



PUBLIC DRAFT | MAY 20, 2026

Ventura County Farmworker Housing Study and Action Plan

*A Countywide Project coordinated by the County of Ventura, and
all Ten Cities; and in Partnership with House Farm Workers!*



The Action Plan

ARUP

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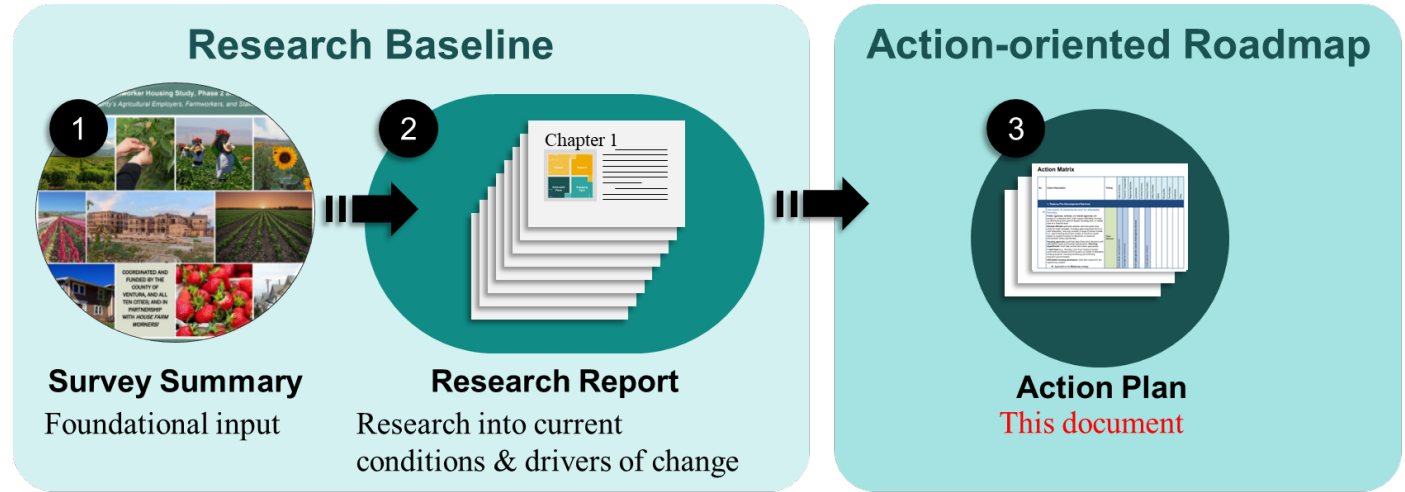
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Funded by

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Contributors

Ventura County, House Farmworkers!, SCAG, the Advisory Council, Arup, Estolano Advisors, and Economic & Planning Systems (EPS).



This document is a draft released for public review and comment. Content may be refined prior to final publication, and minor editorial or formatting errors may be present. Please submit comments via the link on the County's website:

<https://rma.venturacounty.gov/divisions/planning/farmworker-housing-study-and-action-plan/>

Introduction

This action plan is a compilation of six strategies designed to accelerate the development of farmworker housing in Ventura County. While many Ventura County households face increasing housing cost burdens and limited options, the need is particularly acute for farmworkers, who often have the lowest incomes and who play an essential role in the regional economy yet often experience the most severe overcrowding, housing instability, and barriers to safe, affordable homes near their workplaces. Funded by the Southern California Association of Governments (SCAG) as part of the REAP 2.0 program, the action plan was developed in partnership with the County of Ventura and House Farm Workers!, and guided by an Advisory Council representing cities, public agencies, and community-based organizations.

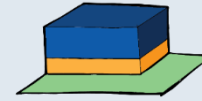
Each of the **six strategies** provides a narrative view, highlighting what is new and enabling (e.g., changes in regulations, market trends, and technological innovations) or explores what *could* change to further support housing solutions (e.g., zoning or development approaches). While the strategies are centered on addressing farmworker housing needs, many of the approaches have the potential to expand housing opportunities more broadly, supporting affordability, choice, and stability for the larger community.

The Action Plan also includes an **Action Matrix** that takes a more comprehensive view. While the strategies show how different elements can come together and illustrate the potential value of each holistic and integrated approach, the matrix catalogues the full range of specific actions discussed across research and engagement. It allows stakeholders to scan for actions relevant to their role and identify where they can lead, support, or advocate to reduce barriers and accelerate farmworker housing delivery.

Together, the strategies and Action Matrix are intended to complement the ongoing housing efforts of local jurisdictions and partners. Grounded in research and shaped by farmworker voices through surveys and community engagement, the Action Plan is designed as a practical resource to support near-term action and longer-term systematic change. For more detailed background information and research methodology see the accompanying Countywide Farmworker Housing Study (Report).

Strategies

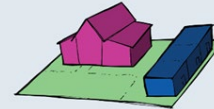
01 Mixed-use



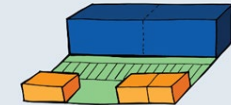
04 Accelerating ADUs



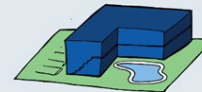
02 Residential on Faith Land



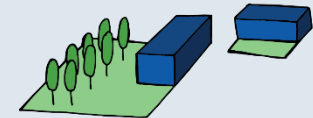
05 Upzoning



03 Hotel Motel Conversion



06 Employer-Provided



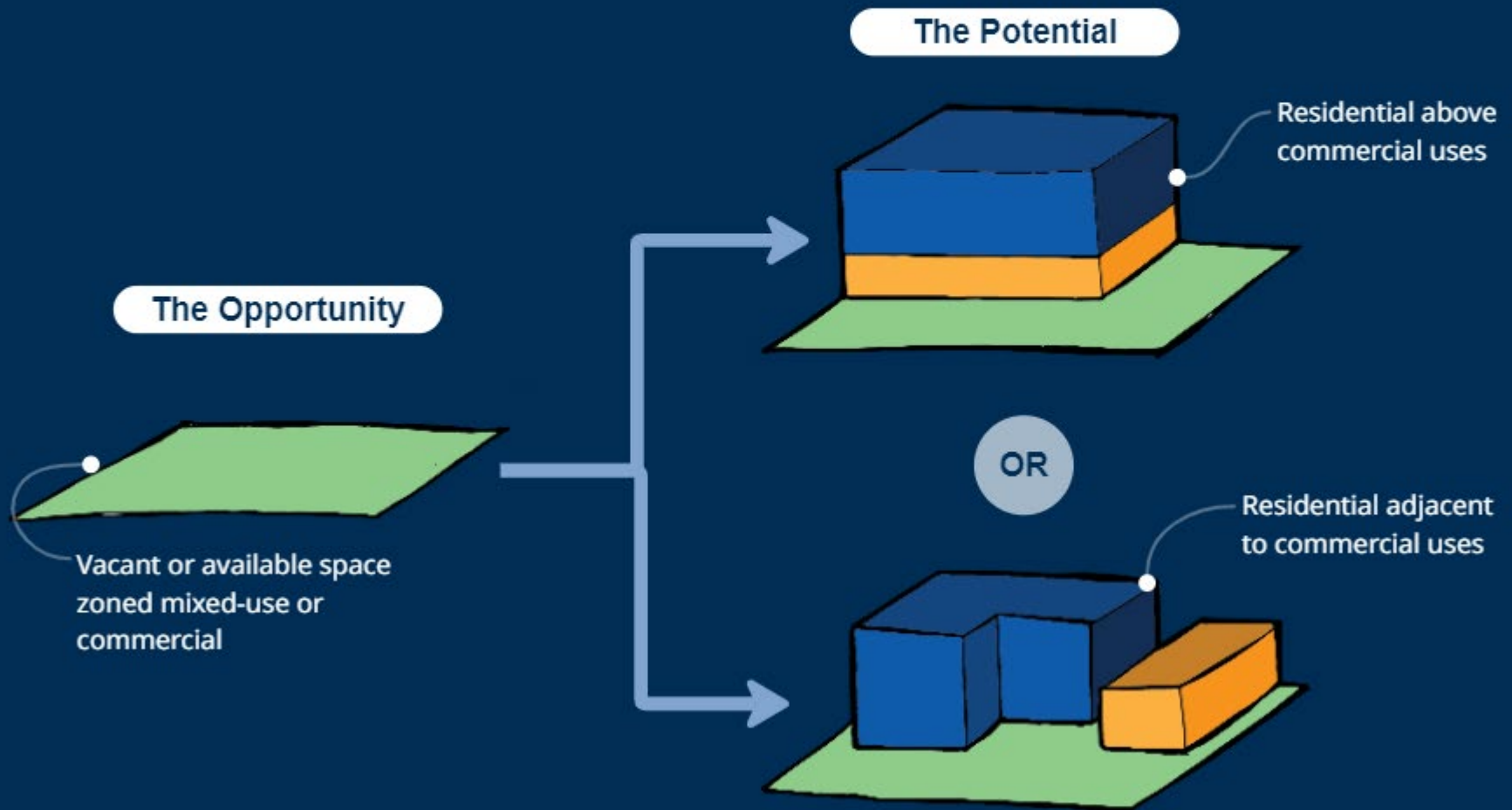
Action Matrix

No.	Action Description	City	County	State	Federal	Other
1.	Reduce Development Barriers					
1A	Use public & institutional land for affordable housing Public agencies, schools, and transit agencies with available vacant land can support affordable housing through long-term ground leases, donating land, or leasing at a reduced price. Elected officials authorize whether and how public land can be made available, including exploring lease terms or long-term leases. Housing agencies may also create and maintain a list of available public land parcels. A land trust (e.g., Housing Land Trust Ventura County) can hold and steward land long-term on behalf of affordable housing projects, including structuring and enforcing long-term ground leases. Affordable housing developers can then respond to the opportunity created.	Short				

Actions - description of steps across and beyond strategies, with timeframes and key actors identified

01

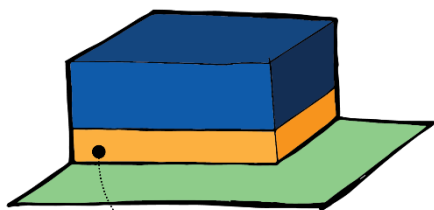
Mixed-use



Mixed-use

What's the opportunity?

Mixed-use developments can bring housing closer to everyday needs and activate underperforming commercial corridors by co-locating homes with community-serving retail.



Commercial space could be grocery stores, health clinics, drug stores, or big box retail.

A mixed-use development is a single project that combines different types of uses (e.g., residential and commercial, such as retail stores, medical providers, government services etc.) within the same space. This strategy focuses on integrating affordable housing for farmworkers and their families into commercial sites, particularly those near transit, jobs, and essential services.

Mixed-use can deliver multiple benefits:

- ✓ **Enhanced accessibility:** Housing integrated with commercial uses like retail and healthcare reduces car dependence and commute times, lowering vehicle miles traveled (VMT). This promotes walkability and transit use, improving convenience and cutting transportation costs.
- ✓ **Community vitality:** Mixed-use projects breathe new life into aging commercial corridors and underutilized retail centers and can powerfully support infill development. They increase foot traffic, support local businesses, and create vibrant, active streetscapes that foster social interaction and neighborhood identity.
- ✓ **Efficient land use:** By combining housing with complementary uses, mixed-use developments maximize land efficiency and leverage existing infrastructure (utilities, transit networks, and public service) while advancing both housing supply and economic development goals.

Housing typologies: Housing can be integrated above, behind, or adjacent to existing or new commercial spaces, taking the form of vertical mixed-use buildings or low-rise townhomes.

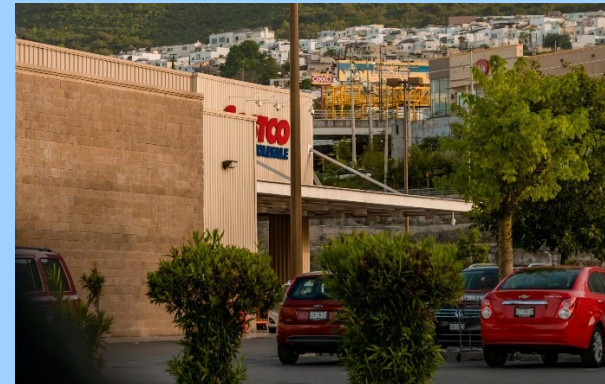


Photo of Costco.¹

A compelling example: a developer (Thrive Living) secured Costco as an anchor tenant in a proposed Los Angeles mixed-use development fast-tracked under AB 2011 – the ground-floor Costco store will feature 800 residential units above (184 affordable) and parking buried.²

The opportunity isn't Costco-specific. Even in the era of online commerce, retailers like Dollar General and Trader Joe's are rolling out new stores.³ By anchoring mixed-use developments, they can tap into steady foot traffic while supporting local housing goals, improving both their permitting process and public reception.

¹ Image source: Pedro Mexicano via [Unsplash](#)

² Costar, "Costco apartment project shows how developers are retooling California real estate" (2024)

³ Newsweek, "Retailers Opening the Most Stores in 2025" (2025)

The Context

What's new and enabling?



Unlocking Policies

SB 6 (Middle-Class Housing Act, effective 2023) streamlines residential and *mixed-use development* by allowing these projects on commercially zoned land without requiring rezoning. There are criteria to qualify, including that the parcel must be 20 acres or less and all construction workers must be paid prevailing wages.⁴

AB 130 and SB 131 (new California Environmental Quality Act reforms, effective 2025) introduce sweeping CEQA exemptions for infill projects featuring 100% residential use or *mixed-use developments* with at least two-thirds residential use.⁵ The goal of these budget trailer bills was to facilitate housing development by reducing time, cost, and uncertainty associated with CEQA environmental reviews.

AB 2011 (Affordable Housing and High Road Jobs Act, effective 2023) allows residential development in commercial corridors (even if parcels are zoned as commercial). Projects that meet the law's criteria receive ministerial approval (meaning they are processed administratively without discretionary review or public hearings) and are exempt from CEQA. This applies to mixed-use projects if two thirds of the sq. ft. is residential.⁶

Zoning updates in some jurisdictions expand opportunity: some jurisdictions have added mixed-use zoning overlays to encourage development without redoing the whole zoning map. For example, the City of Ventura has a mixed-use overlay.⁷ Similarly, the City of Port Hueneme created a Neighbourhood Infill Overlay Zone to facilitate residential infill by incentivizing multi-family housing on smaller and consolidated lots⁸.



Market Trend

Commercial vacancies offer adaptive reuse opportunities, especially as retail demand shifts away from brick-and-mortar stores to online shopping. Successful redevelopment should align with sectors that are growing (grocery store chains, healthcare, etc.) and replace those that are no longer viable.

Rising demand for walkable neighborhoods reflects a strong preference for living and working in the same area, with convenient access to schools, amenities, and services. This trend is especially pronounced among younger generations, who prioritize connectivity and lifestyle integration. Rising gas prices and the subsequent costs of operating automobiles continue to contribute to walkability popularity.⁹

⁴ California Legislative Information, [Senate Bill No. 6 bill text](#) (2022)

⁵ Association of Bay Area Governments, [High-Level Summary of Key Provisions in AB 130](#) (2025)

⁶ San Diego Association of Governments, [Understanding AB 2011 and SB 6](#) (2023)

⁷ City of Ventura, [Subpart 24F: Residential and Mixed-Use Overlay Development](#) (2023)

⁸ City of Port Hueneme, [Ordinance-No-822---NIO-Overlay-Standards](#) (2025).

⁹ Institute of Real Estate Management, [Growth of Mixed-Use Properties Requires Updated Knowledge](#) (2019).

The Context

Inspiration



Image of Tiny Tim Plaza to La Placita Cinco, completed 2021.¹⁰

La Placita Cinco: Transforming a Strip Mall into Affordable Housing

La Placita Cinco in Santa Ana demonstrates how aging strip malls can be reimagined as vibrant mixed-use communities. The 2.25-acre site, formerly a gas station and large parking lot, was redeveloped into a 51-unit affordable housing project with integrated retail. Developed by Community Development Partners and managed by Mercy House, the project preserved original neighborhood businesses such as a bakery, butcher, salon, and laundromat, while upgrading the retail spaces. The redevelopment required a zoning change from commercial to mixed-use and was financed through a combination of tax credits, construction funding from Citibank, a grant from the City of Santa Ana, and support from the Wells Fargo Foundation.¹¹

Looking locally: Simi Valley Town Center

The Simi Valley Town Center presents a parallel opportunity for mixed-use redevelopment. New owners SteelWave and Steerpoint Capital have proposed introducing housing on underutilized portions of the mall site (e.g., vacant anchor buildings and surface parking). This concept would require a zoning change: in May 2025, the Simi Valley City Council voted to allow the owners to begin a formal rezoning and environmental review process for up to 291–375 homes, marking an early but significant step toward repositioning the aging regional mall as a mixed-use district.¹²

¹⁰ Photo: TCA Architects

¹¹ Planetizen, [La Placita Cinco: A Strip Mall Redevelopment for Housing Affordability and Neighborhood Revitalization](#) (2022)

¹² VC Star, ["New Simi Valley Town Center owner proposes housing on mall property"](#) (2025)

The Potential

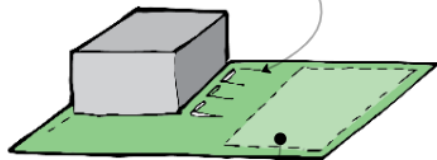
Estimating the potential impact – how many units could be developed countywide?

1 **Identify Good Candidate Parcels**

More than 500 parcels that fit the zoning requirements do not have any buildings on them, making them good candidates in this approach.



For parcels with an existing building, an area is assumed untouched for its parking.

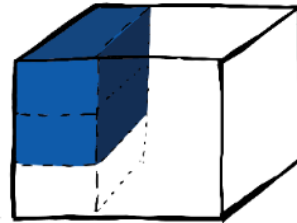


If the remaining area is at least a quarter acre *and* rectangular in shape (which makes development easier), it also moves forward as a good candidate.

2 **Apply a Housing Typology**

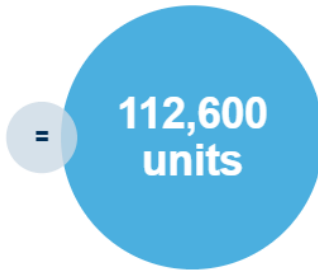
This approach sets aside 25% of the parcel for new parking and setbacks from the street.

x



A three-story multifamily building with moderate density is assumed to estimate potential units: for every 1,000 sq. ft of building area, two apartments of approximately 1,000 sq. ft each are envisioned on top of a floor of retail. This example is illustrative but aligns with enabling policies that require at least two-thirds of the total square footage to be residential.

3 **# Estimate a Number of Units**



Countywide

Note: this approach focuses solely on infill opportunities.¹³ It excludes the repurposing of existing buildings¹⁴ and does not include demolition.¹⁵ Parcel-level datasets do not reliably capture building condition, structural capacity, or code compliance constraints, making it difficult to assess reuse potential consistently at a countywide scale.

¹³ These parcels are drawn from the Infill database, where REAP 2.0 criteria have already filtered for eligibility—ensuring factors such as transit access and proximity to urban centers. Then filtered to vacant or underutilized parcels zoned “Commercial” or “Mixed-use Commercial / Residential”

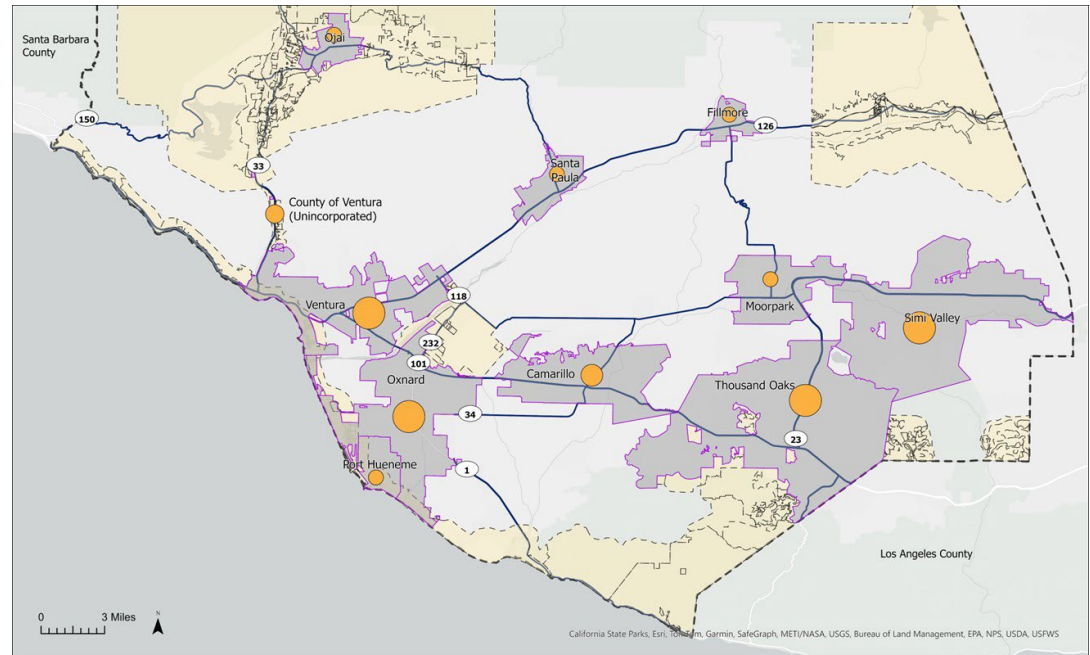
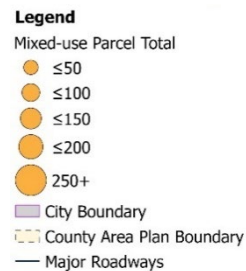
¹⁴ The analysis excludes considering building on top of existing structures due to structural limitations (unlikely to have capacity).

¹⁵ It also excludes opportunities to demolish and redevelop the parcel completely, which would boost the overall estimate.

Where

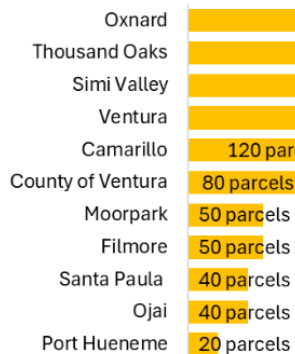
Where are “good candidate” parcels concentrated?

This page examines the potential of the mixed-use development strategy across jurisdictions. Parcels were identified using the methodology described on the previous page and are shown spatially on the map here, with size of bubble relating to number of “good candidate” parcels. The accompanying charts further illustrate the strategy’s potential, together highlighting where mixed-use opportunities are concentrated and how development potential varies by jurisdiction.



Number of "Good Candidate" Parcels

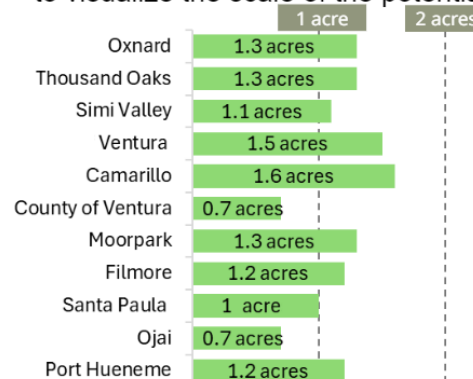
This is the total number of parcels in the Mixed-use strategy **per jurisdiction**, identified through the method on the previous page.



Most potential in terms of number of parcels.

Mixed-use Average Parcel Size

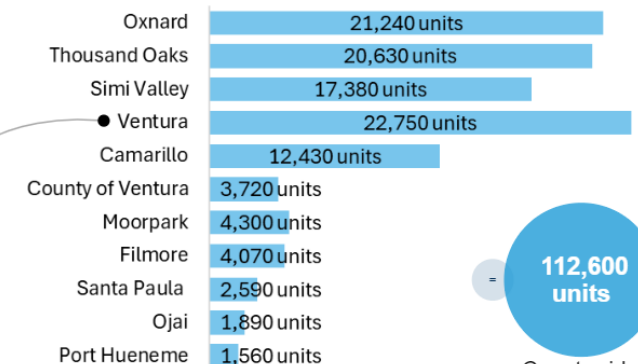
The average parcel size varies across the jurisdictions and is a helpful way for developers to visualize the scale of the potential.



Most potential in terms of number of units.

Mixed-use Total Unit Count

The total unit count per jurisdiction illustrates the overall development potential.



112,600 units

Countywide

How

Strategizing mixed-use housing development for farmworkers countywide



Funding & Financing Opportunities

Mixed-use projects can tap multiple funding streams if designed strategically

- **Low-Income Housing Tax Credit (LIHTC):** Projects can earn amenity points for incorporating retail uses that serve residents and the community.¹⁶
- **Affordable Housing and Sustainable Communities (AHSC):** Location efficiency points are available when housing is co-located with essential services like clinics, grocery stores, and transit.¹⁷
- **HCD Infill Infrastructure Grant Program:** Supports infrastructure improvements for infill sites.¹⁸
- **Local Programs: HOME Investment Partnerships (HOME), Permanent Local Housing Allocation (PLHA), and Community Development Block Grant (CDBG) funds** can complement LIHTC applications (CDBG for infrastructure, HOME/PLHA for construction).
- **Section 8 (Housing Choice Vouchers / Project-Based Vouchers):** Provides operating subsidies.



Enhancements to Maximize Impact

To align with farmworker needs and strengthen funding applications:

- **Commercial Tenants:** Include daily-use services relevant to farmworkers and their families such as childcare, grocery stores, drugstores, health and dental clinics, and quick-service food options.
- **Zoning Adjustments:** Expand mixed-use zoning to enable streamlined approvals under AB 130/SB 131 (automatically qualifying a wider range of projects for CEQA exemptions and faster permitting) and reduce reliance on AB 2011 (which has constraints).
- **Community Support:** Incorporate space for social services or a nonprofit partner that directly supports farmworkers and their families (e.g., legal aid, workforce development, health navigation, or family resource centers).
- **Locate by Transit:** Prioritizing parcels with strong transit access improves competitiveness for AHSC and HCD TOD programs, and also removing parking minimums for the development per AB 2097¹⁹.



Challenges and Solutions

Key challenges and some possible solutions:

- 1. Parking requirements** (challenge) reduce site feasibility.
 - **Underground parking** (current option) can meet requirements but significantly raises construction costs.
 - **Reform parking policies** (solution) in mixed-use zones by reducing minimums and adopting shared parking models (similar to Ventura County's approach).²⁰
- 2. Regulatory complexity** (challenge) like navigating multiple zoning overlays and entitlement processes can delay projects.
 - **Support early engagement** (solution) with local jurisdictions to clarify requirements and secure guidance, reducing uncertainty.
- 3. Development cost** (challenge) is high.
 - **Lean into design efficiency** (solution) like standardized unit layouts and prefab stair cores, bathroom pods, and/or wall panels to reduce on-site construction.

¹⁶ California State Treasurer, [California Code of Regulations Title 4, Division 17, Chapter 1 \(2025\)](#) – describes amenity points

¹⁷ Strategic Growth Council, [Sustainable Communities Program Round 10 Program Guidelines - Public Draft \(2025\)](#) – Rural AHSC set-asides may apply.

¹⁸ California Housing and Community Development, [Infill Infrastructure Grant Program - Final Guidelines \(2025\)](#)

¹⁹ California Legislative Information, [Bill Text - AB-2097 Residential, commercial, or other development types: parking requirements \(2022\)](#).

²⁰ Municode, [County of Ventura Article 6. Parking and Loading Requirements \(2025\)](#) – includes shared parking provisions and parking space reductions

Engagement

Youth input on what mixed-use could look like

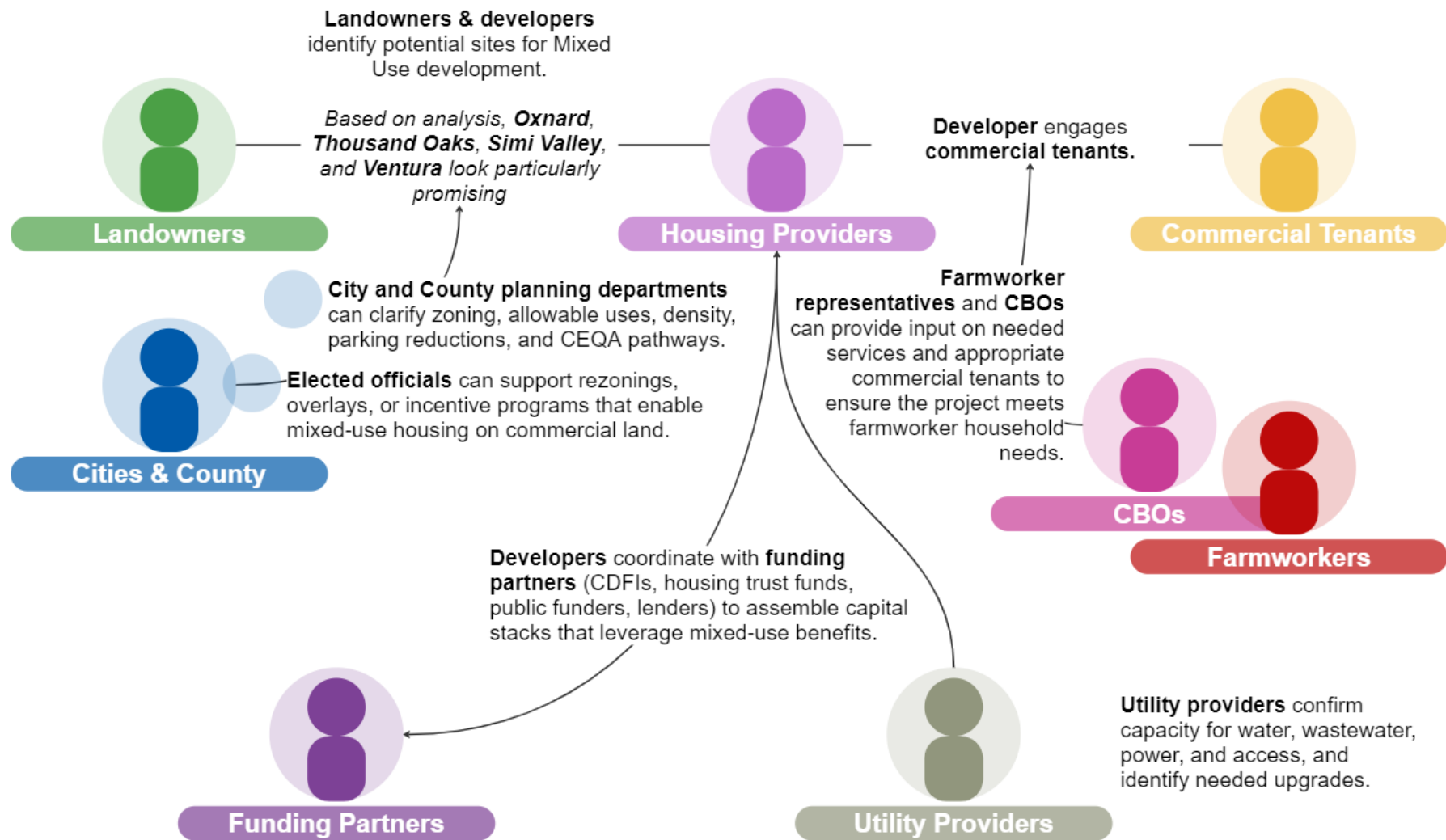


Youth engagement
House Farm Workers! conducted a series of engagement activities, including with youth, to explore what mixed-use could look like in their communities. Students envisioned tenants like grocery stores, restaurants, and movie theaters.²¹

²¹ Photos courtesy of *House Farm Workers!*, One Step A La Vez, and People's Self-Help Housing

Who

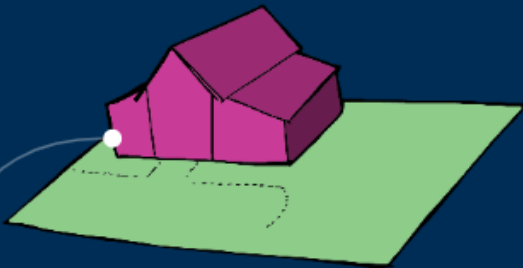
For the mixed-use strategy, who needs to be involved to make it successful? What is their role and how can they assist?



02

Residential on Faith Land

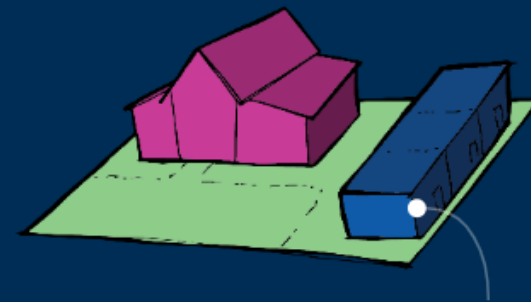
The Opportunity



Faith-based organization with surplus land



The Potential

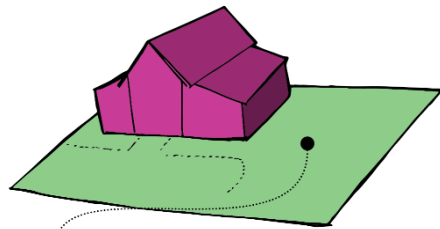


Low-rise multifamily, townhomes, or tiny homes as to not overwhelm the scale of any pre-existing institutional buildings

Residential on Faith Land

What's the opportunity?

Land owned by faith-based organizations are often well-located for housing and sometimes have excess land or parking.



Faith-based Institutions may have spare space on their lots or own vacant land.

Faith-based organizations often own land in the heart of established neighborhoods, close to transit, and community-serving amenities. Thanks to California's Senate Bill 4 (SB 4)²², qualifying projects on land owned by faith-based organizations or higher education can bypass local zoning restrictions and benefit from streamlined approvals. This opens the door for faith-based organizations and non-profit private colleges to advance their values and/or financial income streams, while addressing urgent housing needs.

Benefits of this strategy include:

- ✓ **Mission alignment:** Faith-based organizations can advance their core values by providing shelter and stability for vulnerable populations. This approach transforms underutilized land into a resource for community well-being, reinforcing social responsibility and compassion.
- ✓ **Financial sustainability:** Long-term ground leases or rental income create predictable revenue streams for faith-based institutions.

Note: While SB 4 applies to both faith-based organizations and non-profit private colleges, this study focuses on faith-based land. A cursory review found only three colleges in Ventura County met SB 4 eligibility criteria, and just two also met infill and transit-access thresholds. Given the limited number of qualifying sites and the distinct governance, partnership, and funding considerations for higher-education institutions, the study prioritizes faith-based organizations and tailors strategies to their ownership patterns, capacity, and financing opportunities.



Rendering²³

A leading example: People's Self-Help Housing's (PSHH) College Community Courts in the City of Ventura is constructing 57 new apartments on land owned by the College Ministry Center (CMC) United Methodist Church and made possible by SB 4. The project reflects how faith communities can steward their land to serve both their mission and their neighbors.²⁴

²² California Legislative Information, [SB-4 Planning and zoning: housing development: higher education institutions and religious institutions](#). (2023)

²³ Image source: [People's Self-Help Housing](#)

²⁴ City of Ventura, [Community Development Staff Report](#) (2024)

The Context

What's new and enabling?



Unlocking Policies

SB 4 (Affordable Housing on Faith and Higher Education Lands Act, effective 2024) - Allows faith-based institutions and nonprofit private colleges to build affordable multifamily housing by-right, even if local zoning prohibits it. Projects within an urbanized area or urban cluster, as defined by the US Census are exempt from CEQA and local discretionary review. Requires 100% affordability (with limited exceptions for moderate-income and staff units).²⁵

AB 2244 (Religious institution affiliated housing: place of worship, effective 2023)²⁶ helps amplify SB 4 because it reduces the parking requirement: 50% reduction in religious-use parking for affordable housing on worship properties. This helps free site area for housing development.

²⁵ Non-profit Housing Org, [Fact-Sheet-SB-4-Affordable-Housing-on-Faith-Lands-Act-4.pdf](#) (2023)

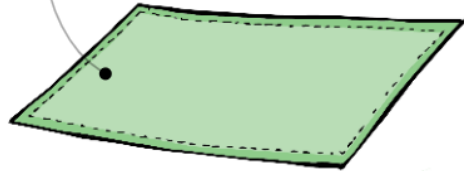
²⁶ Best Best & Krieger, [AB 2244: Greatly Reduced Parking Requirements for California's Places of Worship Building Affordable Housing](#) (2022)

The Potential

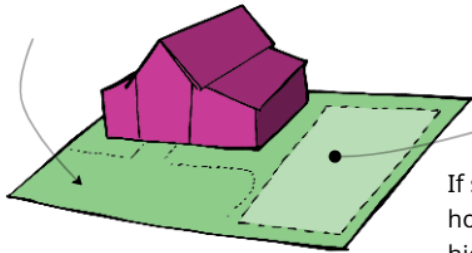
Estimating the potential impact – how many units could be developed countywide?

- 1 **Identify Good Candidate Parcels**
- 2 **Apply a Housing Typology**
- 3 **Estimate a Number of Units**

Parcels with "Religious" land use that currently lack any buildings are treated as available for development.

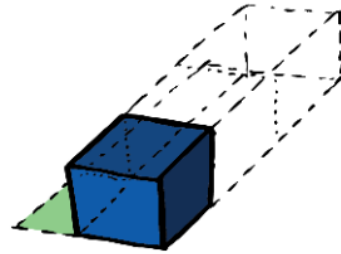


If a parcel does include buildings, parking space is estimated based on the size of the existing structure.

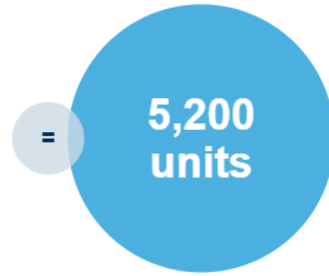


If space remains, that area is counted as available for housing development. Together, this approach highlights nearly **100 parcels** as good candidates.

x



To remain sensitive and deferential to the religious institution's space, the approach conservatively models a modest density increase by assuming one single-story apartment of approximately 1,000 sq. ft for every 1,500 sq. ft of available site area.



Countywide

Note: this approach focuses solely on infill opportunities.²⁷ Building footprint was used to estimate the parking needed to continue to support the institutional space.²⁸

²⁷ These parcels are drawn from the Infill database, where REAP 2.0 criteria have already filtered for eligibility—ensuring factors such as transit access and proximity to urban centers. Then filtered to vacant or underutilized parcels zoned “Religious”

²⁸ Occupancy was estimated at 1 person per 10 sq. ft. of the existing building. 1 parking spot is assumed per 2 people.

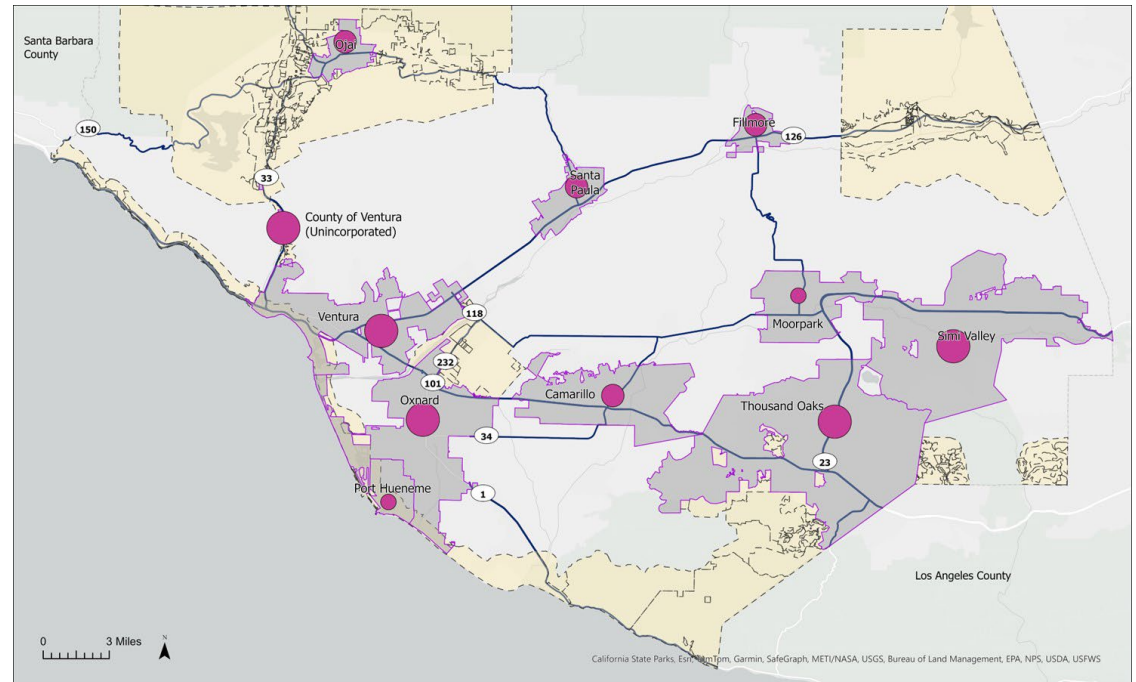
Where

Where are “good candidate” parcels concentrated?

This page examines the potential of the residential on faith land strategy across jurisdictions. Parcels were identified using the methodology described on the previous page and are shown spatially on the map here, with size of bubble relating to number of “good candidate” parcels. The accompanying charts further illustrate the strategy’s potential, together highlighting where opportunities on faith land are concentrated and how development potential varies by jurisdiction

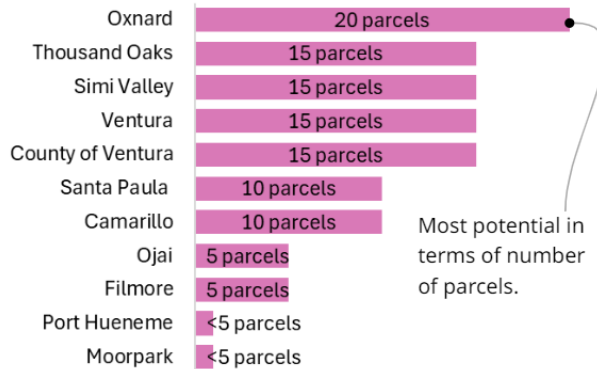
Legend

- Faith Land Parcel Total
- ≤4
- ≤8
- ≤12
- ≤16
- 20+
- ▭ City Boundary
- ▭ County Area Plan Boundary
- Major Roadways



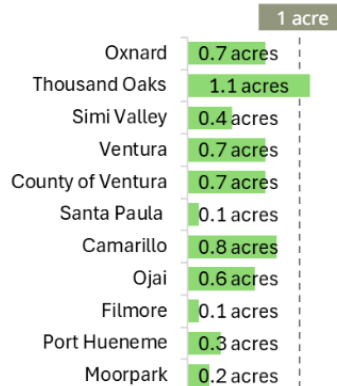
Number of "Good Candidate" Parcels

This is the total number of parcels in the Faith Land strategy **per jurisdiction**, identified through the method on the previous page.



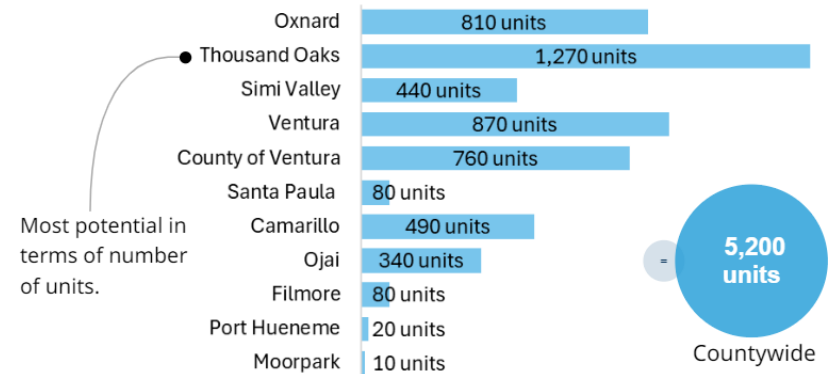
Faith Land Average Parcel Size

The average parcel size varies across the jurisdictions and is a helpful way for developers to visualize the scale of the potential.



Faith Land Total Unit Count

The total unit count per jurisdiction illustrates the overall development potential.



How

Strategizing faith land based housing development approach for farmworkers countywide



Funding & Financing Opportunities

Funding streams that could be applicable to this approach:

- **State and local housing funding programs:** For projects dedicated to farmworkers, the HCD Joe Serna, Jr. Farm Worker Housing Grant (FWHG) Program could be leveraged. Other HCD programs including MHP, AHSC, Infill Infrastructure Grants can also offer opportunities depending on the location and size of the project. Depending on the project design and eligibility, other state and local programs (such as HOME, PLHA, CDBG) may also be used to support acquisition, construction, or infrastructure.
- **Federal Home Loan (FHL) Bank Affordable Housing Program (AHP)** can provide grant funding.



Enhancements to Maximize Impact

To strengthen affordability and community integration:

- **Onsite Services:** Partner with the institution to provide daily-use programs and resources such as after-school care, food distribution, and family support services.
- **Affordability Preservation:** Utilize a community land trust (CLT) model or long-term ground lease structure to ensure permanent affordability and protect against market pressures.

How

Strategizing faith land based housing development approach for farmworkers countywide



Challenges and Solutions

Key challenges and some possible solutions:

1. Institutional hesitancy (challenge) due to unfamiliarity with development processes and limited internal capacity.

- **Offer churches turnkey development partnerships** (solution): structured as long-term ground leases (more attractive than land donations) that provide reliable revenue, cover legal costs of engagement, and demonstrate commitment to both affordability and long-term maintenance.
- **Provide technical assistance** (solution) such as development primers, case studies of successful partnerships, and hands-on support to build confidence.
- **Promote mission alignment** (solution) by framing affordable or farmworker housing as advancing institutional goals (e.g., community engagement, workforce stability, tangible expression of charity/philanthropy principles.).

2. Limited appetite for unit count (challenge) based on developer feedback, which can constrain financial feasibility and limit access to some HCD funding programs.

- **Offer flexible phasing** (solution) to allow incremental development aligned with institutional comfort levels.
- **Highlight funding leverage** (solution) by showing how higher unit counts improve competitiveness for state and federal programs.

3. Operational logistics for dual uses (challenge) such as wayfinding, separate entrances, parking during events, and noise management.

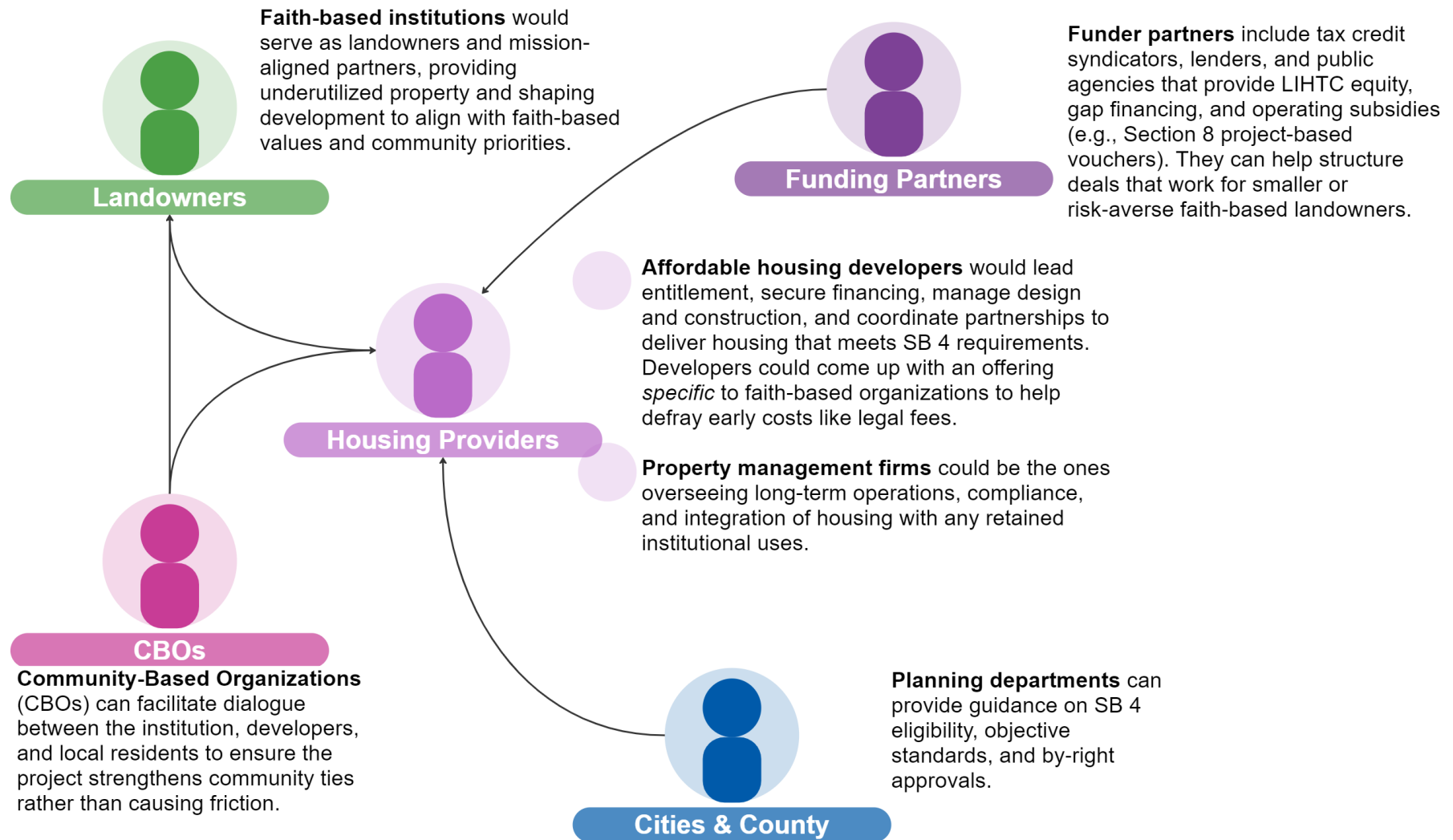
- **Integrate design strategies** (solution) like clear circulation plans, acoustic buffering, and shared parking models to minimize conflicts. Site planning according to CPTED principles for enhanced security.
- **Engage early with stakeholders** (solution) to co-create operational protocols that balance institutional and residential needs.

4. Social dynamics and perception (challenge) such as complex feelings or practical issues arising from housing on religious land.

- **Farmworker advocates could help facilitating dialogue** (solution) between faith-based organizations, prospective developers, the existing neighboring community, the pertinent jurisdiction, and prospective residents. This could help surface and address concerns about privacy, autonomy, or the separation between faith-based activities and residential life. By supporting open conversations and helping to establish clear expectations and operational boundaries, there is an opportunity to reduce social pressure, build trust, and ensure that both institutional values and residents' needs are respected.

Who

Who needs to be involved to make the residential on faith lands strategy successful?



03

Hotel Motel Conversion

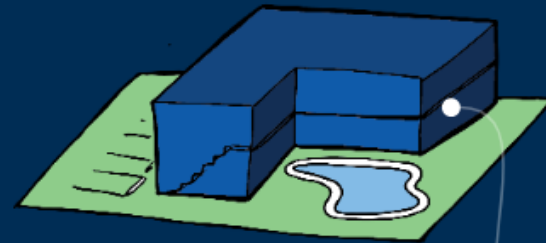
The Opportunity



Underutilized hotel or motel



The Potential

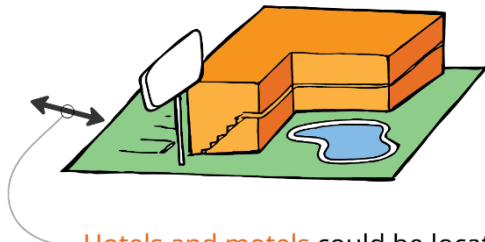


Converted to affordable rental units

Hotel Motel Conversion

What's the opportunity?

Hotel and motel conversions can transform underutilized or vacant properties into affordable housing for farmworkers and their families, while reducing costs and environmental impact.



Hotels and motels could be located close to various services such as public transport, parks, schools, or shops.

A hotel or motel conversion is a single project that adapts short-term hospitality buildings for residential use, often incorporating supportive services and community spaces.

This approach focuses on creating affordable housing in locations that are already close to transit, jobs, and essential amenities.

Benefits of this strategy include:

- ✓ **Lower development costs and embodied carbon** by reusing existing buildings rather than constructing new ones. The reuse of existing buildings also limits or eliminates the need for any infrastructure upgrades.
- ✓ **Revitalization of neglected areas** by breathing new life into underused properties and strengthening neighborhood vitality.



Public draft note: Image included for illustrative purposes; permissions have been requested and are pending approval.

Photo of inside the Studios at Hotel Berry²⁹

A built example: The Studios at Hotel Berry, developed by Jamboree Housing Corporation, is an adaptive reuse project that converted a historic 1929 hotel in downtown Sacramento into 104 furnished studio apartments for low-income and special-needs residents, including formerly homeless individuals and veterans. The renovation preserved original architectural details while updating interiors with kitchenettes, bathrooms, water-saving fixtures, and sustainable finishes like low-VOC paints. Beyond housing, the project offers onsite programs for job skills, health, and 24/7 mental health support. Supported by \$10 million from the Sacramento Housing and Redevelopment Agency and \$13.6 million through the LIHTC exchange program, the conversion reinforced the structure and advanced Sacramento's goal of retaining 712 Single Room Occupancy units downtown.^{30 31}

²⁹ Image source: Jamboree Housing Corporation

³⁰ Affordable Housing Finance, [Historic Hotel Berry Returns as Housing](#) (2013)

³¹ Jamboree Housing, [The Studios at Hotel Berry](#)

The Context

What's new and enabling?



Unlocking Policies

Inclusionary compliance via adaptive reuse:

Inclusionary housing policies require new residential developments to provide a share of affordable units or use approved alternatives such as in-lieu fees or off-site construction. Hotel and motel conversions to income-restricted housing can qualify under the off-site option when permitted by local ordinance. In Ventura County, several jurisdictions require inclusionary housing – among them, the cities of Camarillo, Moorpark, Oxnard³², Santa Paula³³, Thousand Oaks³⁴, and Ventura³⁵. Because compliance rules vary by city, eligibility should always be confirmed against the specific ordinance and inclusionary agreement.



Public draft note: Image included for illustrative purposes; permissions have been requested and are pending approval.

Photos of the Valentine Road Apartments in City of Ventura.³⁶

A local case study: The La Quinta Inn conversion in the City of Ventura, now known as Valentine Road Apartments, offers a compelling local case study in this approach. The Housing Authority of the City of San Buenaventura (HACSB), in partnership with the County of Ventura and McCarthy Companies, converted a 142-room La Quinta Inn at 5818 Valentine Road into 134 studio-style permanent supportive housing units, along with office and community spaces organized around a central courtyard.³⁷

The project was enabled by a layered financing approach: a record-breaking \$32 million Homekey grant served as the foundation, supplemented by \$5.5 million from County of Ventura, more than \$2.9 million in city contributions, and additional sponsor loans—together forming a \$50 million package that transformed a shuttered hotel into permanent housing. Located near public transit, grocery stores, healthcare facilities, and recreational amenities, the site offers residents convenient access to essential services. Retrofitted into studio apartments, the property integrates communal areas and flexible spaces designed to foster connection and support.³⁸

³² City of Oxnard, [Inclusionary Housing Update](#) (2022)

³³ American Legal Publishing, "Sec. 16.13.402 Inclusionary Housing Units: Applicability" of Santa Paula's Municipal Code (2023)

³⁴ American Legal Publishing, "Sec. 9-10.306. Alternative Compliance Procedures" of City of Thousand Oaks Municipal Code (2025)

³⁵ City of Ventura, ["Inclusionary Housing Program – In-Lieu Fee Update" Staff Report](#) (2024)

³⁶ Images source: VC Star

³⁷ McCarthy Companies, [Valentine Road](#)

³⁸ City of Ventura, ["Ventura receives \\$32 Million from the State of California for an innovative housing project bringing"](#) - joint news release (2023)

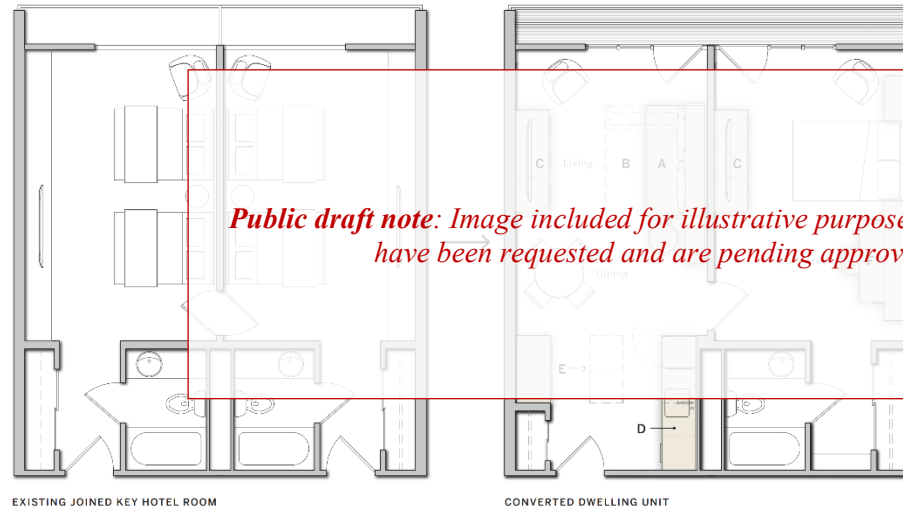
The Context

What's new and enabling?

Enabling Innovation

All-electric kitchen retrofits: All-electric appliances are making it easier and more affordable to turn hotels into homes. Using induction cooktops and other electric equipment avoids the need to add gas lines or special venting, features most hotels were never built to handle. Compact, energy-efficient kitchenette packages (e.g., small induction cooktop + a microwave-convection oven + an undercounter refrigerator) can fit neatly into former hotel rooms. These ready-made approaches help developers make the most of limited space while creating functional, comfortable homes. Multifunctional furniture designs can maximize space efficiency and adaptability. Fold-away beds, transformable seating, integrated storage walls, and modular tables allow a space to serve multiple purposes, reducing overall footprint and supporting diverse daily activities while maintaining comfort and usability.

TYPICAL 1 BEDROOM PLAN:
DWELLING UNIT CONVERSION | 655 SF



Public draft note: Image included for illustrative purposes; permissions have been requested and are pending approval.

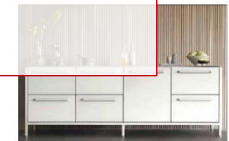
Architecture and planning firm Steinberg Hart’s hotel-to-housing conversion design guidance illustrates how this approach works in practice. In the example above, two adjoining hotel rooms are combined to create a one-bedroom unit; **D** denotes the compact kitchenette.³⁹



A Fold Configuration
A freestanding, horizontally opening bed system featuring a headboard and a screen footboard.



B Bed Configuration



C Media Storage Console & Work Surface
A classic solution for many room conversions, the 28" wide wall modules can be placed freely or against the wall.



D Custom Kitchen Modules
The configuration shown includes four modules: two for a sink flanked with a refrigerator and a stacked stove and dishwasher.

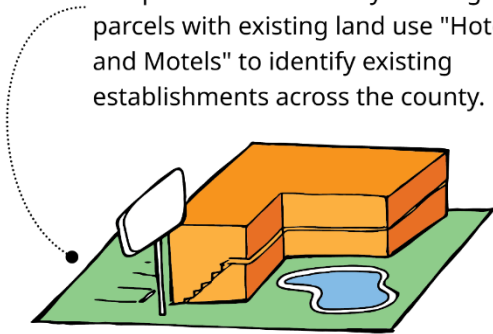
³⁹ Steinberg Hart, Converting Hotels to Housing (2021)

The Potential

Estimating the potential impact – how many units could be developed countywide?

- 1 **Identify Good Candidate Parcels**
- 2 **Applying a Housing Typology**
- 3 **Estimate a Number of Units**

The process starts out by locating parcels with existing land use "Hotels and Motels" to identify existing establishments across the county.

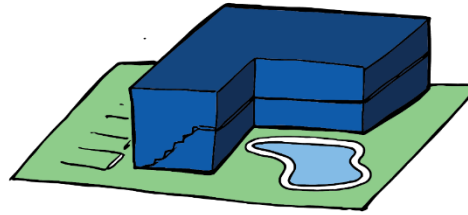


To identify hotels or motels more suitable for conversion, operational status is considered. Hotels that are permanently closed are assumed a good opportunity.



If the hotel is currently operational, its star rating is considered. Hotels with one or two stars were considered to have conversion potential.

x



This approach highlights nearly **50 Hotels** as good candidates and uses a conservative assumption of approximately 50 rooms in the average hotel or motel.

=

2,600 units

Countywide

Note: this approach focuses solely on infill opportunities.⁴⁰ It does not include demolition.⁴¹

⁴⁰ These parcels are drawn from the Infill database, where REAP 2.0 criteria have already filtered for eligibility—ensuring factors such as transit access and proximity to urban centers. Then filtered to parcels zoned as “Hotels and Motels”

⁴¹ The approach excludes opportunities to demolish and redevelop the parcel completely, which would potentially boost the overall unit estimate.

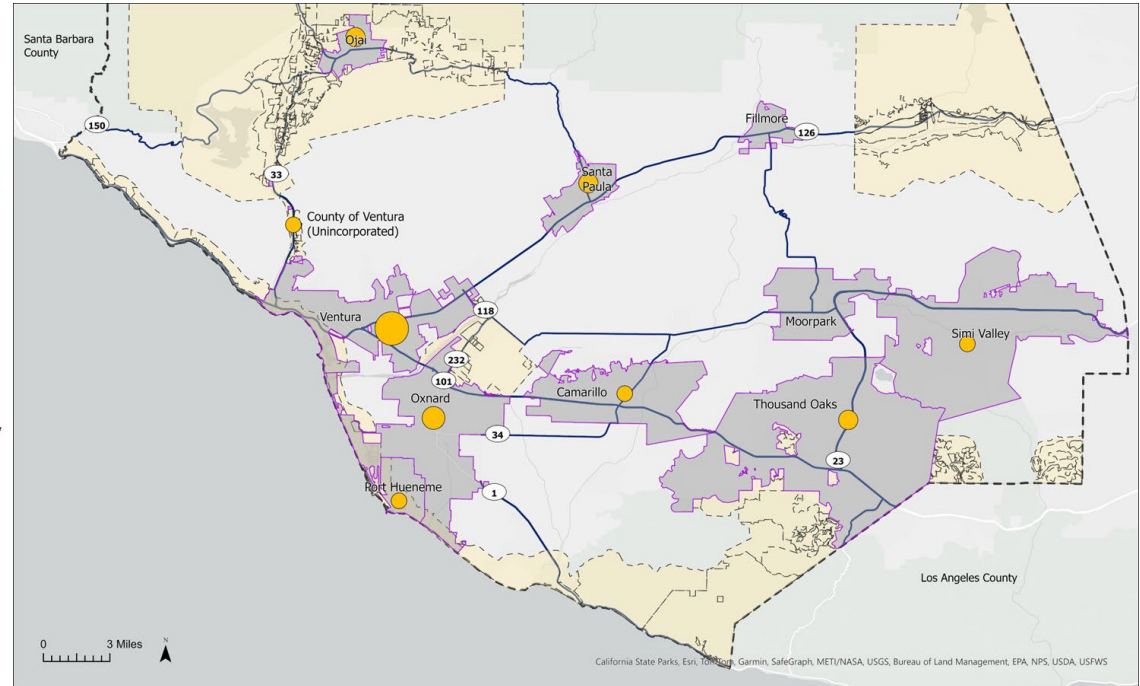
Where

Where are “good candidate” parcels concentrated?

This page examines the potential for the hotel–motel conversion development strategy across jurisdictions. Parcels were identified using the methodology described above and are shown spatially on the map. The accompanying charts further highlight the strategy’s potential. Together, they illustrate where hotel motel conversion opportunities are concentrated and how development potential varies by jurisdiction.

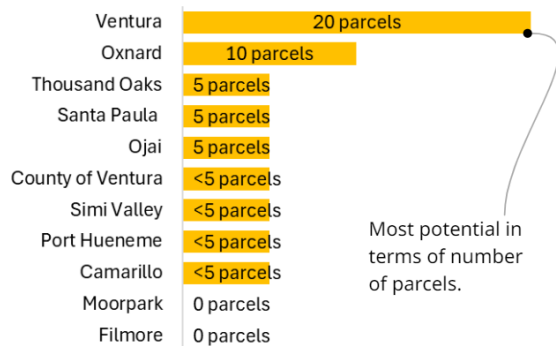
Legend

- Hotel Motel Parcel Total
 - ≤4
 - ≤8
 - ≤12
 - ≤16
 - ≤20
- City Boundary
- County Area Plan Boundary
- Major Roadways



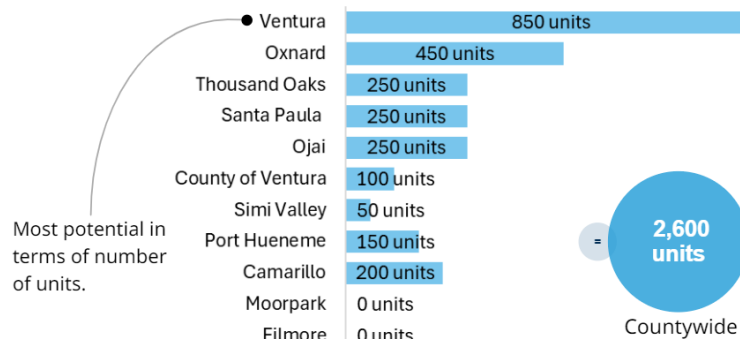
Number of “Good Candidate” Parcels

This is the total number of parcels in the Hotel Motel Conversion strategy **per jurisdiction**, identified through the method on the previous page.



Hotel Motel Total Unit Count

The total unit count per jurisdiction illustrates the overall development potential.



How

Strategizing hotel motel conversion housing development for farmworkers countywide



Funding & Financing Opportunities

Hotel motel conversion projects can tap into a diverse funding ecosystem:

- **State Homekey (CA):** California’s Homekey program specifically funds the acquisition and conversion of hotels, motels, and other existing structures into interim or permanent housing. Although the original Homekey application rounds have concluded, its successor program, Homekey+ is underway and still focused on supporting housing for veterans and individuals at the risk of or experiencing homelessness.⁴²
- **Joe Serna Jr. Farmworker Housing Grant (CA):** California’s Serna program offers capital grants and deferred-payment loans for not only new construction but also acquisition and rehabilitation of multifamily housing for agricultural workers.
- **Local and regional funding sources:** For example, the Housing Partnership Network (HPN) launched a national cohort from 2022 to 2024 focused on converting non-residential properties into affordable housing (the Adaptive Reuse Conversion Accelerator Program). Funded by Wells Fargo, it provided grants for planning, property acquisition, and renovation of hotels, office buildings, and schools.⁴³



Enhancements to Maximize Impact

To align with farmworker needs and strengthen funding applications:

- **Focus on economically struggling hotels and motels:** Prioritizing properties that are underperforming financially (e.g., aging, with low occupancy and deferred maintenance) can simultaneously stabilize ownership, deliver housing aligned with farmworker needs, and help revitalize surrounding areas.
- **Prioritize properties with good transit access for conversion:** Prioritizing parcels with strong transit access improves competitiveness for AHSC and HCD TOD programs and helps lower vehicle miles traveled (VMT) of the residents.

Consider pairing with cooperative ownership models: Cooperative ownership can give farmworker families a pathway to build equity, participate in housing decisions, and strengthen long-term community stability. Cabrillo Village is a landmark example: its transition to a resident-owned cooperative ultimately led to the creation of the Cabrillo Economic Development Corporation and inspired broader efforts for self-determined housing solutions.⁴⁴ While the model offers significant benefits, including lasting affordability and shared equity, it also requires a high level of resident engagement. Balancing these demands with the potential advantages makes cooperative ownership an option worth exploring. Strong governance and oversight are critical for success; lessons from past local experiences should inform best practices.

⁴² California Department of Housing and Community Development, [Homekey+](#) (2025)

⁴³ Housing Partnership Network, [Adaptive Reuse Conversion Accelerator Program](#)

⁴⁴ Noozhawk, [Cabrillo Economic Development Corporation: Building Affordable, Inclusive Communities Since 1981](#) (2024)

How

Strategizing hotel motel conversion housing development for farmworkers countywide



Challenges and Solutions

Key challenges and some possible solutions:

1. Code compliance, layout constraints, and infrastructure improvements (challenge)

– Converting hotels to residential use can require substantial upgrades to meet building codes and habitability standards. Common requirements include adding kitchens to units, improving accessibility, and upgrading fire and life safety systems, like installing or modernizing sprinklers and repairing or adding elevators.

- **Include holistic assessments early** (solution) to assess things like the electrical capacity; design to leverage utility rebate programs and energy-efficiency incentives to help offset upgrade costs.
- **Target extended stay hotels where possible** (solution) given more cost-effective to convert.⁴⁵

2. Zoning, land-use, and coastal

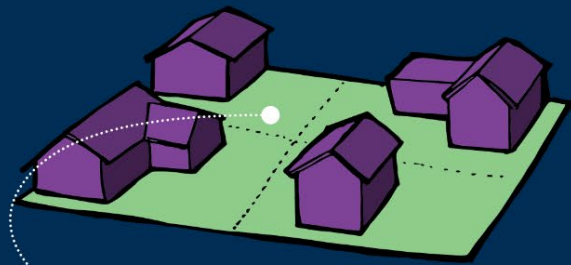
regulatory barriers (challenge) – In some jurisdictions, local coastal policies limit or complicate the conversion of hotels and motels to residential use.

- **Proactively review and align local regulations** (solution) to clearly permit and streamline conversions, including targeted updates to Local Coastal Programs (LCPs) and related policy frameworks.
- **Limited unit sizes:** this strategy can focus on responding to the needs of single workers. Alternatively, combining two hotel / motel rooms into a larger residential unit can be explored.

⁴⁵ ULI, "Hotel-to-Housing Conversions Proliferate" (2022)

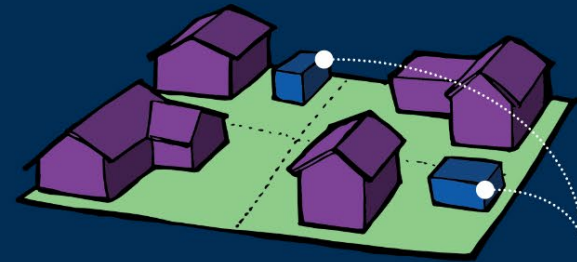
04 Accelerating ADUs

The Opportunity



Underutilized residential land

The Potential



Gentle densification

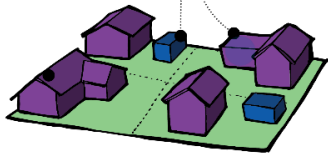
Accelerating ADUs

What's the opportunity?

Accessory Dwelling Units (ADUs) are a home-grown, low-impact solution for expanding housing supply—small-scale, distributed, and rooted in existing neighborhoods.

ADUs could look like **standalone units** (detached or attached).

JADUs (Junior Accessory dwelling Units) refer to **converted spaces** (such as a garage, basement, attic, or spare bedroom).



Additions could be above-garage or rear extensions

There are also **Multifamily ADUs** (up to 8 detached units allowed on qualifying parcels).

An ADU is a housing unit built on a lot with an existing primary residence. In Ventura County, ADUs can be added to single-family homes and multi-family properties, creating flexibility for homeowners and landlords. Unlike large developments that can feel disruptive (e.g., especially around issues like parking), ADUs gently turn the dial up on density while preserving community character.

Why ADUs? Multiple benefits:

- ✓ **Private, proximate housing:** ADUs can be located on any parcel with a single-family dwelling on it – i.e., near farmworker employment and essential services (schools, grocery stores, healthcare), reducing commute times and transportation costs.
- ✓ **Rental income for property owners:** ADUs can create a revenue stream that can help offset mortgage costs.
- ✓ **Multigenerational living:** They can support aging in place and provide housing for caretakers or extended family, strengthening social ties.
- ✓ **Efficient land use:** By leveraging existing parcels and infrastructure, ADUs add housing without requiring new subdivisions or major utility expansions.
- ✓ **Neighborhood vitality:** Incremental density supports local businesses and transit ridership while maintaining the scale and feel of established communities.



Rendering of a one bedroom, 700 sq. ft. ADU



Rendering of a two bedroom, 900 sq. ft. ADU⁴⁶

Example of local efforts: County of Ventura offers free standardized plans for building ADUs and Farmworker/Animal Caretaker Dwelling Units for unincorporated County residents, designed to save time and money during permitting. These plans (available in 1-, 2-, and 3-bedroom layouts), pre-approved by the County's Building and Safety Division, streamline construction by reducing design costs and review times.⁴⁷

⁴⁶ Image sources: County of Ventura

⁴⁷ County of Ventura, [Standardized Plans for Accessory Dwelling Units and Farmworker/Animal Caretaker Dwelling Units](#)

The Context

What's new and enabling?



Unlocking Policies

SB 9 (effective 2022) expands ADU potential by allowing homeowners to split single-family lots in urban areas. SB 9 allows homeowners to build two primary units on a single-family lot, split the lot into two, and potentially create up to four units through a streamlined approval process.⁴⁸

AB 2221 (effective 2023) streamlines permitting and removes local barriers. AB 2221 requires ADU applications to be approved within 60 days, protects the right to build units of at least 800 sq. ft. with minimal setbacks, and confirms ADUs can be built in detached garages.⁴⁹

AB 1332 (effective 2024) introduces a statewide pre-approved plan program to simplify ADU development. Cities and counties must review and publish pre-approved ADU designs and process site-specific applications using those plans within 30 days, reducing time and uncertainty without requiring jurisdictions to create their own designs.⁵⁰

County of Ventura ADU Ordinance (effective 2024) for example is largely an implementation of state law, but it also clarifies local pathways (Building Permit vs. Zoning Clearance) and explicitly permits larger ADUs (up to 1,800 sq ft based on lot size) in its zoning-clearance track. In other words, it can be more permissive than the state minimum in practice and the County's website offers explicit detail on what's allowable.



Enabling Innovation

The ADU market is rapidly evolving, with prefabricated and modular builders delivering high-quality units in weeks instead of months. Innovation is happening not just in design and construction, but also in ownership through creative financing models like rent-to-own and fractional equity.



Supportive Programs

Free Standardized Plans – As described on the previous page, the County of Ventura provides free, pre-approved plans for Accessory Dwelling Units (ADUs) and Farmworker/Animal Caretaker Dwelling Units, available to property owners in unincorporated areas of the county. This program is part of a broader trend across California, where jurisdictions are adopting standardized designs to accelerate housing production and reduce costs. While customization is limited to finishes and exterior details, these plans allow homeowners and property owners to add housing more efficiently and affordably by eliminating the need for custom architectural work. Before construction begins, applicants must verify property eligibility and obtain all required permits from the County's Planning Division (if applicable) and Building & Safety Division.

⁴⁸ County of Ventura, "Senate Bill 9 (SB 9)," <https://rma.venturacounty.gov/divisions/planning/senate-bill-9-sb-9/>

⁴⁹ California YIMBY, "AB 2221," <https://cayimby.org/legislation/ab-2221/>

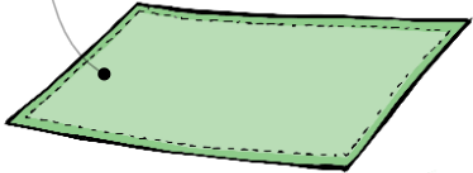
⁵⁰ ABAG, "AB 1332 Pre-Approved Accessory Dwelling Units," <https://abag.ca.gov/sites/default/files/documents/2025-02/AB1332-Overview-and-Implementation-Checklist-2-20-25.pdf>

The Potential

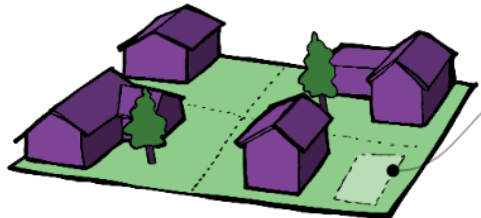
Estimating the potential impact – how many units could be developed countywide?

- 1 **Identify Good Candidate Parcels**
- 2 **Apply a Housing Typology**
- 3 **Estimate a Number of Units**

Parcels that have suitable zoning and do not currently have any buildings are considered potentially available for development.

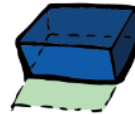


If there are buildings already on the site, their footprint is deducted from the total parcel area to determine the available space left.



If there is remaining space that is rectangular in shape, it can be considered. To take into account external factors (such as slope and existing trees) that might limit development potential, only one-third of the spaces were included. This approach identified just over **87,000 parcels**.

x



The method conservatively estimates one ADU of about 800 sq. ft for every 1,000 sq. ft of available site area (i.e., one unit for every 1,000 sq. ft).

=

144,800 units

Countywide

Note: this approach focuses solely on infill opportunities.⁵¹ This only looks at the addition of a detached unit.⁵²

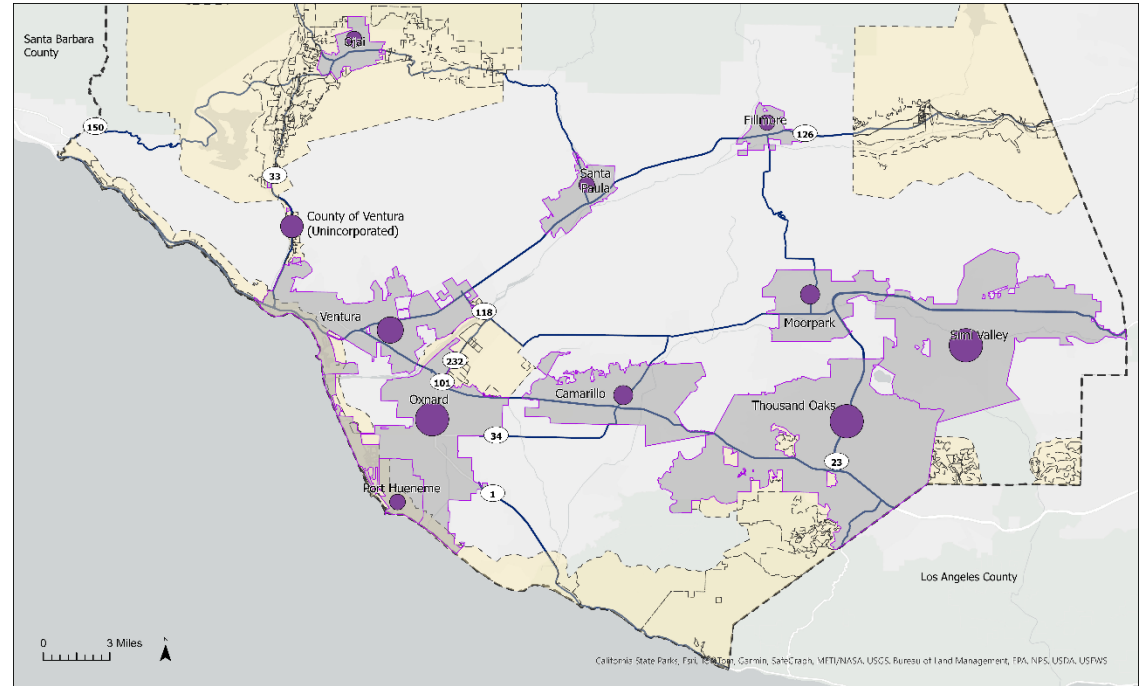
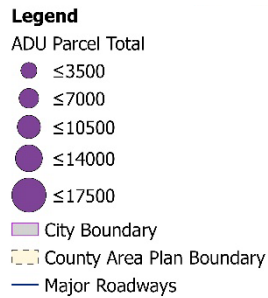
⁵¹ These parcels are drawn from the Infill database, where REAP 2.0 criteria have already filtered for eligibility—ensuring factors such as transit access and proximity to urban centers. Then filtered to vacant or underutilized parcels zoned “Residential” or “Mixed-use Commercial / Residential”

⁵² It could not be determined from available data if an existing building footprint included a garage or other structure that could be converted.

Where

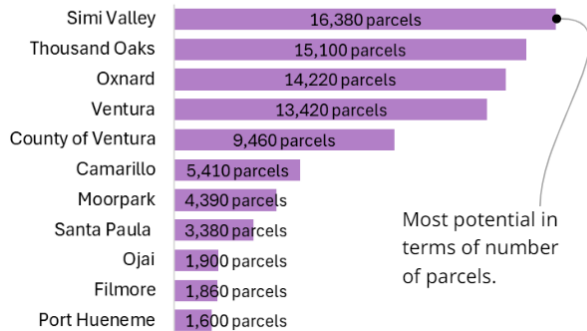
Where are “good candidate” parcels concentrated?

This page examines the potential of accelerating ADU development across jurisdictions. Parcels were identified using the methodology described on the previous page and are shown spatially on the map here, with size of bubble relating to number of “good candidate” parcels. The accompanying charts further illustrate the strategy’s potential, together highlighting where **ADU opportunities** are concentrated and how development potential varies by jurisdiction.



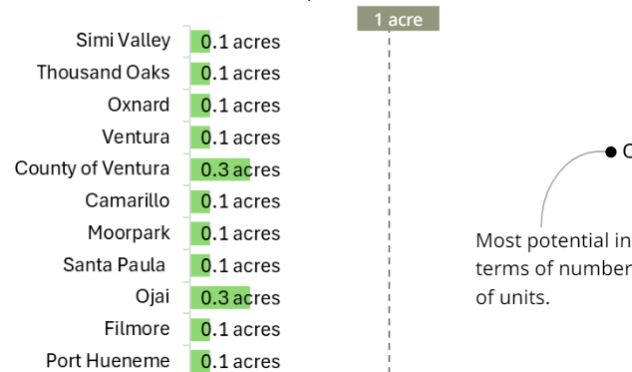
Number of "Good Candidate" Parcels

This is the total number of parcels in the ADU strategy **per jurisdiction**, identified through the method on the previous page.



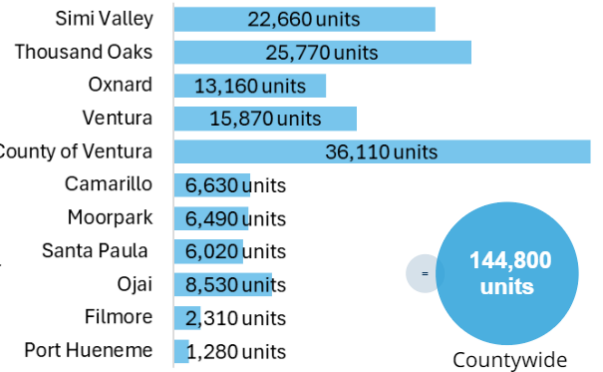
ADU Average Parcel Size

The average parcel size varies across the jurisdictions and is a helpful way for developers to visualize the scale of the potential.



ADU Total Unit Count

The total unit count per jurisdiction illustrates the overall development potential.



How

Strategizing ADU housing development for farmworkers countywide



Funding & Financing Opportunities

ADUs can unlock multiple funding and support streams:

- **Construction loans:** Construction loans for ADUs provide short-term financing with slightly higher interest rates than traditional mortgages. Funds are disbursed in stages as construction progresses, reducing upfront costs. After the ADU is complete, the loan is either paid off or converted into a standard long-term mortgage, making it a practical option for homeowners building an ADU.⁵³
- **Neighborhood Bulk Purchasing for ADUs:** Coordinating neighborhoods to engage in bulk purchasing of materials and services can significantly reduce per-unit costs and streamline ADU development. By pooling demand, homeowners can leverage economies of scale, negotiate better pricing, and simplify logistics.



Enhancements to Maximize Impact

To focus on meeting farmworker needs:

- **Forgivable loan program for ADUs rented to farmworkers:** For example, the Association of Bay Area Governments produced Accessory Dwelling Unit Forgivable Loan Program Template Documents that provide a framework for local jurisdictions to create loan programs that incentivize ADU construction. The template outlines how cities or counties can offer forgivable loans to homeowners who build ADUs and agree to rent them to income-qualified tenants—such as farmworkers or low-income households—for a specified compliance period.⁵⁴
- **Pre-approved ADU plans:** Jurisdictions could develop or expand and maintain a standardized library of pre-approved ADU plans that meet local zoning and building code requirements.

⁵³ Los Angeles Times, [You Do ADU, Part 1: Thousands of Californians are building ADUs. Should you?](#) (2023)

⁵⁴ Association of Bay Area Governments, [Farmworker Housing ADU Forgivable Loan Template](#) (2024)

How (cont.)

Strategizing ADU housing development for farmworkers countywide



Challenges and Solutions

Key challenges and some possible solutions:

1. Upfront costs (challenge): The cost of constructing an accessory dwelling unit (ADU) in California remains a significant barrier for many homeowners. A monthly payment at current interest rates may be out of reach for middle-class homeowners.

- **Expand ADU loan and grant programs** (solution) – described on previous page.
- **Coordinate bulk ADU development** (solution) – described on previous page.
- **Expand adoption of pre-approved plans** (solution) to reduce design work – described on previous page.

2. Homeowner hesitance (challenge) creates barriers to ADU adoption. The average single family homeowner may not have any experience in selecting a contractor and overseeing construction of a project.

- **An “ADU Accelerator” help desk** (solution) could help guide homeowners through the process of building and renting ADUs. Modeled after the (former) Los Angeles ADU Accelerator Program, this resource could offer tenant-matching services and even provide rental or construction subsidies, reducing financial and logistical barriers for property owners.⁵⁵

3. Infrastructure limitations (challenge) can constrain ADU feasibility.

- **Pair ADU programs with infrastructure grants** (solution) to help offset costs for sewer, water, and utility upgrades.
- **Coordinate with local agencies / utilities** (solution) to prioritize infrastructure improvements in high-potential ADU corridors and/or incentive off-grid design solutions like solar panels.

⁵⁵ City of Los Angeles, [The LA ADU Accelerator Program](#)

How (cont.)

Strategizing ADU housing development for farmworkers countywide



Vancouver's legislation refers to ADUs as "laneway houses" – as illustrated by architecture firm Lanescape here.⁵⁶



Challenges and Solutions

Key challenges and some possible solutions (continued):

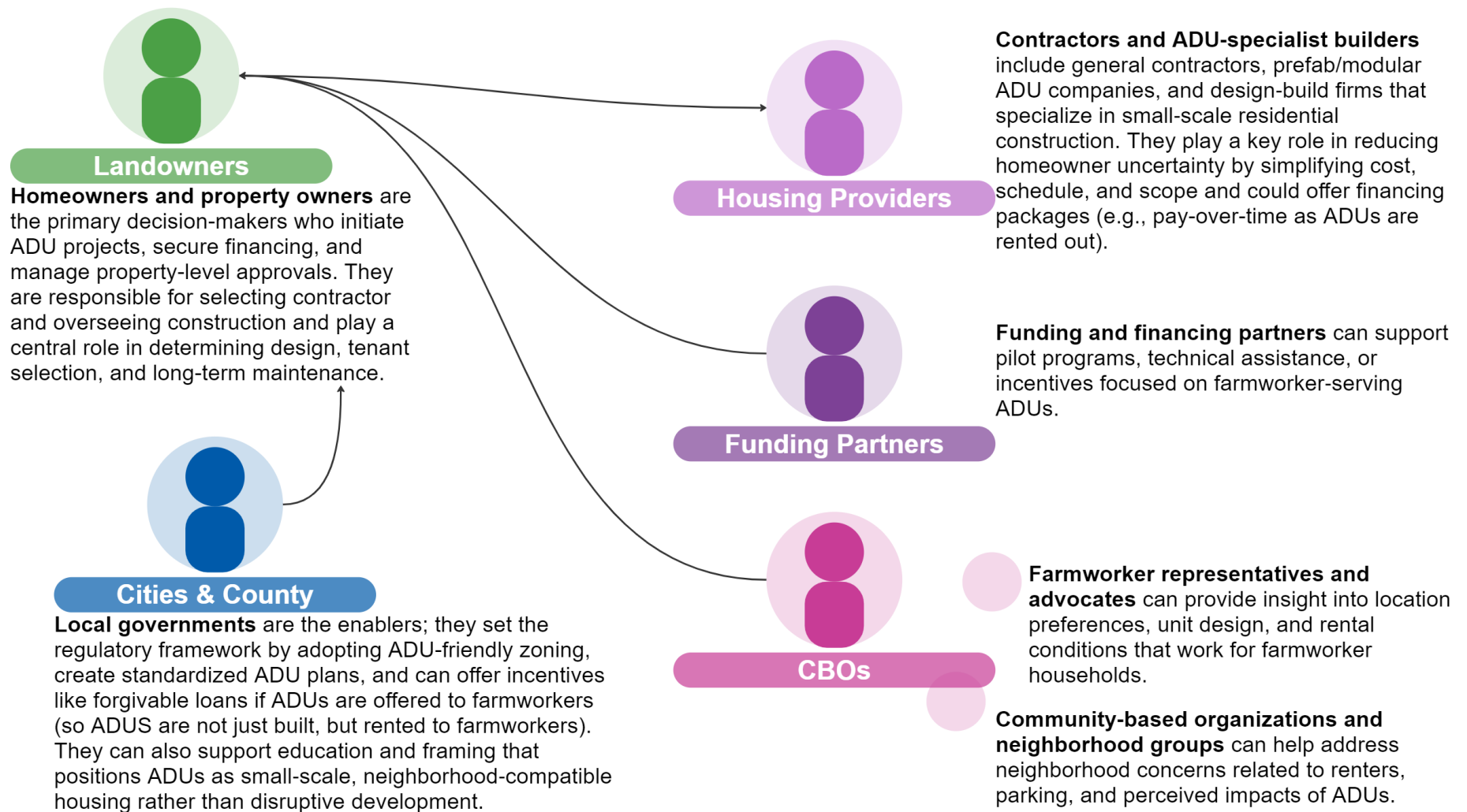
4. Neighborhood hesitance (challenge) can arise around renters and parking impacts.

- **Strategic communications and framing** (solution) can help emphasize that affordable housing benefits the broader community. ADUs can serve many purposes beyond long-term rentals, including farmworker housing, multigenerational living, or flexible live/work space at different life stages. Language also matters: terms like "laneway house" (Vancouver), "backyard cottage" (Seattle and the Northeast), or "casita" (Los Angeles) help convey that ADUs are small-scale, neighborhood-compatible, and even charming additions rather than disruptive development.

⁵⁶ Rendering source: Lanescape, <https://lanescape.ca/>

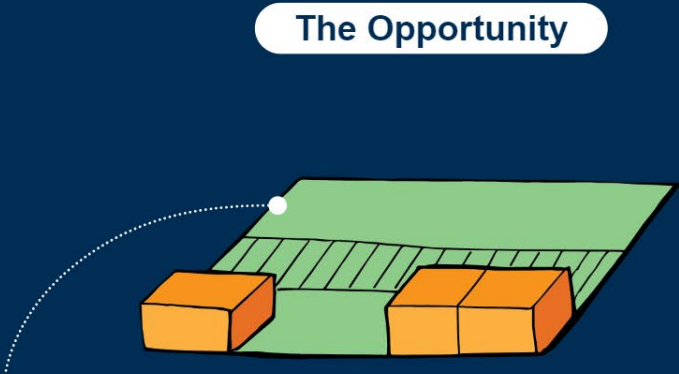
Who

Who needs to be involved to make the accelerating ADUs strategy successful?



05 Upzoning

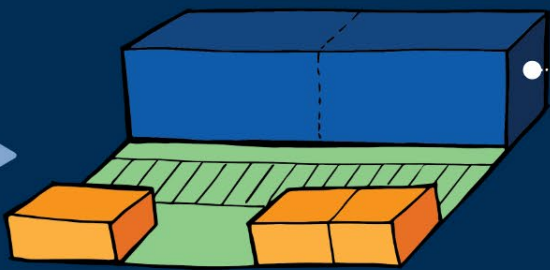
The Opportunity



Available space in commercial or transit corridors



The Potential

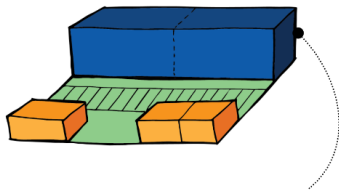


Local upzoning initiatives could increase allowable density in exchange for affordable housing

Upzoning

What's the opportunity?

Upzoning land to allow more housing and requiring that a share of the value created by that public decision delivers affordable farmworker housing



More intensive development could mean taller buildings, additional units, or mixed-use configurations.

Upzoning is when a jurisdiction changes zoning rules to allow more housing than was previously permitted—for example, by allowing mixed-use housing on underused commercial or industrial parcels or increasing allowed density or building height. **Land Value Recapture (LVR)** is based on a simple principle: public actions (*like* upzoning that enables greater development or investments in infrastructure and public amenities) make an area more desirable and can increase nearby land values. Policies could be designed to recover and reinvest a portion of that publicly created value to deliver community benefits, such as affordable housing.

How is this different from California's State Density Bonus Law? The Density Bonus Law is developer-initiated and optional: when a developer chooses to include a minimum share of deed-restricted affordable units (or meets other eligibility pathways under the statute), they may request a “density bonus” and related incentives/concessions, and local governments must comply with the state law's requirements for qualifying projects.

By contrast, LVR upzoning is *jurisdiction-initiated*: the city or county decides where to create new development rights through rezoning and it can set clear rules that using those newly created rights requires providing public benefits like a provision of land or affordable units.⁵⁷

Benefits:

- ✓ **Market-driven affordability:** Uses private development to help fund public goals.
- ✓ **Mixed-income communities:** Combining market-rate and affordable units can offer stability.
- ✓ **Location:** Directs development where it is needed and well-connected.



Image of Hermosa Beach Pier Plaza⁵⁸

Example in action: Hermosa Beach illustrates how rezoning can advance housing goals. In 2023, the City rezoned portions of Pier Avenue, Pacific Coast Highway, and Aviation Boulevard from commercial to mixed-use, creating new opportunities for residential development in prime locations. Through its Land Value Recapture (LVR) program, developers building market-rate housing contribute fees of \$76 per sq. ft. for residential buildings of four or fewer units and \$104 per sq. ft. of larger developments unless affordable units are included. Per the City's Council Report, “The primary intent of the LVR program is to incentivize development of affordable housing to meet the City's Regional Housing Needs Allocation (RHNA) mandate. The second intent is to generate a local funding source to assist in new affordable units, and to benefit a regional Housing Trust.”⁵⁹

⁵⁷ There's a risk that in lieu fee options can underperform when set too low or used too often, LVR programs can be designed to prioritize pathways that produce affordable units directly, and treat fee payment as a backstop.

⁵⁸ Image source: [Wikipedia Commons](#)

⁵⁹ Easy Readers & Peninsula, [Hermosa Beach Council sets fees for market-priced residential development in commercial districts \(2023\)](#)

The Context

What's new and enabling?



Unlocking Policies

California State Density Bonus: The State Density Bonus Program has demonstrated that upzoning can effectively incentivize market-rate developers to include affordable housing in their projects. Under this program, developers receive additional development rights, such as increased height or density, in exchange for providing deed-restricted affordable units. Many cities have adopted local variations, including density bonus ordinances and community benefit programs⁶⁰, to capture land value and promote mixed-income housing through similar mechanisms.

Transit-Oriented Development Incentives: Policies like SB 79 encourage higher density near transit hubs and urbanized areas, streamlining approvals and reducing parking requirements

Streamlined Permitting & CEQA Reform: Recent reforms in California reduce delays for infill and mixed-use projects, making upzoning more practical. (See the Mixed-use Strategy for more on this.)

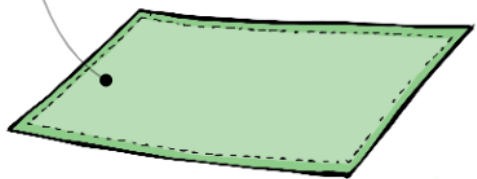
⁶⁰ Community benefit programs incentivize development by linking increases in development intensity to the provision of public benefits beyond those otherwise required by code. California Planning Roundtable, [Best Practices for Implementing a Community Benefits Program](#) (2017).

The Potential

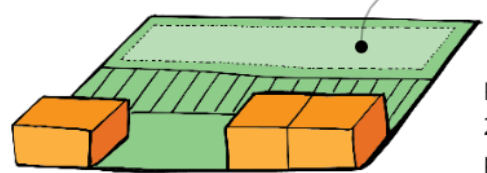
Estimating the potential impact – how many units could be developed countywide?



1 Identify Good Candidate Parcels
 Parcels that have suitable zoning and do not currently have any buildings are considered potentially available for development.

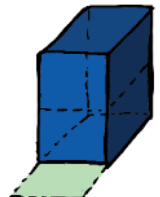


If a parcel includes buildings, parking space was estimated based on the size of the existing structure.



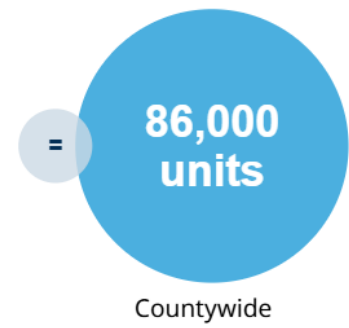
x

2 Apply a Housing Typology
 25% of the available area is set aside for new parking and requirements for setbacks from the street.



A two-story multifamily building with moderate density is assumed to estimate potential units: for every 1,000 sq. ft of building area, two apartments of approximately 1,000 sq. ft.

3 # Estimate a Number of Units



Parcels that have a rectangular shape and less than 25% of their boundary adjacent to heavy industrial parcels can be developed. This method identifies nearly **750 parcels** as suitable options.

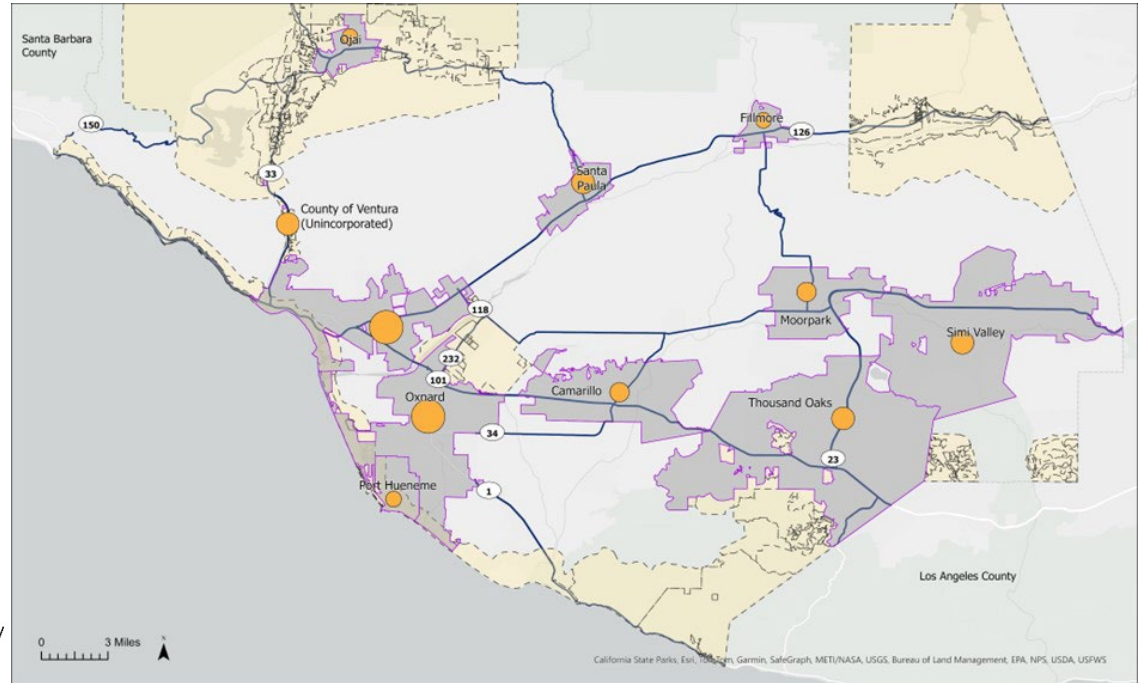
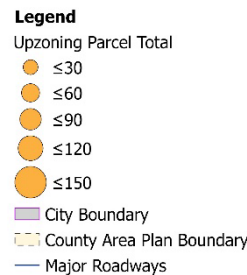
Note: this approach focuses solely on infill opportunities.⁶¹ It does not include demolition.⁶²

⁶¹ These parcels are drawn from the Infill database, where REAP 2.0 criteria have already filtered for eligibility—ensuring factors such as transit access and proximity to urban centers. Then filtered to vacant or underutilized parcels zoned “Light Industrial,” “Wholesaling and Warehousing,” or “Mixed-use Commercial/ Industrial.”
⁶² This approach excludes opportunities to demolish and redevelop the parcel completely, which would boost the overall estimate.

Where

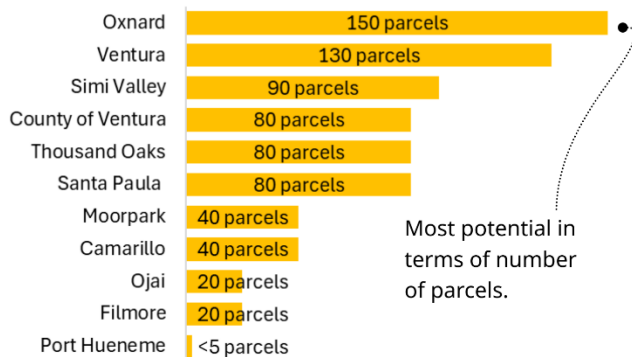
Where are “good candidate” parcels concentrated?

This page examines the potential of the upzoning development strategy across jurisdictions. Parcels were identified using the methodology described on the previous page and are shown spatially on the map here, with size of bubble relating to number of “good candidate” parcels. The accompanying charts further illustrate the strategy’s potential, together highlighting where upzoning opportunities are concentrated and how development potential varies by jurisdiction.



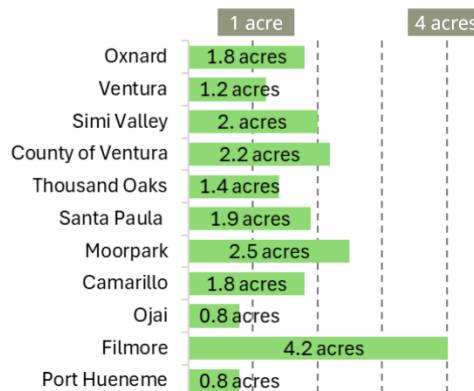
Number of "Good Candidate" Parcels

This is the total number of parcels in the Upzoning strategy **per jurisdiction**, identified through the method on the previous page.



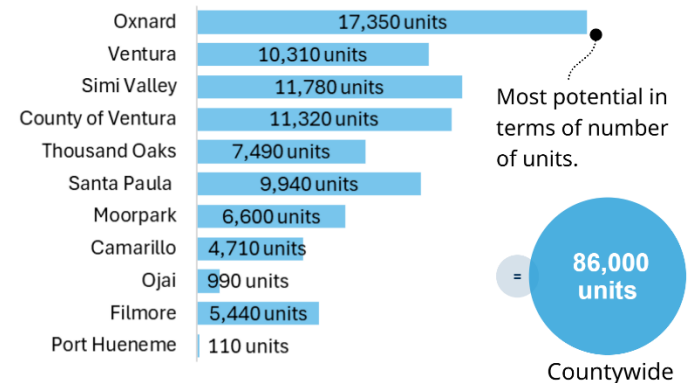
Upzoning Average Parcel Size

The average parcel size varies across the jurisdictions and is a helpful way for developers to visualize the scale of the potential.



Upzoning Total Unit Count

The total unit count per jurisdiction illustrates the overall development potential.



How

Strategizing this housing development approach for farmworkers in Ventura County



Funding & Financing Opportunities

Funding streams that could be applicable to this approach:

- **Local Incentives:** Community benefit programs and local density bonus ordinances can complement state programs, providing layered incentives.
- **Infrastructure Grants:** Programs like California's Infill Infrastructure Grant can support site improvements for upzoned parcels.
- **Affordable Housing and Sustainable Communities (AHSC):** As described in the Mixed-use Strategy, projects near transit and essential services earn location efficiency points, improving competitiveness for funding.



Enhancements to Maximize Impact

To strengthen affordability and community integration:

- **Mixed-Use Integration:** Look to pair upzoning with mixed-use that serves farmworkers and their families (see Mixed-use Strategy for more ideas around this).
- **Transit Proximity:** Prioritize parcels near transit to align with AHSC and TOD program criteria, improving funding eligibility.
- **Social Service Partnerships:** Incorporate space for nonprofits offering workforce development, health navigation, or family resource centers to support farmworker families. Partnerships with cultural, arts, and heritage organizations are also welcome to build community with the potential additional benefit of stimulating economic development benefits.



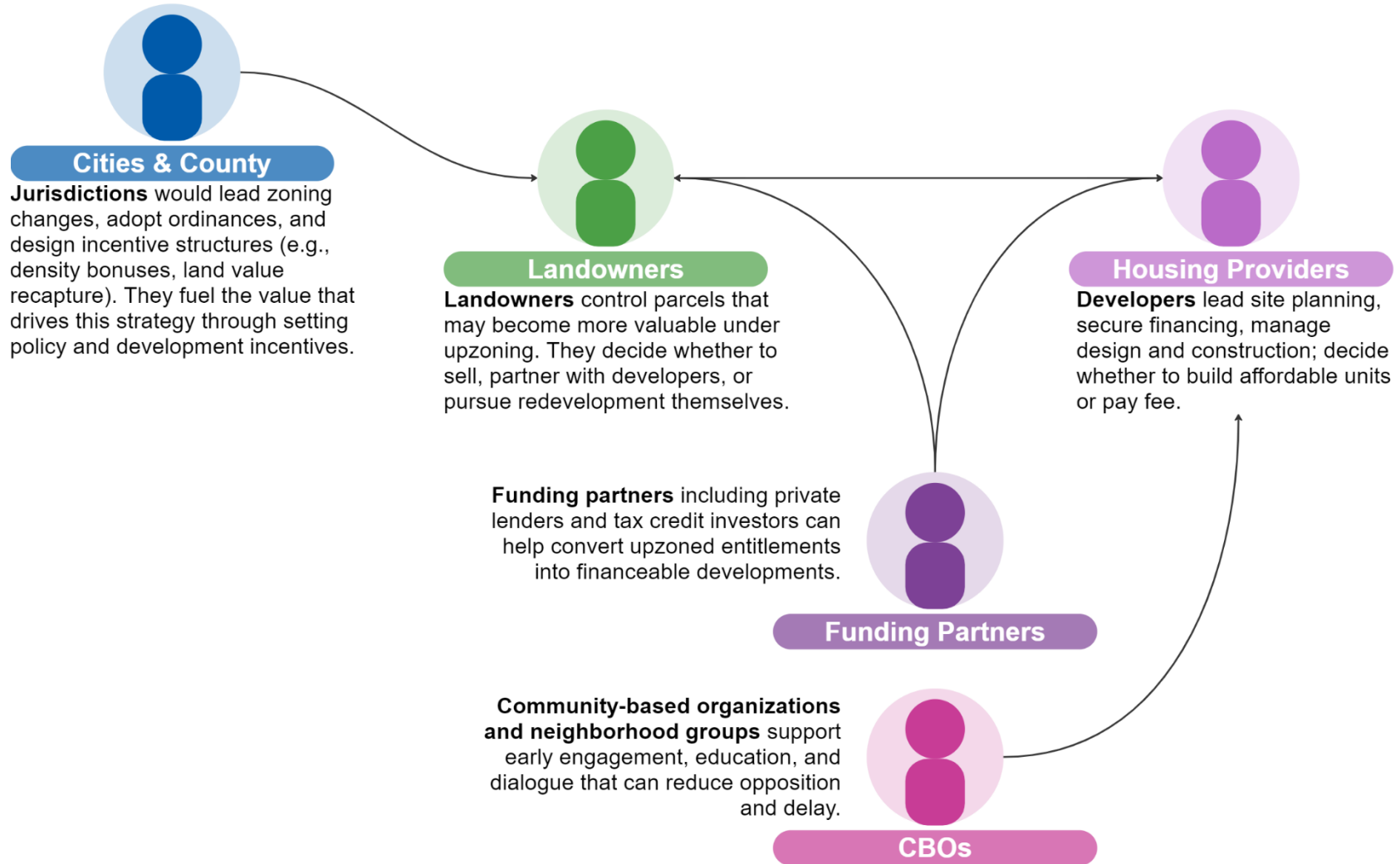
Challenges and Solutions

Key challenges and some possible solutions

1. **Political and Community Opposition** (challenge): Upzoning can face resistance from neighboring residents concerned about density.
 - **Engage early with communities** (solution), emphasize benefits like affordability and local services, and use visualizations to show design quality.
2. **Value Capture Calibration** (challenge): When cities upzone, they often try to capture some of the increased land value by requiring developers to either include affordable units or pay fees. The challenge is setting these requirements at the right level: high enough to generate meaningful community benefits, but not so high that projects become financially infeasible.
 - **Consider conducting feasibility analyses** (solution) to set balanced fees that fund housing without deterring development.
3. **Infrastructure Capacity** (challenge): In some cases, upzoning can translate to more demand from existing infrastructure.
 - **Focus and align** (solution): Prioritize areas with existing capacity, target largely net-neutral conversions, and coordinate upzoning with planned infrastructure investments.

Who

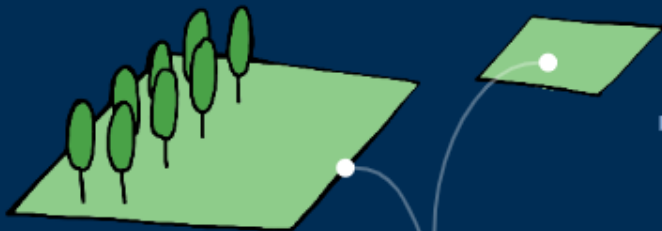
Who needs to be involved to make the upzoning strategy successful?



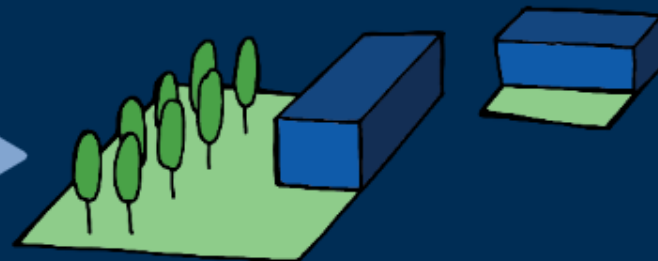
06

Employer-Provided

The Opportunity



The Potential



This could include using available space on farmland, or employers partnering together to develop housing in a nearby community

Employer-Provided Housing

What's the opportunity?

Employer-provided housing refers to any approach where agricultural employers take an active role in creating or enabling housing for the farmworkers they rely on—whether acting independently or partnering with housing developers and/or peer employers.

In this strategy, agricultural business owners/managers may choose to lead development themselves or participate as part of a broader partnership. This approach can directly align employer and farmworker needs, whether single worker accommodations or family units, and whether close to farms⁶³ or in nearby communities. This housing can be paired with employer-supported transportation, such as coordinated vanpools, to ensure reliable, low-cost access to job sites and essential services while increasing flexibility in where housing can be located.

Employer-provided housing can deliver multiple benefits:

- ✓ **Enhanced accessibility:** Whether through proximity to farms or coordinated transportation, this approach can reduce car dependence and commute times, cutting overall vehicle miles traveled (VMT).
- ✓ **Workforce stability:** Employer-provided housing can help recruit and retain skilled crews, reducing turnover and training costs.
- ✓ **Stronger Employer-Employee Relations:** Providing housing demonstrates attention to worker wellbeing and can help strengthen trust between employers and employees
- ✓ **Targeted need:** Because the housing is provided by employers, all units can be dedicated exclusively to farmworkers. This avoids competition for broader affordable housing resources and allows service and design to be tailored specifically to farmworker residents.



⁶³ While not many respondents surveyed in Phase 2 of this study currently live on the farm or ranch where they work, nearly 40 percent indicated they would prefer to. Source: [Ventura County Farmworker Housing Study, Phase 2 and 3 Summary Report](#)

⁶⁴ Image source: The Californian

⁶⁵ The Californian, [T&A shows Spreckels Crossing employee housing](#) (2016)

The Context

What's new and enabling?

Ventura County is dedicated to preserving open space and agricultural lands and directing urban development to cities and existing unincorporated communities. Simultaneously, the County is committed to supporting and collaborating with cities in their land use planning initiatives to ensure that all current and future county residents – including farmworkers – have access to quality housing. In this context, the County has adopted several regulatory measures to guide growth and development.



Unlocking Policies

Farmworker housing is an allowable agricultural use under the **County of Ventura SOAR** and the **County General Plan** which means that farmworker housing can be developed on agricultural designated land without the need for a SOAR vote. The **SOAR Initiative (Measure C) - 2050 Ordinance** added the support for new infrastructure on agricultural land specifically for farmworker housing projects as long as it is in line with state law, zoning requirements and the Guidelines for Orderly Development.

Ventura County Non-Coastal Zoning

Ordinance (effective 2022) allows farmworker housing as a permitted use in Agricultural Exclusive (AE), Open Space (OS), and Rural Agricultural (RA) zones under certain conditions. Up to four units may be approved ministerially if they meet criteria.⁶⁶ In other words, for these zones, a property owner could potentially develop all of the following on a single parcel if they meet the criteria:

- A fourplex of farmworker units
- (1) ADU
- (1) single family home

i.e., 6 units in total.

Other permanent housing options allowed on AE, OS, and RA zoned parcels in the unincorporated county include farmworker group quarters and farmworker housing complexes.

⁶⁶ Section 8107-41.3.2 of the County's Non-Coastal Zoning Ordinance states "Agricultural employee housing that consists of four or fewer dwelling units is permitted with a Zoning Clearance provided that each dwelling unit does not exceed 1,800 square feet in gross floor area, and if the maximum number of allowable units does not exceed the limits listed below in Table 8107-41.1 for that lot." <https://rmdocs.venturacounty.gov/planning/ordinances/non-coastal-zoning/ventura-county-non-coastal-zoning-ordinance.pdf>

The Context

What's new and enabling?



Enabling Innovation

Prefab advancement could help reduce construction timelines and complexity (including site disruption). Ideally, factories located in Southern California would supply these units, offering benefits in logistics efficiency, lower carbon emissions, and stronger support for the regional economy.

Advancements in onsite wastewater treatment systems could potentially expand the range of feasible sites for workforce housing given infrastructure-extension logistics and costs can impede development.



Market Trend

Persistent labor scarcity and rising labor logistics costs could make agricultural business -provided (or sponsored) housing more attractive today than in prior decades.



Public draft note: Image included for illustrative purposes; permissions have been requested and are pending approval.

Image of Aguacate Loop⁶⁷

Agricultural employer active in housing development: The Aguacate Loop project, completed around 2014-2015 off Foothill Road, added a cluster of newer homes alongside an existing neighborhood that includes residences dating to the 1930s and 1960s. In total, the area comprises approximately 95 homes, blending newer construction with legacy housing and reflecting Limoneira's long-standing presence in and near its agricultural operations.⁶⁸

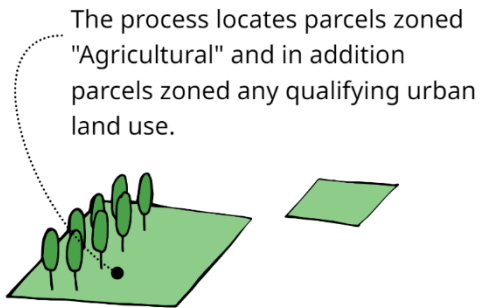
⁶⁷ Image source: Aguacate Loop

⁶⁸ Information provided by Limoneira

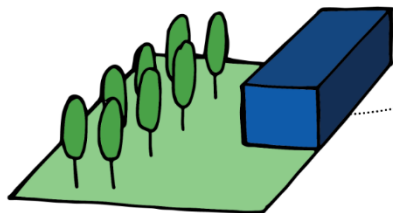
The Potential

Estimating the potential impact – how many units could be developed countywide?

- 1** 🔍 Identify Good Candidate Parcels
- 2** 🏠 Apply a Housing Typology
- 3** # Estimate a Number of Units

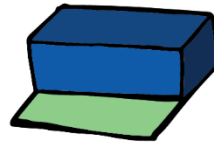


An agricultural parcel must be over 40 acres⁷ in size to be eligible for development. Of those over this threshold, an assumption that five percent of the parcel is developable for housing is applied.

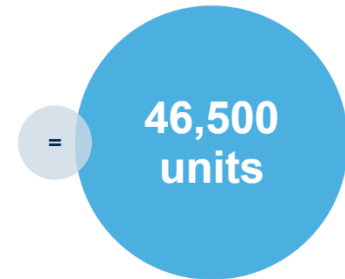


The space remaining is considered available for development. Together, this approach highlighted nearly **140 parcels** as good candidates.

x



The approach considers one single-story apartment of approximately 1,000 sqft for every 1,500 sqft of available site area.



Countywide

⁶⁹ The Ventura County Non-coastal Zoning Ordinance prohibits development on parcels less than 40 acres.

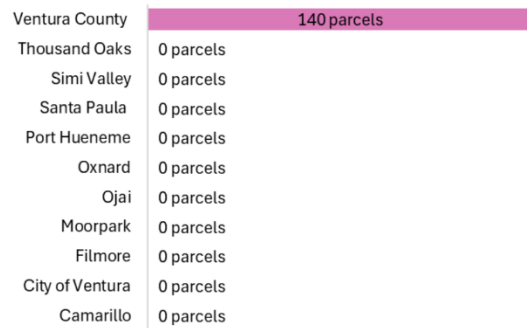
Where

Where are “good candidate” parcels concentrated?

This page examines the potential of the Employer Provided development strategy across jurisdictions. Parcels were identified using the methodology described on the previous page. The accompanying charts illustrate the strategy’s potential, together highlighting where Employer Provided opportunities are concentrated.

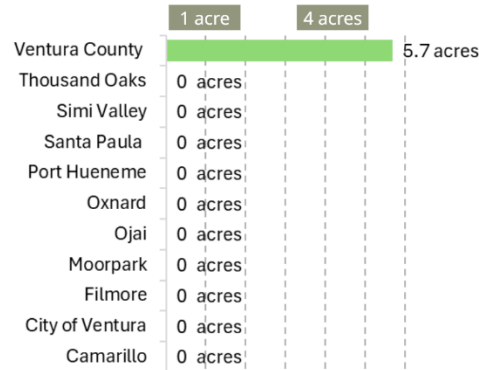
Number of “Good Candidate” Parcels

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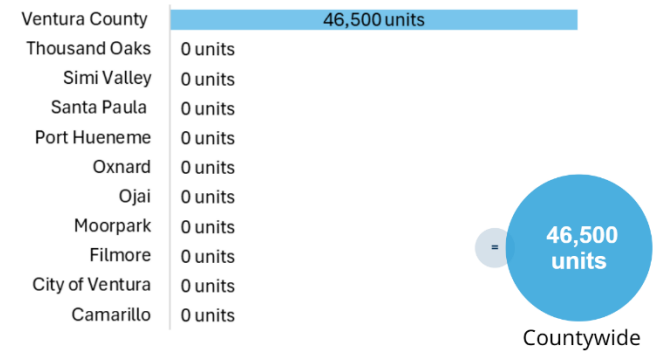
📏 Upzoning Average Parcel Size

The average parcel size varies across the jurisdictions and is a helpful way for developers to visualize the scale of the potential.



☰ Upzoning Total Unit Count

The total unit count per jurisdiction illustrates the overall development potential.



How

Strategizing this housing development approach for farmworkers countywide



Funding & Financing Opportunities

Employer-provided funding and financing options:

- **County of Ventura’s standardized plans may reduce costs / ease development:** especially relevant given majority of farmland is in unincorporated county.⁷⁰
- **Replicating successful farmworker housing developments:** Where feasible, developers can seek out architects and engineers from prior farmworker housing projects to adapt existing designs, helping reduce upfront design costs and streamline development.
- **Growers and farm labor contractors can contribute in different ways:** In addition to providing farmland to build on, farmworker employers can also fund construction and operating costs, as seen in examples around the state. In Napa County, growers even agreed to taxing themselves to fund housing centers.
- **Public private partnership could expand impact:** Pairing employer contributions with local or regional programs (whether new or existing) could stretch limited resources further and unlock additional project opportunities. Specifically, Housing Trust funds and possibly HOME, PLHA, or CDBG⁷¹ funds could be used to create a low-cost loan program to incentivize projects. Incorporating state and federal funding may also be an option, though these complex funding program requirements could make it more difficult. Beyond financial contributions, the public sector could also focus on helping employers navigate zoning and other regulatory barriers.
- **Employer investment in local housing trust funds:** The local housing trust funds could provide funding matches towards farmworker housing.
- **USDA Mutual Self-Help Housing Assistance:** Through this federal program, qualified farmworker households can build their own homes in partnership with nonprofit sponsors and USDA financing.

⁷⁰ County of Ventura, [Standardized Plans for Accessory Dwelling Units and Farmworker/Animal Caretaker Dwelling Units](#)

⁷¹ HOME Investment Partnerships Program, Permanent Local Housing Allocation (PLHA), and Community Development Block Grant (CDBG); refer to the Funding and Financing chapter of the report that accompanies this action plan for more information.

How (Cont.)

Strategizing this housing development approach for farmworkers countywide



Enhancements to Maximize Impact

To align with farmworker needs and strengthen funding applications:

- Develop a dedicated program to allow employer-provided farmworker housing with inclusionary housing programs:** A preselected portfolio of candidate agricultural sites could be identified as receiver sites for market-rate housing developers to meet their inclusionary housing requirements in nearby cities in order to encourage and finance farmworker housing production. Require changes to inclusionary policies in some jurisdictions and new regulation for City-County RHNA share to support each Housing Element.
- Simplify development reviews and permitting** to reduce costs and timeline risks for employers, who are often less familiar with complex approval processes. This can include extending CEQA streamlining tools to farmworker housing on agricultural land and offering impact-fee deferral programs such as fees collected at unit occupancy rather than at building permit issuance to ease upfront costs.
- Property management services:** Employers could partner with experienced affordable housing developers for long-term operations where they prefer not to manage properties themselves. Organizations like People's Self-Help Housing (PSHH) could serve as both affordable housing developers and property managers across the region, with a strong emphasis on farmworker housing and integrated supportive services. A property management entity could serve a single large development or support multiple smaller properties across several growers.
- Integrated amenities to generate income:** Dedicate on-site space for a small grocery store, café, childcare, laundry, or other essential retail could meet daily needs while generating steady lease income for the employer/owner (similar to mixed-use approach).

How (Cont.)

Strategizing this housing development approach for farmworkers countywide



Challenges and Solutions

Key challenges and some possible solutions:

1. **Infrastructure limitations** (challenge) such as lack of water, sanitation, or utility connections to remote areas can raise costs and create feasibility barriers.
 - **Explore infrastructure grants** (solution) to help offset upfront costs;
 - **Use low-impact design strategies** (solution) to reduce or eliminate reliance on traditional utility systems. Options may include:
 - On- existing utility lines
 - Wastewater treatment systems that reduce discharge volumes while still allowing utility connection
 - On-site wells for water supply
 - Solar generation paired with battery storage to decrease or replace grid electricity site septic systems located off demand

Simplify coordination needs and processes for providing utility connections (solution); Cities and County to work together to share infrastructure to promote private landowner feasibility for developing farmworker housing.⁷²

2. Employer hesitance (challenge): In the Phase 2 & 3 survey, agricultural employers expressed reluctance to directly develop or operate farmworker housing due to the complexity of regulatory compliance and concerns about taking on long-term ownership and property management responsibilities, which are outside their core business functions.

Create technical assistance pathways (solution) such as guidance packets, case studies, and partnerships with experienced affordable housing operators to reduce administrative burdens and increase confidence. Partnerships across peer employers and developers could help address the resource and scale concern voiced by employers in the Phase 2 & 3 survey.⁷³ The County of San Mateo has experience with analyzing obstacles and misunderstandings then creating a handbook for agricultural land owners to understand the agricultural worker housing development process. Another jurisdiction may have tried identifying an "ombudsman" or point person to work closely with applicants to develop housing.

3. Transportation and parking requirements (challenge); while travel to and from work could be reduced with this strategy, if housing is situated in a more remote location there could be an increased need for travel to and from services:

- **Provide private transit services, technical assistance to encourage use of CalVanpool for agricultural workers, and support carpools** (solution). For example, VCTC offers the Ridematch Carpool Program, an online database that helps residents to find carpool and vanpool partners.⁷⁴
- **Provide essential services on-site** (solution) like small grocery, recreational facilities, education, etc.
- **Locate near existing public transit stop** (solution) or coordinate with agency to create a new one.

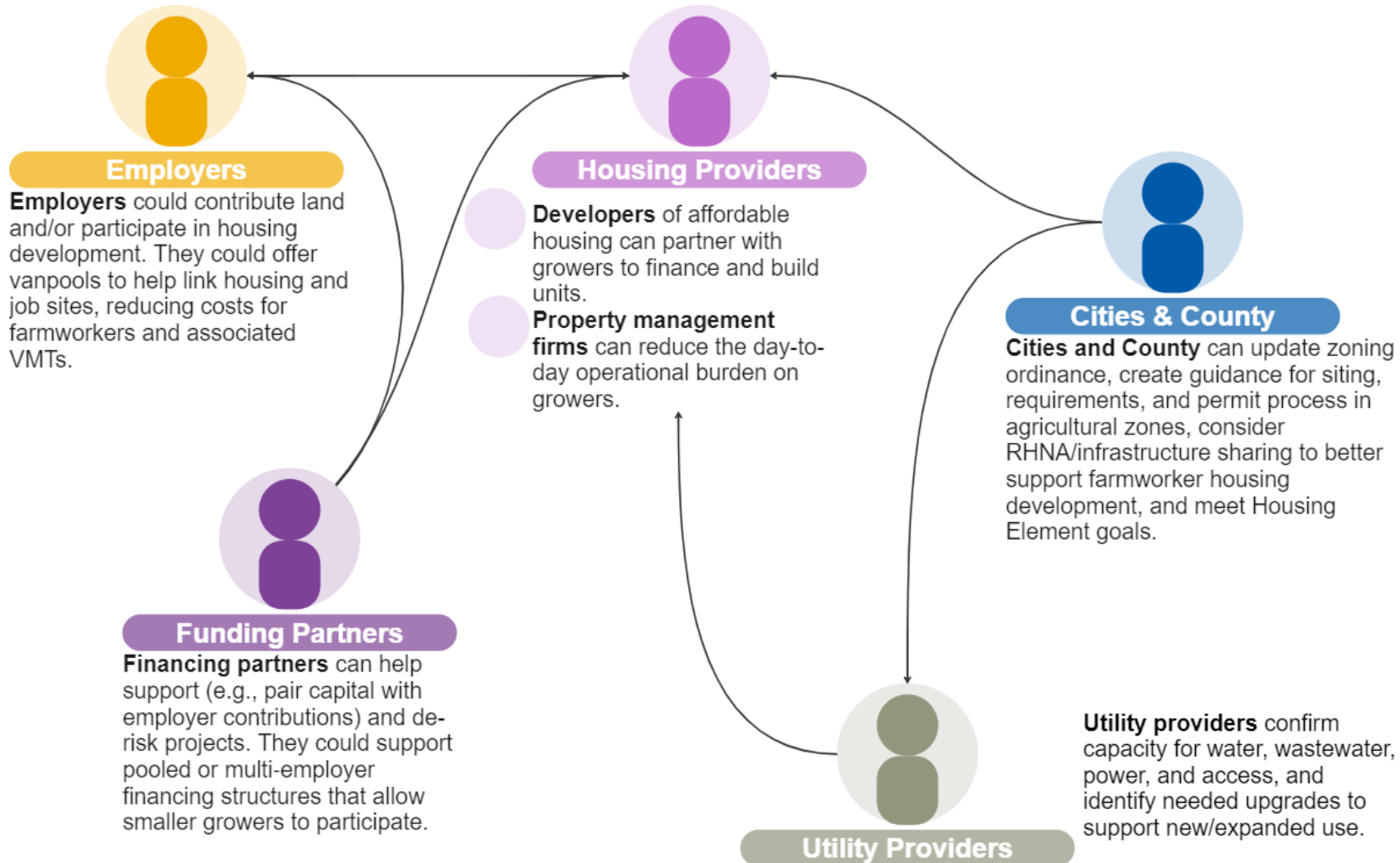
⁷² The Association of Bay Area Governments (ABAG) has documented city-county partnership examples, such as Phippen Orchards and Napa Pipe, showing how shared service provision and coordinated approvals can support farmworker housing development: The Association of Bay Area Governments (ABAG), [Farmworker Housing Opportunity Sites for City-County Partnerships Case Study Examples](#) (2024)

⁷³ "Small growers face challenges due to not having sufficient resources or scale to support provision of housing." Source: [Ventura County Farmworker Housing Phase 2 and 3 Survey Report](#)

⁷⁴ 211 Ventura County, [Ridematch Carpool Program](#)

Who

Who needs to be involved to make the employer-provided strategy successful?



Action Matrix

Action Matrix

How to read

What this is

The Action Matrix is designed to help readers quickly see how they can play a role, whether by leading an effort or supporting others, to advance farmworker housing across Ventura County. Each action responds to challenges identified through research and engagement and summarized in the Summary of Key Issues chapter of the corresponding research report.¹ The matrix highlights opportunities to take action, both at the individual project level and at the broader system level.

→ **How it connects to the strategies** - The Action Matrix complements the strategies presented earlier in this Action Plan. The strategies describe holistic, site-focused approaches to creating farmworker housing by bringing together considerations related to site suitability, policy, and financing. For example, one strategy focuses on expanding mixed-use development as a way to increase housing opportunities, illustrating where and how. The Action Matrix translates these strategies into specific, actionable steps that different stakeholders could take to help make those approaches possible. Some actions are closely tied to a particular strategy, while others apply across multiple strategies or address broader, system-wide challenges.

Who is this for

The Action Matrix is intended for a wide range of stakeholders (also referred to as “actors” in this document) who shape housing outcomes, including public, private, and nonprofit entities. These actors may have direct decision-making authority, serve as implementation partners, or play a role in advocating for change. The following page illustrates the key stakeholder groups involved in more detail.

How to use it

Stakeholders can use the Action Matrix to identify which actions align with their role, capacity, or area of influence within the farmworker housing development process to support one or several of the identified strategies. It can be used to support near-term housing production, as well as to advocate for systematic

changes that make housing easier to deliver overall and more responsive to farmworker needs.

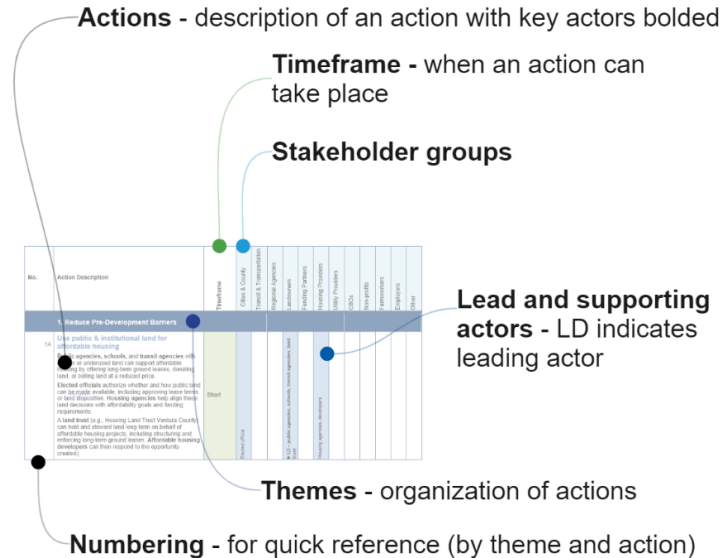


Figure 1. Overview of matrix organization

Timeframe

Actions are assigned indicative timeframes for completion or substantial progress, to provide additional guidance for planning and coordination:

- **Short-term (now–2029)**, aligned with the 6th RHNA cycle²
- **Medium-term (2029–2037)**, aligned with the 7th RHNA cycle
- **Long-term (2037 and beyond)** for ongoing or structural changes

² The Regional Housing Needs Allocation (RHNA) is a mandated timeframe for each City/County Housing Element. Note: that some items may already have alignment with current Housing Element policies in certain jurisdictions.

¹ See the Countywide Farmworker Housing Study

Action Matrix

How to read

Actors

Each action identifies a **lead actor (LD)**, shown in bold, who is recommended for advancing the action, along with **supporting actors** who help enable success. Actor categories are listed across the top row of the matrix. Where an action calls for a more specific role within a category, that role is named directly in the action row; otherwise, the broader category is repeated. In some cases, the ultimate decision-makers responsible for enacting a system change are not listed explicitly. Instead, the matrix highlights the actors who are best positioned to initiate, advance, or advocate for that change within Ventura County’s influence ecosystem. (For example, an action may recommend that a local jurisdiction *advocate to* HUD.)

Table 1. Stakeholder groups (i.e., action plan “actors”)

Actor Category	Who This Group Includes
Cities & County	<ul style="list-style-type: none"> Elected officials (e.g., city councils, Board of Supervisors) Planning departments Building and safety departments Public health departments and agencies Public works / engineering departments Farmworker Resource Program Housing agencies / community development
Transit & Transportation	<ul style="list-style-type: none"> Ventura County Transportation Commission (VCTC) California Department of Transportation (Caltrans)
Regional Agencies	<ul style="list-style-type: none"> Local Agency Formation Commission (LAFCO) California Coastal Commission
Landowners	<ul style="list-style-type: none"> Growers (also listed in employers) Faith-based organizations Schools/colleges and school districts Land trusts Public agencies (also included in Cities & County and Transit & Transportation) Commercial (retail property owners, hotel/motel property owners)

Actor Category	Who This Group Includes
Funding Partners	<ul style="list-style-type: none"> Community Development Financial Institutions (CDFIs) Housing trust funds Private lenders Philanthropy / foundations Cities & County (also its own category)
Housing Providers	<ul style="list-style-type: none"> Housing authorities Non-profit developers For-profit developers Grower-linked developers Property management (companies or organizations)
Utility Providers	<ul style="list-style-type: none"> Special districts (e.g., flood control) Dry utilities (electric, gas, broadband) Water providers Sanitation / wastewater providers
CBOs (examples include, but are not limited to those included in this list)	<ul style="list-style-type: none"> Neighborhood associations House Farm Workers! CAUSE (Central Coast Alliance United for a Sustainable Economy) Mariposa Líderes Campesinas Poder Popular Friends of Fieldworkers UnDocUFund805 Mixteco Indígena Community Organizing Project
Non-profits	<ul style="list-style-type: none"> Service providers (e.g., clinics, legal aid organizations, tenant rights organizations)
Farmworkers	<ul style="list-style-type: none"> Individual farmworkers Unions (e.g., United Farm Workers, UFW)
Employers	<ul style="list-style-type: none"> Growers Grower associations Farm labor contractors Farm Bureau of Ventura County Processing facilities / processors
Other	<ul style="list-style-type: none"> e.g., “legacy” long-standing retail tenants

Action Matrix

How to read

Themes - Actions are grouped into four themes that broadly follow the housing development process:

1. Actions to Reduce Pre-Development Barriers

This theme focuses on moving projects from ideas to feasible sites and concepts faster and with less risk. It addresses early-stage challenges such as limited site availability and access, upfront uncertainty, and unclear development pathways.

Success looks like:

- Shorter time from concept to site control
- Clearer development pathways early in the process
- More projects that are ready to pursue funding

2. Actions to Reduce Development Barriers

Once a site is selected, projects can struggle to assemble a viable capital stack or move through complex funding and approval processes. This theme focuses on making projects financeable and faster to advance by addressing fragmented funding, misaligned requirements, and delays that can increase costs or derail projects.

Success looks like:

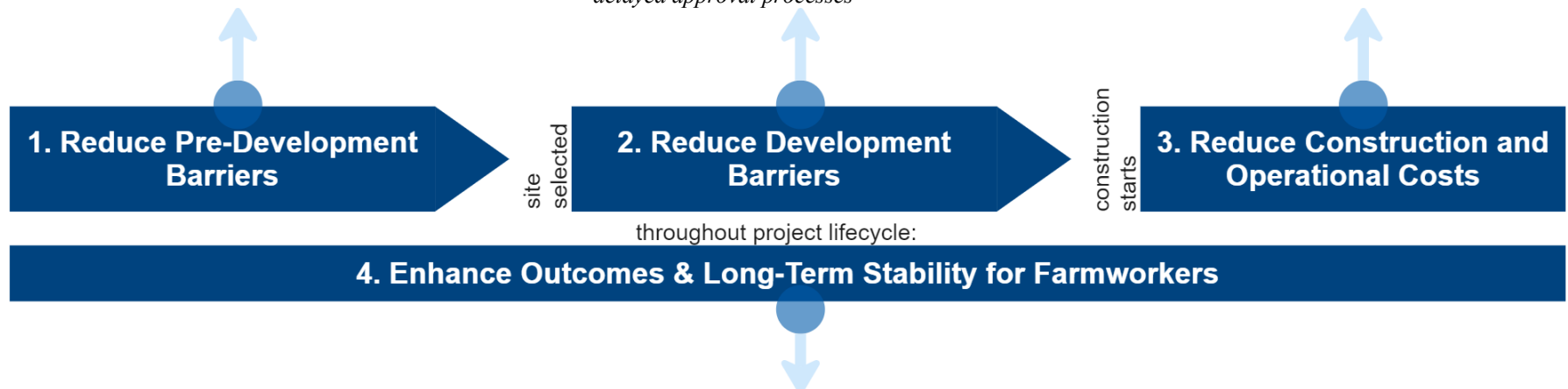
- Higher funding award rates
- Shorter and more predictable funding timelines
- Fewer projects stalling or failing due to delayed approval processes

3. Actions to Reduce Construction and Operational Costs

This theme focuses on how projects are designed, built, and operated. It addresses high construction costs, complex or misaligned standards, and infrastructure burdens that fall on individual projects. Actions aim to lower per-unit costs and reduce risk during construction, leasing, and early operations without sacrificing quality or durability.

Success looks like:

- Lower per-unit construction costs
- Fewer change orders and delays
- Reduced real and perceived operational risk



4. Actions to Enhance Outcomes and Long-Term Stability for Farmworkers

This cross-cutting theme focuses on ensuring that housing delivers lasting benefits for farmworkers and their families, including long-term tenancy stability, access to services, and housing that balances farmworker needs and preferences with cost-effective solutions. Actions in this category can be embedded at every stage of development.

Success looks like: Long-term housing stability; Improved health, safety, and economic outcomes for farmworkers; Housing that meets farmworkers and their families' needs and supports them over time

No.	Action Description	Timing	Cities & County	Transit & Transportation	Regional Agencies	Landowners	Funding Partners	Housing Providers	Utility Providers	CBOs	Non-profits	Farmworkers	Employers	Other
1. Actions to Reduce Pre-Development Barriers														
1A	<p>Use public & institutional land for affordable housing</p> <p>Site control is a major barrier to affordable housing development, particularly for farmworker housing. Public agencies, schools, and transit and transportation agencies with excess or underused land could reduce this barrier by offering long-term ground leases, donating land, or selling land at a reduced price, lowering upfront costs and development risk.</p> <p>Elected officials authorize whether and how public land could be made available, including approving lease terms or land disposition, and may consider a range of tenure models (i.e., also including short-term rentals or month-to-month leases to support housing for temporary or seasonal farmworkers where appropriate). Community-based organizations can play an important early-stage role by building and showing public support for the use of public land for farmworker housing, thus encouraging elected officials to explore these opportunities.</p> <p>Housing agencies could help align these land decisions with affordability goals and funding requirements. Planning departments could help rezone land where appropriate.</p> <p>A land trust (e.g., Housing Land Trust Ventura County) could hold and steward land long-term on behalf of affordable housing projects, including structuring and enforcing long-term ground leases. Affordable housing developers could then respond to the opportunity created.</p> <p>➔ <i>Applicable to all strategies, particularly Mixed Use</i></p>	Short /Medium	Elected officials, planning departments,	Transit and transportation agencies (as landowners)		▲ LD – public agencies, schools, transit agencies; land trust		Housing agencies, developers		Community Based Organizations				

No.	Action Description	Timing	Cities & County	Transit & Transportation	Regional Agencies	Landowners	Funding Partners	Housing Providers	Utility Providers	CBOs	Non-profits	Farmworkers	Employers	Other
1B	<p>Activate faith-based land for affordable housing by creating a faith-based organization (FBO) specific offering</p> <p>Faith-based institutions and other mission-driven landowners could contribute underused land for affordable housing.</p> <p>Local planning departments could play a proactive role by engaging faith-based organizations during the RHNA cycle, identifying opportunity sites, and rezoning or updating land-use regulations as needed to better align eligible parcels with housing development.</p> <p>Nonprofit organizations could support early-stage education and outreach (especially in the near term) by helping faith-based organizations understand available development options, partnerships, and regulatory pathways.</p> <p>Developers could support these partnerships by proactively offering turnkey, faith-based-specific development packages, such as ground-lease models that cover upfront legal costs and simplify the development process. (Developers would initiate this action.)</p> <p>→ <i>Applicable to the Residential on Faith Land strategy</i></p>	Medium	Planning			Faith-based organizations		▲ LD - developers			Non-profits			

No.	Action Description	Timing	Cities & County	Transit & Transportation	Regional Agencies	Landowners	Funding Partners	Housing Providers	Utility Providers	CBOs	Non-profits	Farmworkers	Employers	Other
1C	<p>Redevelop underperforming retail space</p> <p>Developers could take the lead in transforming underperforming strip malls, traditional shopping centers, office spaces, and large surface-parking retail sites into mixed-use developments that add housing while retaining essential neighborhood services. By approaching retail property owners and evaluating sites with declining tenancy, developers could right-size retail space, including redeveloping or removing underperforming buildings where appropriate, to introduce housing, community-serving uses, and public amenities.</p> <p>Planning departments could support these projects by updating zoning to allow residential or mixed-use development in appropriate locations. Expanding mixed-use zoning and applying objective standards could enable streamlined approvals under AB 2011 and SB 6, as well as AB 130 and SB 131, allowing a broader set of retail redevelopment projects to qualify for CEQA streamlining and faster, more predictable permitting.</p> <p>To improve financial feasibility, jurisdictions could further enhance project economics through tools such as density bonuses, fee reductions or deferrals, tax abatements, pursue infrastructure grants, and flexibility in allowable uses or project phasing. Where feasible, developers should engage existing (“legacy”) tenants early and incorporate them into the redevelopment, helping preserve access to everyday goods and services while reinforcing the community fabric as new housing is added.</p> <p>➔ <i>Applicable to the Mixed-use strategy</i></p>	Medium	Planning departments			Retail property owners		▲ LD - developers						Commercial tenants

No.	Action Description	Timing	Cities & County	Transit & Transportation	Regional Agencies	Landowners	Funding Partners	Housing Providers	Utility Providers	CBOs	Non-profits	Farmworkers	Employers	Other
1D	<p>Leverage underused hotels and motels</p> <p>Developers could identify hotels or motels with declining occupancy or financial performance and assess whether their location, building configuration, and physical condition are suitable for residential conversion.</p> <p>Hotel/motel property owners determine whether to sell, enter into a long-term lease, or partner with a developer on a conversion project.</p> <p>Planning departments confirm whether residential use is permitted under existing zoning or take action to adopt zoning changes, overlays, or ministerial pathways that allow housing. Permitting and building departments review conversion plans to ensure compliance with residential building standards, including accessibility, seismic safety, and fire-life-safety requirements.</p> <p>Utility providers then coordinate any service upgrades needed to support residential use, such as increased electrical capacity, water service, or wastewater connections.</p> <p>→ <i>Applicable to the Hotel Motel Conversion strategy</i></p>	Short	Planning departments			Hotel / motel property owners		▲ LD - developers	Utility providers					

<p>1E</p>	<p>Facilitate early funding commitments to improve cost clarity and finance certainty</p> <p>When farmworker housing funding is anticipated early, projects could be designed from the outset with farmworkers as the intended residents. This may enable more supportive site design, appropriate unit mixes, and realistic cost assumptions, reducing redesign and financing risk later in the process.</p> <p>Farmworker advocacy organizations, housing developers, and local governments (supported by agricultural employers and funding partners) could as coalition urge state and federal agencies to provide earlier, clearer funding signals for farmworker housing. State and federal agencies that offer farmworker housing support (particularly HCD and USDA) could help to strengthen this early certainty by providing clearer, longer-term signals about funding availability, application timing, and program continuity across funding cycles. In some regions, agricultural employers have pursued sector-based funding approaches. For example, in Napa County, growers agreed to assess themselves (i.e., a self-imposed charge) to support agricultural housing centers,³ suggesting a potential model for state-enabled or regionally coordinated funding mechanisms that could be explored.</p> <p>At the local level, cities and the County could reinforce this certainty by committing to reliable gap-filling housing funds (such as acquisition, predevelopment, or rehabilitation loans) and clearly prioritizing farmworker housing within local funding programs.</p> <p>Elected officials set policy priorities for these local housing funds and adopt funding plans, while housing agencies design program guidelines and Notices of Funding Availability (NOFAs) to reflect those priorities. In some jurisdictions, communities may also choose to establish new or dedicated revenue sources (such as voter-approved sales taxes or document transfer taxes) to provide a more stable, ongoing funding stream for affordable and farmworker housing.</p> <p>→ <i>Applicable to all strategies</i></p>	<p>Long</p>	<p>▲ LD – local governments, elected officials</p>				<p>Funding partners</p>	<p>▲ LD – developers, housing agencies</p>			<p>▲ LD - farmworker advocacy organizations</p>		<p>Agricultural employers</p>	
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³ Napa Valley Vinters, "Commitment to Farmworkers"

<p>1F</p>	<p>Advocate for coordinated state and regional policy changes to support farmworker housing and workforce stability</p> <p>Many of the challenges identified in the research (e.g., land-use constraints, immigration policies, and data gaps) are shaped by state and federal policies. While local governments do not control these policies, cities and the County in collaboration with nonprofits (e.g., HFW!) can play an important advocacy role by documenting local conditions, elevating shared priorities, and coordinating with peer jurisdictions. The efforts could include:</p> <ul style="list-style-type: none"> - Advocate for policies that promote a stable agricultural workforce like comprehensive immigration reform, recognizing that policy and economic uncertainty (e.g., tariffs) affect housing stability, employer investment, and long-term planning. - Advocate the state legislature for updates to LAFCo law to allow limited exemptions or streamlined pathways for farmworker housing in unincorporated areas where services can be feasibly extended. - Compare and harmonize County and city SOAR provisions to allow farmworker housing on agricultural land, in tandem with the provision of essential services to facilitate VMT and GHG reduction. - Advocate the state legislature to create a consistent definition of “farmworker” at the local, state, and federal levels to allow for long-term planning and consistent application for housing, workforce, and assistance programs. - Encourage jurisdictions to include farmworker housing data and dedicated goals in the 7th Cycle Housing Element, developing locally informed population estimates. - Advocate for revisions of the eligibility criteria related to USDA hybrid projects and Tax Financing Programs for Rental Housing to avoid the exclusion of farmworker housing provided in rural areas. <p>➔ <i>Applicable to all strategies</i></p>	<p>Long</p>	<p>▲ LD – County elected officials and senior leadership, cities</p>	<p>LAFCo</p>			<p>Developers</p>		<p>Farmworker advocates , HFW!</p>	<p>Non-profits</p>				
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No.	Action Description	Timing	Cities & County	Transit & Transportation	Regional Agencies	Landowners	Funding Partners	Housing Providers	Utility Providers	CBOs	Non-profits	Farmworkers	Employers	Other
1G	<p>Revisit wildfire hazard limitations</p> <p>Ventura County’s zoning code⁴ currently includes a categorical prohibition on farmworker housing complexes in Very High Fire Hazard Severity Zones (VHFHSZ), a restriction that does not apply to multifamily housing more broadly, which may be permitted in these areas subject to fire-safe design and access requirements. Wildfire risk is a critical life-safety consideration; however, it can often be reduced through site-specific planning and design measures that reduce exposure and vulnerability. These include building siting and defensible space, vegetation selection and maintenance, adequate emergency access and evacuation routes, and the use of fire-resistant construction methods and materials. Consistent with how other multifamily housing is treated, farmworker housing complexes could be permitted in VHFHSZ where wildfire risk can be demonstrated to be adequately mitigated through compliance with applicable fire-safe planning, design, and construction requirements, as determined in coordination with the Fire Department.</p> <p>The County could review and update its zoning code to remove categorical restrictions on farmworker housing in high fire hazard areas and instead allow such development where site-specific analysis and established fire protection standards demonstrate that risks are appropriately managed. County planning, building, and fire agencies would lead this effort. Cities and housing developers could support by identifying suitable sites and sharing best practices for fire-resilient design.</p> <p>➔ <i>Applicable to all strategies, particularly Employer-provided</i></p>	Medium / Long	▲ LD – County planning, building, fire; Cities					Developers						

No.	Action Description	Timing	Cities & County	Transit & Transportation	Regional Agencies	Landowners	Funding Partners	Housing Providers	Utility Providers	CBOs	Non-profits	Farmworkers	Employers	Other
2. Actions to Reduce Development Barriers														

⁴ Ventura County Non-Coastal Zoning Ordinance (NCZO): “A farmworker housing complex shall be prohibited in any location designated as a Very High Fire Hazard Severity Zone.”

2A	<p>Expand and strengthen gap-financing tools to improve project feasibility</p> <p>Elected officials and/or public agency staff could authorize dedicated local gap -financing programs (e.g., acquisition, predevelopment, or construction gap loans). They could commit to multi-year funding allocations through programs such as PLHA, HOME, or local housing trust contributions. Allowing flexible use of funds (e.g., loans, forgivable loans, or grants) would enable these programs to respond to project-specific financing gaps. Additionally, elected officials could advocate for Prohousing-designated jurisdictions to receive priority access to funding and approvals, and for increased awards countywide that reflect the importance of the agricultural industry and its reliance on farmworkers.</p> <p>Housing trusts could structure these resources as revolving loan funds, providing early-stage bridge financing while projects compete for state and federal awards. Loans are repaid once permanent financing (e.g., LIHTC equity or state/federal funds) is secured, allowing capital to recycle to future projects and, when structured as committed local funds, strengthening project competitiveness.</p> <p>Community Development Financial Institutions (CDFIs) could also serve as the administering or affiliated entities, underwriting and deploying capital quickly, managing risk, and ensuring funds are recycled efficiently to meet time-sensitive project needs. Jurisdictions and housing trusts could raise awareness among private foundations and public charities about the scale and urgency of farmworker housing needs, helping to position gap-financing funds and early-stage investments as high-impact philanthropic opportunities that can unlock and stabilize projects.</p> <p>→ <i>Applicable to all strategies</i></p>	Medium	Elected officials and/or public agency staff				▲ LD – housing trusts CDFIs, private lenders							
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<p>2B</p>	<p>Coordinate infrastructure planning and funding to support project feasibility</p> <p>The infrastructure required to serve housing sites (e.g., water, wastewater, power, roads, and stormwater drainage) can impose significant upfront costs that undermine the financial feasibility of affordable housing projects.⁵</p> <p>Rather than addressing infrastructure needs on a project-by-project basis, cities (for incorporated areas) and the County of Ventura (for unincorporated areas) could take a more proactive coordination role with water, wastewater, and other utility providers. While utilities retain authority over system planning and investment decisions, local jurisdictions could help align housing priorities with utility capital improvement programs (CIP) by advocating for priority affordable housing areas (i.e., locally identified areas with strong potential for affordable or farmworker housing) to be considered during CIP development and updates.</p> <p>Jurisdictions could encourage approaches such as area-based infrastructure upgrades (e.g., treatment capacity expansions or shared pump stations) and phased improvements designed to serve multiple housing sites over time, similar to how transportation and flood control infrastructure is commonly planned.</p> <p>Cities and the County could also support utilities in accessing outside funding for shared infrastructure investments by partnering on state and federal grant⁶ or loan applications and framing affordable housing as a public-benefit justification for funding that could ultimately support farmworker housing development. In parallel, jurisdictions could work with utility providers to explore policy approaches that reduce first-mover penalties, such as cost-sharing or “fair share” frameworks that distribute the cost of major system upgrades across all benefiting customers, rather than assigning the full cost to the initial project that triggers the improvement.</p>	<p>Medium /Long</p>	<p>▲ LD – cities, county</p>						<p>▲ LD – utility providers</p>					
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⁵ In Ventura County, water and wastewater capacity limitations and extension costs were frequently cited by developers and local agencies as barriers to new housing.

⁶ Relevant programs may include state infrastructure funding sources such as California’s Infill Infrastructure Grant (IIG) Program, which can support shared infrastructure improvements needed to unlock affordable housing development.

No.	Action Description	Timing	Cities & County	Transit & Transportation	Regional Agencies	Landowners	Funding Partners	Housing Providers	Utility Providers	CBOs	Non-profits	Farmworkers	Employers	Other
2C	<p>Reduce permitting friction for on-site wastewater treatment systems</p> <p>Onsite (packaged) wastewater treatment systems could reduce or avoid costly sewer extensions for affordable housing projects, but they require project-specific permitting processes that increase soft costs and financing risk.</p> <p>Cities (for incorporated areas) and the County of Ventura (for unincorporated areas) could reduce this friction by working with environmental health and water quality regulators to establish clear, standardized permitting frameworks for commonly used packaged treatment systems. While individual systems are sized based on project scale and site conditions, jurisdictions could support pre-defined system categories or performance tiers, with clear criteria for acceptable system types, siting conditions, monitoring requirements, and operations and maintenance plans. Coordinated reviews across planning, building, and environmental health departments, along with standard permit templates or pre-approved system categories, could improve predictability without lowering public health or environmental standards.</p> <p>Developers benefit from clearer timelines, lower consultant and legal costs, and greater certainty during underwriting, making on-site treatment a potentially feasible and financeable option where centralized sewer service is not readily available.</p> <p>→ <i>Applicable to employer-provided strategy</i></p>	Medium	► LD – cities, county, environmental health, water quality regulators					Developers						

<p>2D</p>	<p>Entitlement support and encouraging public dialogue</p> <p>Once a site is selected, projects can face delays or increased costs because of public reception and political hesitation during entitlement⁷ and pre-construction review. Even when zoning allows housing, uncertainty about community response can lead to prolonged discretionary review, added conditions of approval, or informal pressure to reduce height, add parking, or redesigning projects—undermining financial feasibility and increasing development risk.</p> <p>Cities and the County planning departments could reduce these development-stage barriers by proactively supporting housing projects through the entitlement process and clearly managing where and when public input is solicited. This includes using objective, by-right or ministerial pathways where available; clearly distinguishing between issues appropriate for policy-level debate versus project-level review; and setting expectations that projects consistent with adopted plans and zoning will be allowed to proceed. Jurisdictions could also coordinate early, structured community engagement (i.e., before formal hearings) to surface concerns, provide accurate information, and reduce the likelihood of late-stage opposition that triggers delays or scope changes. This approach is consistent with the Housing Accountability Act, which requires jurisdictions to approve housing projects that comply with adopted plans and objective standards, providing greater certainty once policy decisions have been made.</p> <p>Elected officials could publicly affirm support for adopted housing policies and signal that compliant projects are expected outcomes, not exceptions, and clarify how the broader community benefits from more farmworker housing.</p> <p>Developers and community-based organizations could assist by engaging neighbors early, communicating construction impacts transparently, and responding to concerns in ways that do not compromise project feasibility.</p> <p>→ <i>Applicable to all strategies</i></p>	<p>Short /Medium</p>	<p>▲ LD – cities and County planning departments, elected officials</p>					<p>Developers</p>		<p>CBOs</p>				
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⁷ Project entitlement is the local government approval process that establishes a project’s allowed use, size, and form.

<p>2E</p>	<p>Establish an ADU accelerator help desk</p> <p>Cities and the County could reduce barriers to ADU production by establishing an ADU Accelerator / help-desk program that provides hands-on guidance to homeowners from concept through construction and leasing. Many single-family homeowners lack experience selecting contractors, navigating permitting, managing construction, or renting units, creating hesitation even where ADUs are legally allowed and financially viable. An ADU Accelerator could serve as a centralized, trusted resource that helps homeowners understand feasibility, connect with pre-vetted designers and builders, utilize standardized plans, and navigate permitting and inspection requirements. Modeled on programs such as the former City of Los Angeles ADU Accelerator, this approach could also offer tenant-matching services for income-qualified renters (including farmworkers), as well as targeted financial incentives such as construction grants, forgivable loans, or rental subsidies tied to affordability or tenant commitments like committing to rent to farmworkers.⁸</p> <p>Planning and building departments could support this action by aligning internal review processes with the Accelerator, providing clear checklists and timelines, and ensuring consistent interpretation of ADU standards. Where locally permitted, the Accelerator or a related program could also provide information on alternative small-scale housing types (such as tiny homes on wheels or other movable or non-traditional units) by clarifying applicable zoning, health and safety standards, and siting constraints. Housing departments and funding partners could reinforce the program by dedicating resources for subsidies and technical assistance.</p> <p>→ <i>Applicable to accelerating ADUs strategy</i></p>	<p>Medium</p>	<p>▲ LD – cities, county, planning and building departments</p>			<p>Homeowners</p>	<p>Funding partners</p>							
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No.	Action Description	Timing	Cities & County	Transit & Transportation	Regional Agencies	Landowners	Funding Partners	Housing Providers	Utility Providers	CBOs	Non-profits	Farmworkers	Employers	Other
3. Actions to Reduce Construction and Operational Costs														
3A	<p>Land-use and design actions to reduce construction costs</p> <p>Cities and the County could help reduce per-unit construction costs by consistently applying land-use and design standards that support efficient building forms (going beyond state Density Bonus Law). Key levers include reducing or eliminating minimum parking requirements (especially near transit) and supporting shared parking to lower costs and free up land for housing. Allowing modest height increases (e.g., one additional story) and encouraging use of Density Bonus Law provisions can increase unit yield, improve stacking efficiency, and enable simpler structural systems. Reducing setbacks and increasing allowable FAR or lot coverage, where appropriate, can further expand the buildable envelope and avoid inefficient building forms. Jurisdictions could encourage pre-application meetings with planning and building staff to identify site-specific constraints (e.g., wildfire requirements, water table conditions, or infrastructure upgrades) early. Referencing Housing Element opportunity sites and clarifying applicable objective standards upfront can help align expectations, reduce late-stage changes, and improve cost predictability. Elected officials set policy direction and publicly affirm that these standards are intended to be used; planning and building departments implement them through clear standards; and developers apply them to deliver simpler, more efficient projects.</p> <p>→ <i>Applicable to all strategies</i></p>	Short /Medium	▲ LD – Elected officials, planning departments, and building and housing departments					Developers						

⁸ For example, the Association of Bay Area Governments (ABAG) developed a forgivable loan [program template](#) specifically designed to incentivize ADUs rented to farmworker.

No.	Action Description	Timing	Cities & County	Transit & Transportation	Regional Agencies	Landowners	Funding Partners	Housing Providers	Utility Providers	CBOs	Non-profits	Farmworkers	Employers	Other
3B	<p>Use cost-efficient construction methods where feasible (manufactured, modular)</p> <p>Developers could reduce per-unit construction costs and construction-phase risk by intentionally selecting cost-efficient construction methods and setting a clear vision for simpler, more repeatable building systems early in design. In California, high and volatile labor costs mean that complex details and custom assemblies increase contractor contingency pricing and elevate the risk of errors, rework, and delays. Developers could lean into approaches like modular construction, panelized wall systems, prefabricated mechanical electrical and plumbing elements or bathrooms, and factory-built structural components. Factory conditions are more predictable than field construction, allow site work and building fabrication to occur in parallel, and reduce exposure to weather delays and trade stacking. To support these approaches, developers set the overall construction and cost-efficiency strategy, while architects and engineers design toward standardized details, repeatable unit layouts, and assemblies that minimize reliance on highly specialized trades. Avoiding overly custom details that require field problem-solving helps reduce requests for information (RFIs), change orders, and installation risk across projects.</p> <p>Cities and the County could help by supporting predictable, streamlined construction review and inspection processes.</p> <p>➔ <i>Applicable to all strategies</i></p>	Short /Medium	Building and inspection departments					▲ LD – Developers						

<p>3C</p>	<p>Support coordinated development and bundled delivery to capture economies of scale</p> <p>This action is distinct from the use of cost-efficient construction methods, which focuses on how individual buildings are designed and assembled, by focusing on how projects are scoped, grouped, and delivered to achieve scale across multiple units, buildings, or sites and to respond to the different housing typology needs of farmworkers. Each typology has unique opportunities and constraints related to cost, speed, regulatory acceptance, and suitability for farmworker needs. Ultimately, a mix is envisioned based on the potential of different types of sites.</p> <p>Developers could reduce per-unit costs by pursuing larger, coordinated scopes, either physically through co-located multi-building sites or programmatically through repeat designs, shared procurement, and phased delivery across multiple sites. Bundling units, sites, or construction scopes enables bulk material purchasing, single mobilization of trades, and reuse of plans and specifications, reducing both direct costs and contractor contingency pricing. Larger, more predictable scopes also help attract experienced builders and support more competitive bidding. This could include the bulk development of tiny homes for agricultural employer-provided housing for single unaccompanied workers and those with small families.</p> <p>Funding partners could support bundled delivery by helping align funding timelines across multiple projects, supporting consistent pipelines of development, and, where feasible, encouraging coordinated or programmatic approaches to funding. While most developments are currently underwritten individually, there may be longer-term opportunities to explore portfolio-based financing approaches as part of broader system-level change.</p> <p>Cities and the County could help by coordinating sites and aligning requirements across projects. This may include synchronizing timelines for publicly owned land, supporting consistent zoning and design standards, and enabling reuse of approved plans through predictable entitlement and permitting processes.</p> <p>→ <i>Applicable to all strategies</i></p>	<p>Short /Medium</p>	<p>Planning departments</p>				<p>Funding partners</p>	<p>▲ LD – Developers</p>						
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No.	Action Description	Timing	Cities & County	Transit & Transportation	Regional Agencies	Landowners	Funding Partners	Housing Providers	Utility Providers	CBOs	Non-profits	Farmworkers	Employers	Other
3D	<p>De-risk long-term operations through professional property management partnerships</p> <p>This action emphasizes early and intentional engagement of experienced affordable housing property managers to assume responsibility for operations, compliance, maintenance planning, and tenant relations. Importantly, this includes management teams that can communicate with residents in their primary language and understand the cultural context of farmworker households.</p> <p>Property management firms could play a critical role in de-risking the long-term operation of farmworker housing developed or owned by non-traditional entities such as growers, faith-based organizations, or collectives of landowners. While these owners may be well positioned to contribute land, capital, or mission-aligned support, they often lack the expertise and capacity required for coordinated lease-up, income eligibility screening, day-to-day property operations, regulatory compliance, and long-term asset management.</p> <p>Cities and the County could support this approach by encouraging professional management arrangements in funding programs or facilitating shared or portfolio-based management models that allow smaller projects to benefit. (Note: This action emphasizes early and intentional engagement of experienced affordable housing property managers with demonstrated expertise in state and federal funding compliance.)</p> <p>→ <i>Applicable to all strategies</i></p>	Short	Cities and County					▶ LD – Property management firms						

<p>3E</p>	<p>Create targeted support for agricultural employers</p> <p>Cities and the County, in partnership with experienced affordable housing operators and agricultural stakeholders, might reduce grower hesitance by establishing clear, accessible technical assistance pathways for farmworker housing development (cities because the developments could be on sites separate from farmland). Many agricultural employers are deterred by unfamiliar regulatory requirements and concerns about long-term ownership and property management responsibilities, even where land and interest exist. Funding partners, housing providers, and agricultural organizations can play a supporting role by helping employers access expertise and share risk, rather than requiring employers to navigate the process alone.</p> <p>This action would create a structured support system to demystify the development process, such as an agricultural employer housing handbook, case studies of successful projects, and standardized guidance on permitting, financing, and operations. Drawing on models like San Mateo County’s agricultural housing handbook, materials should focus on common points of confusion, typical timelines, and realistic development and management options, including partnerships rather than self-operation.</p> <p>To complement written guidance, the County or a designated partner could establish a single point of contact or “Ombudsman” to work directly with interested agricultural employers. This role would help applicants navigate requirements, coordinate across departments, and connect agricultural employers with peers, mission-driven developers, or property managers who could assume development or long-term operational responsibilities. Agricultural organizations or employer associations could help support or fund this offering. Facilitating partnerships, particularly among multiple agricultural employers or between employers and established housing developers, could help address scale, capacity, and risk concerns identified in the Phase 2 and 3 Survey.</p> <p>➔ <i>Applicable to employer-provided housing strategy</i></p>	<p>Short /Medium</p>	<p>▲ LD – cities and county</p>			<p>Funding partners</p>	<p>Housing providers</p>						<p>Agricultural organizations, employers</p>	
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No.	Action Description	Timing	Cities & County	Transit & Transportation	Regional Agencies	Landowners	Funding Partners	Housing Providers	Utility Providers	CBOs	Non-profits	Farmworkers	Employers	Other
4. Actions to Enhance Outcomes & Long-Term Stability for Farmworkers														
4A	<p>Integrate community-serving space and on-site support</p> <p>Developers, in partnership with nonprofit service providers, could strengthen project feasibility and long-term outcomes by intentionally incorporating space for community-serving uses that directly support farmworkers and their families. This may include dedicated or flexible space for language training, workforce development, health navigation, legal aid, childcare support, or family resource centers—either operated onsite or through regular service delivery partnerships.</p> <p>Cities and the County could support this approach by explicitly recognizing on-site service space as a public benefit within zoning, entitlement, and funding frameworks. This could include allowing service space to count toward “community benefit requirements” of certain funding opportunities, offering flexibility in use classifications, reducing parking requirements for non-residential service uses, or prioritizing projects with integrated services in local funding or incentive programs.</p> <p>Community based organizations, non-profits, and farmworkers could coordinate early to right-size space needs, align services with farmworker priorities, and structure agreements that are operationally realistic over time.</p> <p style="text-align: center;">➔ <i>Applicable to all strategies except ADUs</i></p>	Short / Medium	Cities & County					▲ LD – Developers		CBOs	Non-profits	Farmworkers		

No.	Action Description	Timing	Cities & County	Transit & Transportation	Regional Agencies	Landowners	Funding Partners	Housing Providers	Utility Providers	CBOs	Non-profits	Farmworkers	Employers	Other
4B	<p>Explore cooperative ownership models</p> <p>Housing providers, in partnership with farmworker representatives and technical assistance organizations, could explore cooperative ownership models as a pathway to long-term housing stability, shared equity, and resident participation in decision-making. Cooperative structures could give farmworker households the opportunity to build limited equity, strengthen community governance, and maintain long-term affordability, while fostering a sense of ownership and collective responsibility.</p> <p>➔ <i>Applicable to all strategies (except accelerating ADUs)</i></p>	Medium /Long						▶ LD – Housing providers			Co-op TA	Farmworkers		

No.	Action Description	Timing	Cities & County	Transit & Transportation	Regional Agencies	Landowners	Funding Partners	Housing Providers	Utility Providers	CBOs	Non-profits	Farmworkers	Employers	Other
4C	<p>Expand transportation access and mobility options for farmworkers</p> <p>Transit and transportation agencies, in partnership with cities and the County, could help farmworkers commute between work, housing, and essential services by expanding shared transportation options and improving existing transit service where practical. Limited routes, long distances, and early or late work hours often make traditional transit difficult for farmworkers to use. Agencies could support or encourage shared and private transportation options such as vanpools and carpools, including programs like CalVans (CalVanpool). This may include providing technical assistance to help groups form vanpools, enroll, and keep them running. Where feasible, agencies could also add transit stops, adjust routes, or modify schedules to better serve farmworker housing locations and major employment areas.</p> <p>Community-based organizations and non-profit service providers could support the uptake and success of these efforts by offering trusted, bilingual outreach and helping farmworkers understand their options, including how to use tools like SoCal511 for trip planning and ride sharing.</p> <p>Agricultural employers could help by coordinating work schedules, identifying shared commute needs, or contributing to vanpools or shuttle services where public transit is limited.</p> <p>Farmworkers play a key role by sharing feedback on routes, schedules, and barriers.</p> <p>➔ <i>Applicable to all strategies, especially Employer-provided</i></p>	Short / Medium	Cities and County	► LD – Transit and transportation agencies						Community-based organizations	Non-profit service providers	Farmworkers	Employers	

No.	Action Description	Timing	Cities & County	Transit & Transportation	Regional Agencies	Landowners	Funding Partners	Housing Providers	Utility Providers	CBOs	Non-profits	Farmworkers	Employers	Other
4D	<p>Continue regional engagement to support implementation</p> <p>Implementation of the Action Plan will require continued coordination, problem-solving, and information sharing among the public, nonprofit, and private partners involved in farmworker housing. This action builds on the momentum and relationships developed through the Project Coordination Committee and the Farmworker Housing Advisory Council over the past several years in the support of all phases of this Study.</p> <p>The County of Ventura, in partnership with cities and House Farm Workers!, could convene – and lobby for support (financial and membership) – of an ongoing regional forum that continues the Advisory Council (or adopts a similar format) to support collaboration focused on implementation. This forum would bring together local jurisdictions, housing providers, community-based organizations, agricultural representatives, funders, and other stakeholders.</p> <p>The forum could serve three related purposes: (1) tracking progress on Action Plan implementation, (2) jointly identifying and addressing emerging barriers, and (3) sharing best practices and lessons learned across projects and jurisdictions. Sustaining this effort is likely to require some investment to support staff time for organizing, facilitating, and maintaining the convening.</p> <p>➔ <i>Applicable to all strategies</i></p>	Short / Medium / Long	▶ LD – County, cities	Transit & Transportation	Regional Agencies	Landowners	Funding Partners	Housing Providers	Utility Providers	House Farm Workers!, CBOs	Non-profit Service Providers	Farmworkers	Employers	Other