

Housing Authority of the City of Hoboken
Expanded Preservation and Development Guiding
Principles

February 10, 2022

HHA is engaged in a preservation and development planning process, which is looking at the characteristics, needs and priorities of HHA's existing affordable housing portfolio, as well as strategies for HHA to respond to the increasing demand for affordable housing in the City of Hoboken.

I. Preservation Efforts

1. One-for-One Replacement

- HHA commits to preserving the Agency's existing affordable housing stock, and to maintaining the total number of HHA-owned affordable housing units. When redevelopment of existing housing is required, HHA commits to developing one-for-one replacement units, and will not accept anything less than the number of units in our current housing stock.

2. Future Development Density Goals

- HHA will never go below the number of units that currently exist, but will strive to increase the availability of low- and moderate-income housing to serve the unmet needs of our community.

3. Strategies

- HHA will pursue all financially feasible strategies that ensure the long-term preservation of HHA's existing affordable housing portfolio, including HUD's Rental Assistance Demonstration (RAD) Program, Section 18, and other strategies.
- HHA will evaluate preservation opportunities using cost benefit analyses.

4. Priorities

- Resources will be allocated across the affordable housing portfolio based on priority and feasibility. HHA will consider factors such as the physical condition of the housing and funding opportunities available.

5. Stakeholder Engagement

- HHA pledges to provide all residents the opportunity to offer meaningful input at all stages of the planning and development process, to encourage their active participation and to incorporate resident feedback when making decisions.
- HHA understands that our main campus plays a significant role in the neighborhood surrounding it. HHA will engage the broader community by providing opportunities to offer input and feedback while creating HHA's redevelopment plans. HHA will actively partner with stakeholders in determining the best outcome for HHA residents, residents of Western Hoboken, and for all Hoboken residents.
- Open, ongoing, frequent, and transparent communication with both HHA residents and the broader community is an important principle to the HHA. HHA will involve residents and the broader community in the planning efforts and share with them regular updates as decisions are made about the redevelopment and preservation efforts.

6. Resident Relocation

- If relocation is required, residents will have the right to return to their housing unit or a replacement unit, as long as the household is compliant with the HHA's policies and rules. Further, HHA will ensure that relocation results in as few disruptions to resident households as possible by:
 - Providing information to residents, in a timely manner, regarding the scope and timing of the relocation;

- Understanding the needs and resources of the impacted residents and making necessary accommodations where feasible;
- Engaging third party partners, when needed, to effectively implement the relocation plan; and,
- Minimizing permanent displacement.

II. Development Efforts

1. Data Driven Decisions

- HHA will make data driven decisions regarding the development and acquisition of new affordable housing that are based on the unmet demand for affordable housing options. HHA will consider the current and future unmet demand for affordable housing by location, demographics and community assets. Demographic considerations will include family income level, family size and type of family, i.e. family, elderly and disabled.
- HHA will make smart future investments in affordable housing and ensure that development and acquisition activities are financially feasible and sustainable.

2. Partnerships

- HHA will take advantage of opportunities to collaborate with local government on preserving and expanding affordable housing in Hoboken.
- HHA will seek to partner with high quality, proven, and experienced development partners.

3. Types of New Development

- HHA may also consider other non-conventional development activities (such as commercial, office, educational purposes, or market rate housing) that increase

financial resources to the Agency and provide opportunities to cross subsidize the affordable housing portfolio or services to HHA's residents. These activities would only be undertaken after thorough analysis showing the cost benefit to the HHA and these activities address the needs of the community.

IV. All Preservation and Development Activities

1. Standards

- HHA will strive to improve the standards of all preserved affordable housing and will develop new affordable housing to the highest financially, feasible standards, including standards such as:
 - Design standards and amenities that respond to the needs of the intended populations (high quality, durable materials, pleasing aesthetics, etc.);
 - Energy efficiencies which provide operating cost savings and/or reduce HHA's footprint (like geotherm/solar, energy efficient lighting, green roofs, etc.);
 - Utilize sustainable and maintainable design standards and materials to include durable materials, finishes, and design;
 - Accessibility; and,
 - Amenities.

2. HHA's Role

- HHA will partner with developers when appropriate. HHA will pursue partnerships that are the most advantageous to HHA and to the households the Agency serves. HHA will retain an ownership interest in all land in these partnerships.
- At all times HHA will maintain as great an ownership of the buildings and land as is financially feasible.

- HHA will work to assure that, to the maximum extent possible, new employment, training, and contracting opportunities created from our projects flow to low- and moderate-income residents of our community.

IV. Conclusions

Based upon the above, which were adopted by the Board of Commissioners at its Meeting of June 10, 2021, the following expanded principles are established after extensive analysis by the HHA, its advisors and all stakeholders.

- One-for-one replacement remains the overall guiding principle, as does assurance that there will be no displacement of existing residents.
- The apartment size mix can be adjusted to account for current under-housed and over-housed conditions.
- The low end of the acceptable unit count range is full replacement or rehabilitation of the 1,354 existing units (including the 200 Fox Hill units, which are already undergoing rehabilitation). No maximum number of units was established. HHA would like to maintain the flexibility in future phases to account for changing conditions and the potential to add other affordable housing throughout the City of Hoboken.
- The first phase building, anticipated to be located at the northern parking area of Harrison Gardens, should be six stories. Increased height in later phases, particularly along the west side of the Main Campus, could be deemed appropriate. There was a request to include a variety of building heights in the concept plan to help with visualization and to convey that it will not necessarily all be homogenous.
- The preferred strategy is to replace existing units and house only existing residents for at least the first few phases. The

first phase building is an agreed-upon starting point. “Mixed-income” should only be included when it takes care of the residents from the targeted existing buildings and the “mixed-income” units are limited to units that are above those necessary to serve the households in the targeted buildings.

- It may be beneficial to incorporate the Christopher Columbus location as part of the second or third phase to prevent front-loaded concentration of public housing units in the north end of the Main Campus in the event that “mixed-income” units are introduced in later phases.
- Later phases need flexibility in terms of potential land uses, unit counts, and building height and bulk. Obtaining additional sites for replacement housing elsewhere in the City could help in dealing with concentration of poverty.