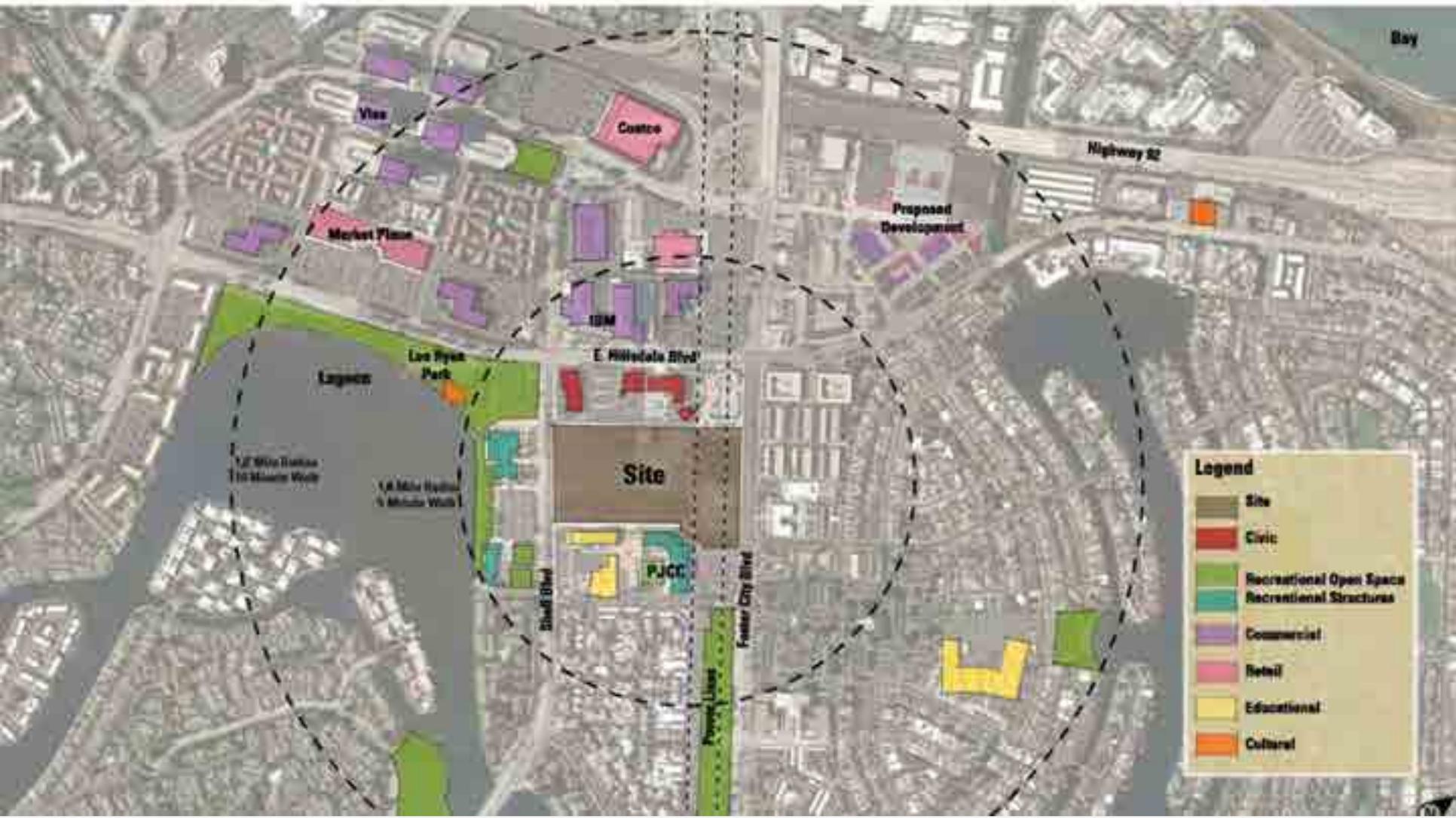




AT A GLANCE:

- City sold land to New Home Company, contingent on senior/affordable component
- 66 affordable senior units by MidPen Housing (30 to 50% of area median income; \$545 to \$941 for a one-bedroom apartment)
- Affordable housing “imbedded” in close proximity to existing civic services
- Public plaza, park, 30,000 commercial sf, 400 total units

Foster Square
New Home Company and MidPen Housing
Foster City, CA





Metro Center
& Market Place

Offices
(IBM)

New Mixed Use
Development

Leo Ryan
Park

Library

City
Hall

Senior
Center

City
Recreation
Center

Jewish
School

P.J.C.C.

Retail

Town
Square

Retail

Parking

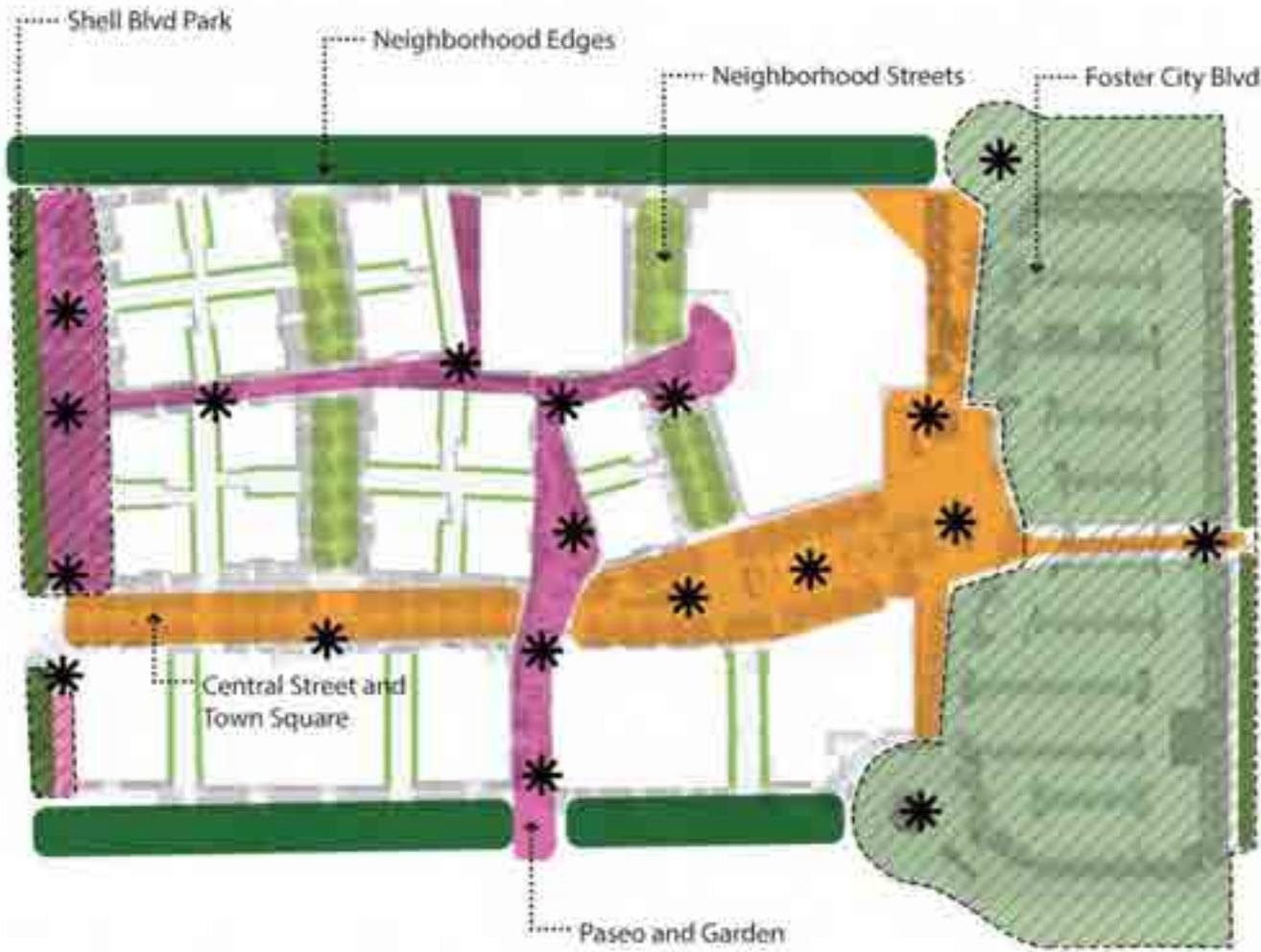
Residential

Lagom



Legend

- ▶▶▶ Primary
- Secondary
- Minor
- Residential



-  **Civic Center Palette**
Visual Connections
-  **Neighborhood Street**
Colorful and Shady
-  **Foster City Blvd**
Resilient
-  **Garden Paseo**
Repairment + Native Grasses
-  **Shell Blvd Park**
Open Active Space
-  **Auto Court**
Vigorous Climbing Vines
-  **Promenade + Town Square**
Perennial Walk
-  **Focal Point**
Specimen Trees



FOSTER SQUARE Foster City, CA

SWA GROUP | BAR ARCHITECTS | CB&O CIVIL ENGINEERS | SZFM DESIGN STUDIO

Planting Strategy



FOSTER SQUARE Foster City, CA

SWA GROUP | BAR ARCHITECTS | CB&G CIVIL ENGINEERS | SZFM DESIGN STUDIO

Town Square Landscape Concept



FOSTER SQUARE Foster City, CA

SWA GROUP

BAR ARCHITECTS

CB&G CIVIL ENGINEERS

SZFM DESIGN STUDIO

Town Square Perspective

Public Review Study Session | 4-03-2014 | Page 17



FOSTER SQUARE Foster City, CA

SWA GROUP

BAR ARCHITECTS

CB&G CIVIL ENGINEERS

SZFM DESIGN STUDIO

Town Square Perspective

Public Review Study Session | 4-03-2014 | Page 16

AT A GLANCE:

- University-owned, previously undeveloped land; 99-year ground lease for homes
- 343 faculty/staff homes (303 with price cap; 40 discounted by ground lease)
- Homes start below market; prices increase at 3-5% (CPI or accelerated price index)
- Zero Net Energy community organized around “healthy infrastructure”
- Bike = primary mode
- Natural ventilation, light



UC Davis West Village

West Village Community Partnership/UC Davis
Davis, California

**CORE
PRINCIPLES
APPLIED AT
ALL SCALES**

REGION

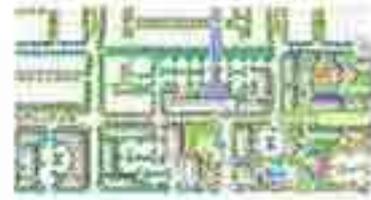
SITE

**BUILDING
and
GARDEN**

**Housing
Affordability**



- New Housing Choices at Affordable Rates



- Compact Planning Provides Efficient use of Infrastructure

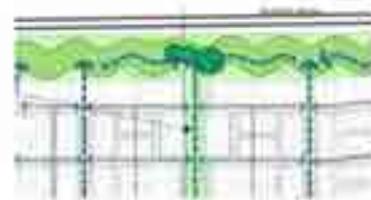


- Cost Effective Materials and Reduction in Energy Use through Orientation and Sun Shading

**Environmental
Responsiveness**



- Stormwater Maintained On-Site Lessening Neighborhood Impacts



- Open Space and Street Framework convey Water to On-Site Ponds - Stormwater Cleaned On-Site



- Building Lot Drainage directed to Local Bio-swales

**Quality
of Place**



- Link to Existing Regional Open Space and Bike Trails



- Opportunities for Active and Passive Recreation Encourages Social Interaction



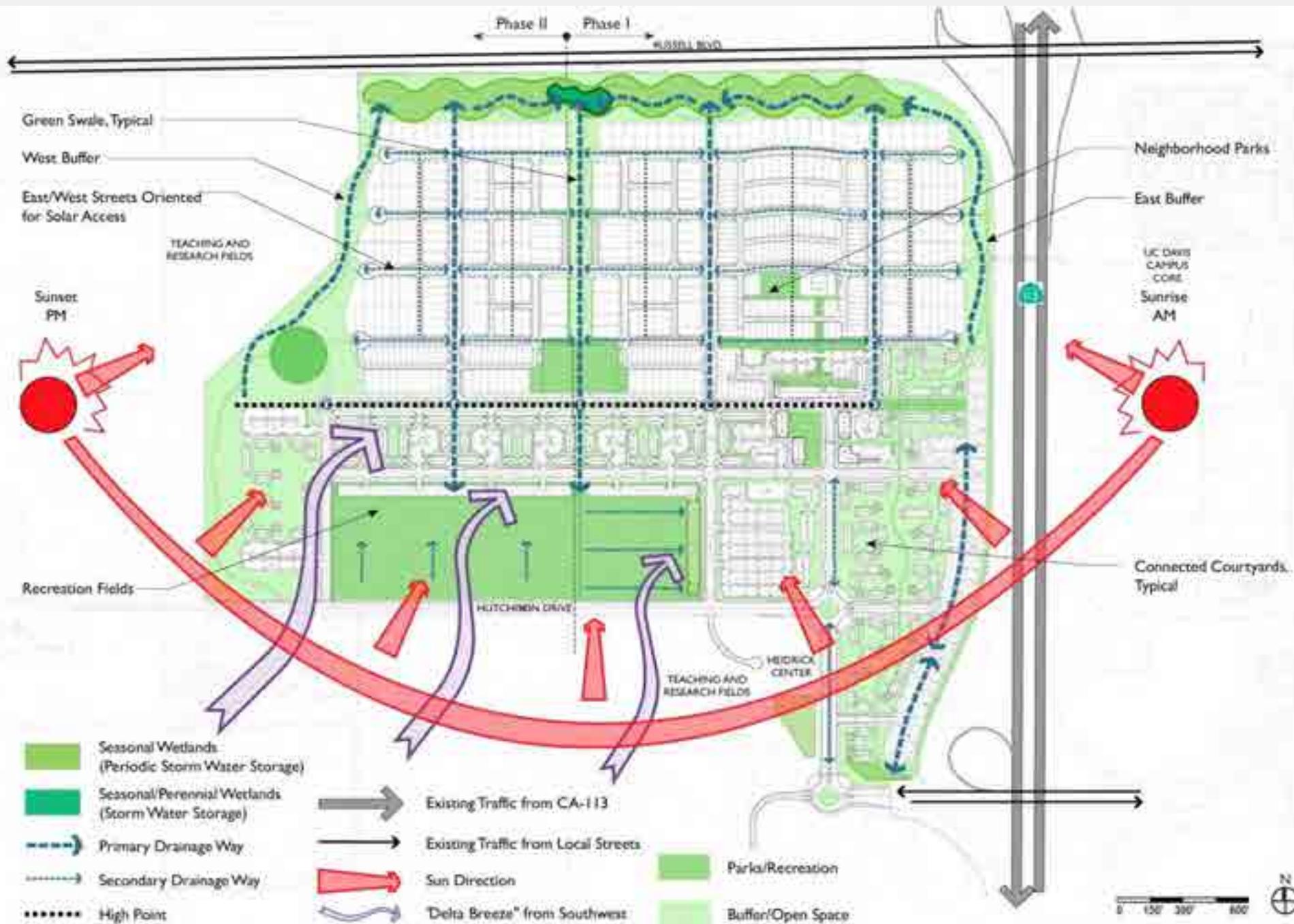
- Garden Patios allow for Family Activities, Entertaining and Neighborly Interaction



- Seasonal Wetlands
- Green Swale
- Sunset Park
- Community Park
- West Buffer
- Recreation Fields

- Seasonal/Perennial Wetlands
- East Buffer
- Neighborhood Park and Pre-school/Day care
- Promenade
- Mixed Use Buildings
Sunrise Park
Village Square
- Recreation Facility
- Phase 1A (Built)
- Ramble Greenway
- Community College
- East Buffer/Parking
- Entry Road





Backyards with low fencing and adjacent foot path promote social interaction along the open space

Stormwater is conveyed to the larger north ponds where the water is cleansed through a series of basins with native wetland planting

Concrete weirs allows for overflow drainage to the stormwater system and in the off season provide seating along the Green Swale

Walking and bike paths provide alternatives to automobile transportation



GREEN SWALE

Trellis at entry for shade

Low enclosure contains front garden and promotes social interaction

Large glazed windows open onto outdoor room and street

Shade structures responding to summer and winter solar conditions

Light colored materials for building walls and roof

Operable low-E insulated windows to capture 'Delta Breezes'

Roof overhang provides shade









Phase II Phase I

HUSBY BLVD

HISTORIC METEOROLOGICAL CENTER

TEACHING AND RESEARCH FIELDS

UC DAVIS CAMBUS CORE

WILSON BLVD

COMMUNITY SPINE

WILSON BLVD

WILSON BLVD

RECREATION FIELD

HUTCHISON DRIVE

HISTORY CENTER

TEACHING AND RESEARCH FIELDS

- Parks/Recreation
- Buffer/Open Space





MARKET



GENERAL STORE



KITCHEN

11:30







- - - - - 6' Wide Bike Lane (Incorporated into Street ROW)
- - - - - 8' Wide Bike/Pedestrian Path
- - - - - 12' Wide Bike/Pedestrian Path
- - - - - 12' Wide Bike/Pedestrian Path
- - - - - Emergency Vehicle Access Lane
- - - - - 20' Wide Bike/Pedestrian Path
- - - - - Emergency Vehicle Access
- - - - - Transit Route

- Existing and Proposed Streets
- Existing Bike Lane
- - - - - Existing Bike Overpass
- - - - - Existing Bike Connector
- Parks/Recreation
- Buffer/Open Space









AT A GLANCE:

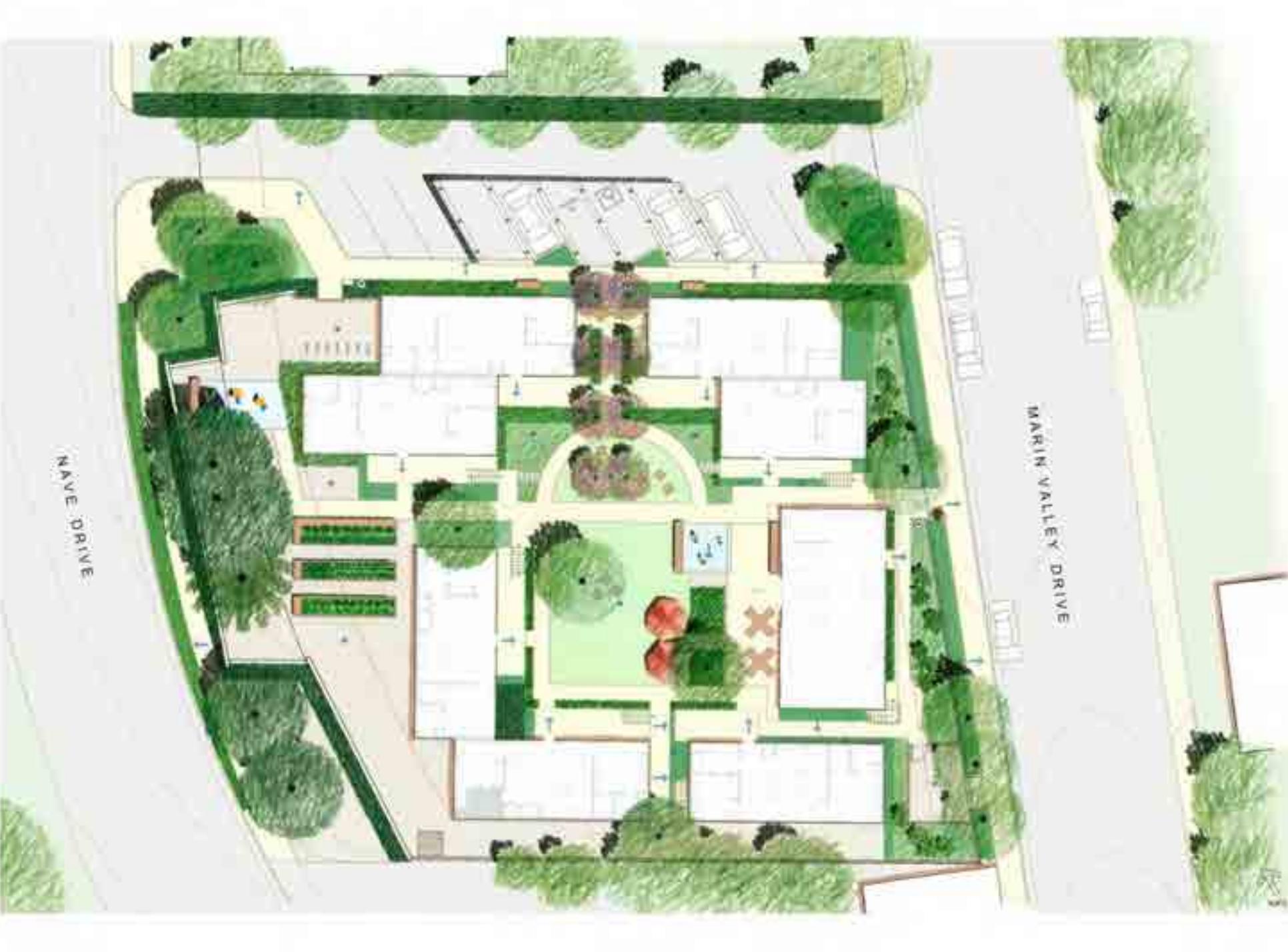
- One-acre infill site - 14 rental homes for families working their way out of homelessness (\$650/month)
- Energy-efficient, prefabricated designs – Blu
- Central courtyard, food garden, integrated seating, playground designed for lines of sight from all units
- Individual outdoor spaces
- Community center with tutoring space

Oma Village Supportive Housing Program

Homeward Bound of Marin

Novato, California





NAVE DRIVE

MARIN VALLEY DRIVE



STREET ELEVATION ALONG MARIN VALLEY DRIVE



VIEW TO COMMUNITY CENTER



VIEW TO BUILDING 2





Homeward Bound – New Beginnings Center
Novato, California







LAURA ARCHULETA: Jamboree

Jamboree's **mission** is to strengthen California's communities by creating opportunities for lower income families, seniors and those with special needs to access housing that is affordable, with resident services that are responsive and programs that are essential to improving the quality of their lives.





“My family can live a better life and it feels like someone cares about us.”

—Deindre Spears, Resident





HwH Resident Service Programs

- Academic Achievement
- Health and Wellness
- A Better Community (ABC)
- Senior Nutrition





HOMES, Inc. Supportive Housing Programs

- Shared Housing
- Multi-Family Supportive Housing
- Mountain Respite Camp
- Resident Transportation Program





Put people first



PARKLANDING

Contemporary urban infill development with a unique feature that promotes physical activity

- Proprietary architectural **high density design** for two- to four-acre urban infill site-rated **LEED Gold**
- **Innovative Green & Sustainable Features** include a unique green rooftop above parking area with 20,000 square feet of outdoor recreational space for picnics, bocce ball, jogging
- **Transit-oriented design (TOD)** on 2 major bus lines with 185 daily routes to Orange County and downtown L.A.



New Block™ green deck with LiveRoof® planting system



PARKLANDING

AMENITIES

Apartment Homes

- ◆ ENERGY STAR kitchen appliances
- ◆ Central heating and air
- ◆ Tankless water heaters
- ◆ Low-flow water restrictors
- ◆ 640-1,200 SF apartments

Community Spaces-Co-locate Activities with Universal Appeal

- ◆ Playground
- ◆ Fitness Center
- ◆ Kitchen
- ◆ Laundry Facilities
- ◆ Computer Lab
- ◆ Tutoring Center
- ◆ Free on site resident services provided by Housing with HEART.

Residents

Households that earn between 30%-60% of the area median income (AMI) pay \$500-\$1,200/month

(\$600/MONTH LESS THAN MARKET RATE APARTMENT RENTS IN BUENA PARK)

PARK LANDING ACTIVITY CENTER



70 ONE, TWO, AND THREE BEDROOM APARTMENTS



PARKLANDING





Doria Ensures Equitable Access to many segments of the population with equal access to services, amenities and opportunities offered in Irvine

- Doria Apartment Homes – Phase II **LEED Gold** certified.
- Located in walkable community with wide array of nearby parks, ball fields, hiking trails and swimming pools, all promoting a healthy and active lifestyle.
- Doria phases include 20 MHSAs apartment homes for residents with special needs – **the only such source of this housing in Irvine**
- Recognizes the economic value of public/private partnerships





AMENITIES:

Apartment Homes

- ◆ ENERGY STAR kitchen appliances
- ◆ Central heating and air
- ◆ Ultra low-flow water restrictors
- ◆ 762-1,186 SF apartments

Community Spaces

- ◆ Playground
- ◆ Kitchens
- ◆ Computer Lab
- ◆ Community Garden
- ◆ Free on site resident services provided by HwH & HOMES.
- ◆ 24/7 supportive services through Mental Health Services Act (MHSA).
- ◆ Swimming Pool/Spa
- ◆ Laundry Facilities
- ◆ Tutoring Center

Residents

Households that earn between 30%-60% of the area median income (AMI) pay **\$589-\$1,331/month**

(\$1,000-\$2,000/MONTH LESS THAN MARKET RATE APARTMENT RENTS IN IRVINE)

DORIA COMMUNITY GARDEN



134 ONE, TWO AND THREE BEDROOM APARTMENTS



DORIA

APARTMENT HOMES





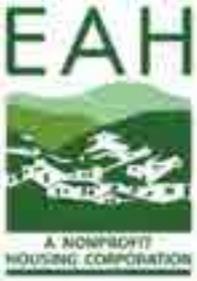
For more information about Jamboree communities, visit us at
www.jamboreehousing.com



MARY MURTAGH: HEALTHY COMMUNITIES

Since 1968, EAH Housing has fostered a management portfolio of 108 communities with more than 9,000 units and has developed 89 properties across California and Hawaii.





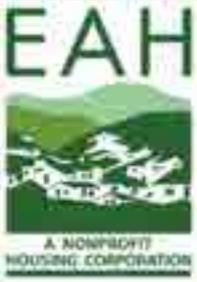
HEALTHY COMMUNITIES

To foster healthy communities =

PHYSICAL ENVIRONMENT



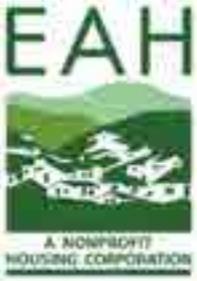
RESIDENT SERVICES & EDUCATION



SUSTAINABLE DESIGN

4 year process to reduce our carbon footprint:

- 70% of portfolio have had energy audits and retrofits with performance-based green technologies
- Energy reduction 25% over portfolio
- 3.1 megawatts photovoltaic completed or under construction to date - equivalent to over 183,000 gallons of gasoline per year.



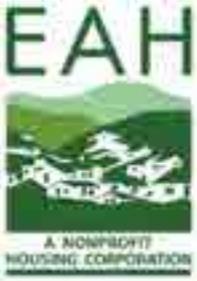
Lawrence Berkeley National Laboratories study

A three-year project **study of retrofit protocols** that began in 2010

LBNL Concept: **IEQ = Indoor Air Quality + comfort**

Resident health and comfort should be counted among "green" goals to simultaneously :

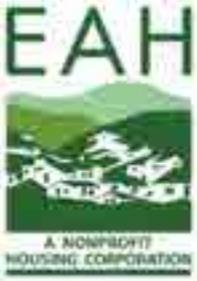
- Reduce energy
- Improve indoor environmental quality (IEQ) in low-income apartments



Lawrence Berkeley National Laboratories study

Energy retrofits can also have negative impacts on IEQ - e.g., if tighter envelope without improved venting).

- Improved ventilation is key, and
- Needs to go along with typical envelope sealing measures.
- Continuous mechanical ventilation, at large air exchange rates, is best.

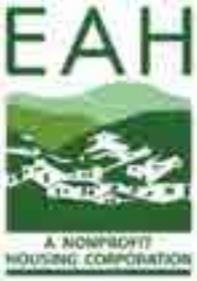


HEALTHY COMMUNITIES

The portfolio PILOT process:

- ✧ Pilot Program
- ✧ Evaluate
- ✧ Refine design, and procedures
- ✧ Gather feedback
- ✧ Modify
- ✧ Roll out
- ✧ Feedback
- ✧ Educate and train more if needed
- ✧ Evaluate
- ✧ Rinse and repeat

END result: IF it works, can have a big impact ...



Continuous Air Filtration Avena Bella

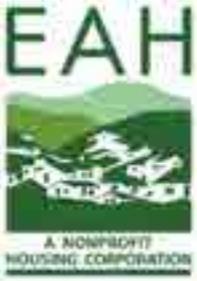
PILOT: Energy Recovery Ventilators (ERV)

Went above code requirements to improve indoor air quality to mitigate pollutants from nearby freeway

Continuous air filtration is superior method: allowed us to largely control and filter incoming makeup air (MERV 12 filters)

Thermal comfort is provided for – outside air is brought to within 90% of indoor temp - saves energy on the HVAC systems

ERVs run 24/7 at 50 watts or less – tied to solar panels –
No impact on residents' energy bills



Continuous Air Filtration Avena Bella

PILOT: Energy Recovery Ventilators (ERV)

EVERYONE on the team stretched to make this work – Architects, engineers, contractors, city inspectors and ERV manufacturers!

We were squeezing the best available system into limited space to get this to work.

This is an experiment! So far, so good...

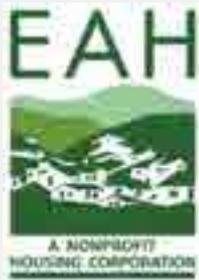
Manufacturer is now working to create a smaller version for future apartment developments – please order them!



Continuous Air Filtration Avena Bella

PILOT: Energy Recovery Ventilators (ERV)

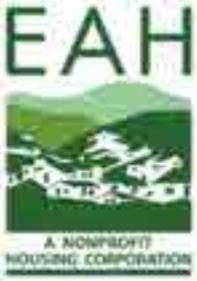




Air Filtration - Avena Bella

LEED GOLD

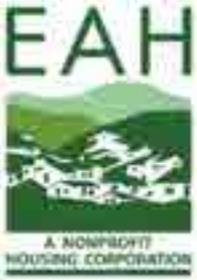




PHYSICAL ENVIRONMENT

PILOT: Bike share program

- Bike education
- Free share program:
 - Bikes
 - Helmets
 - Bike locks
- Ongoing data collection re usage to measure success
- Bike storage areas standard on all new properties – already expanding at some communities



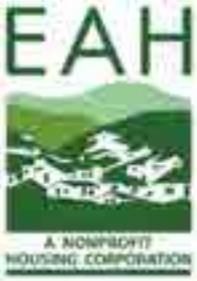
PHYSICAL ENVIRONMENT





PHYSICAL ENVIRONMENT PILOT: Senior Playground



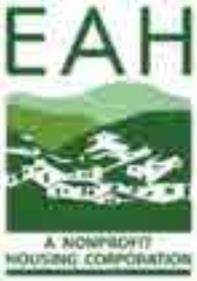


PHYSICAL ENVIRONMENT

Senior Playgrounds

Gentle equipment- designed to be safe for older people





PHYSICAL ENVIRONMENT

Senior Playgrounds

An opportunity for visiting as well as exercising





PHYSICAL ENVIRONMENT

Senior Playgrounds

Machines are user-friendly – few chances for injury



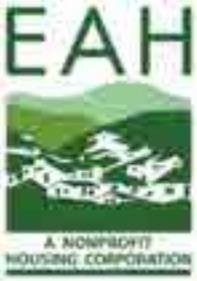
© Robin Bell



PHYSICAL ENVIRONMENT

Senior Playgrounds

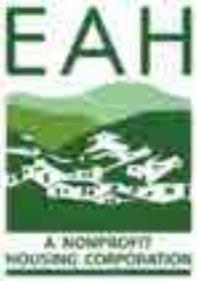




PHYSICAL ENVIRONMENT

PILOT: Green cleaning program

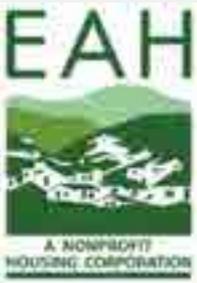
- Task was to operationalize this across portfolio in many different cities, 2 states
- Partnered with an excellent vendor who helped make it fun and easy for staff
- Did a lot of staff training; Didn't cave during the initial shakedown cruise



PHYSICAL ENVIRONMENT

PILOT: Green cleaning program

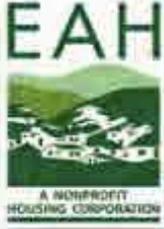
- Green cleaning procedures across entire portfolio now in effect
- Followed with a resident education module
- Resident education piece adopted by HUD!



Information Sharing

We've integrated an environmental focus with our staff through our ***Green Operations and Maintenance Best Practices Manual***.

This has been shared and modeled with other nonprofits, property owners and building managers.



Green Operations and Maintenance Best Practices Manual

Introduction

In keeping with EAH Housing's goal of "Minimizing EAH's environmental impact in existing operations and future development," we have developed a "Green Operations and Maintenance Best Practices Manual."

This manual is designed to be a hands-on guide for maintenance and management, and an evolving document as new and better green products and practices are developed.

The manual consists of the following areas of focus:

- 1) Waste Management;
- 2) Energy Conservation;
- 3) Water Conservation;
- 4) Air Quality;
- 5) Pest Control;
- 6) Green Cleaning; and,
- 7) Resident Engagement.

Healthy Green Cleaning Tips

Do's and Don'ts that make a difference!

- **Make Your Own!**

- Baking soda, salt, white distilled vinegar, and lemon juice are common household items for green cleaning product recipes. Read the recipe carefully and label your container!

- **Whitening**

- Never use undiluted chlorine bleach or ammonia.
- Look for chlorine-free whiteners, such as oxygen-bleaching products.

- **Choose**

- unscented
- concentrated
- biodegradable
- non-toxic
- low or no-VOC
- GreenSeal
- Design for the Environment



- **Avoid**

- anti-bacterial
- anti-microbial
- highly flammable or combustible
- severely irritating
- danger
- poison
- corrosive
- caution



**PURCHASE
NO or LOW-VOC
PRODUCTS**

Create a healthier indoor environment and reduce outdoor smog by avoiding volatile organic compounds (VOCs).



Make Your Own Green Cleaning Products

Simple Ingredients, Easy Recipes

• **Basic Window & Mirror Cleaner**

- ¼ cup white vinegar
- water



- Pour white vinegar in a 24 oz spray bottle and fill to top with water. Spray on surface and wipe clean with sheets of newspaper. This recipe costs 24¢/gallon. Typical store-bought window cleaner costs \$16.00/gallon!

• **All Purpose Spray Cleaner**

- 2 Tbsp. white vinegar
- ½ tsp. liquid dish soap
- 1 Tbsp. baking soda
- 2 cups warm water
-



In a 24 oz spray bottle, combine vinegar and dish soap. Add baking soda and wait until foaming stops. Add warm water, shake to mix. Spray on, let sit and wipe with a clean rag.

• **Peppermint Floor Cleaner**

- 1/4 cup Murphy's Oil Soap
- 1 cup white vinegar or lemon juice
- 1 cup very strong peppermint tea

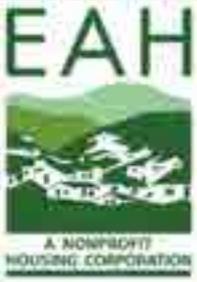


- Combine ingredients in a bucket of warm water and mix until sudsy. Scrub floor with mop or rag. Rinse with clean water.

• **Lemon-Mint Window Wash**

- juice from one fresh lemon
- 2 cups club soda
- ½ teaspoon peppermint essential oil
- 1 teaspoon cornstarch
- Mix all ingredients and pour into plastic spray bottle. Shake well before using.





Information Sharing

Green Specifications and Guidelines – a first for us –

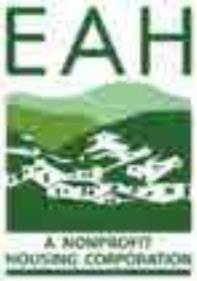
Created by Management and Development departments

The guidelines inform product purchasing from ground-up – for rehabilitation and maintenance.

Acquisition Rehabilitation Checklist (ARC):

A guide to product purchasing for rehabilitation work

Collaborating with industry professionals, **the ARC will be an all-inclusive internal tool that will also serve as a model for our housing partners.**



PHYSICAL ENVIRONMENT

Some of our Future Goals:

- ✧ Expand food banks to include all family properties
- ✧ Continue conversion of properties to non-smoking
- ✧ EAH custom car share program in TOD
- ✧ Exercise rooms all new properties
- ✧ Water reduction program, including
 - Lawn replacement
 - Gray water
 - Build on and expand Resident Education Curriculum – water & energy conservation, green cleaning

EAH – Health Programs for Seniors

Good nutrition

Food banks - Cooking classes – community gardens

Movement and exercise

*Exercise classes – Walking clubs – pets
Senior playgrounds*

Mental stimulation

Brain teaser classes, civics classes

Social interaction

Social occasions and any other excuse to interact!

Health Monitoring

Health Fairs, Health assessments, MDs & nurses on site

Health Education

Chronic disease management, nutrition classes

Food and Nutrition



Community Gardens

Food and Nutrition



Healthy Cooking classes

Food and Nutrition



Healthy Cooking classes

Food and Nutrition



**Food Banks / Cal Fresh (SNAP)
Program**



SOME OTHER PROGRAMS

Health clinics (FQHC) on site

Smoking cessation

De-stress classes

Health Fairs

Lifesteps



Health Fairs

Lifesteps



Health Fairs

Lifesteps



Health Fairs Lifesteps



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THANK YOU.

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