thank you... to our board and staff members who every day help transform the lives of our residents and communities.

linc impact report
Celebrating 35 Years of Affordable Housing
welcome

For three and a half decades, Linc has worked diligently to create affordable homes for thousands of residents, adding supportive services and a community focus that increase housing stability, improve health outcomes, promote well-being, and strengthen neighborhoods. What started in 1984 as a small group of concerned leaders has evolved into a vibrant organization of more than 60 team members and countless friends and partners. Through the years, our mission has remained the same — to bring housing and services to those who need it most.

Linc has helped create more than 8,000 homes in 79 communities throughout California, and we expect to add another 1,500 apartments in the next three to five years. We reached this level of success with the consistent support of many friends, colleagues and partners. Our government leaders, nonprofit peers, investors, foundations, colleagues, board of directors, and staff are the reasons we’re able to celebrate so much progress at this 35-year milestone. Even as the affordable housing landscape continues to shift and evolve, we can always count on our partners to help us address the needs of our communities.

Looking to the future, we plan to expand our focus on community development and our efforts to reduce homelessness through housing and supportive services. We’re committed to joining with neighborhoods to improve the quality of life for the entire community. And we’re proud to have 227 supportive units in operation with another 519 in development.

We invite you to read through our Impact Report to gain a deeper understanding of what we do and why our work is so important. Thank you for being part of our success.

Sincerely,

Rebecca Clark
President & CEO

Suny Lay Chang
Chief Operating Officer

who we are

Linc Housing builds communities and strengthens neighborhoods for people underserved by the marketplace. We’re known for our innovation in finance, design, and community development. Our partnerships with like-minded organizations and individuals have expanded the impact we are making in each neighborhood, for every resident.

what we do

Linc Housing creates communities for thousands of families and seniors throughout California. We are committed to building housing that is affordable, aesthetically appealing, and a catalyst for community improvement. Our Linc Cares programs provide a range of services that improve the quality of life for our residents.

who we serve

As the need for affordable housing in California has intensified, we have expanded who we serve from mainly seniors and families to transition age youth, people with developmental disabilities, and those who have experienced homelessness. Linc will continue to pioneer places and programs that support neighborhoods through housing and broader community development.
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At Linc, property development is a catalyst for neighborhood growth and revitalization, bringing hope and well-being to Midtown in Long Beach.

Linc Housing aspires to make a greater impact in communities through developments that revitalize neighborhoods with quality health care, employment opportunities, youth training and education, community development, and civic engagement.

We see thoughtful property development as a catalyst for growth. To accomplish this, we partner with government agencies, service providers, financial institutions, and health care partners to draw together housing sites, capital, business opportunities, political will, and services for Linc residents. These cross-sector partnerships help ensure access to all the resources needed for residents to thrive – building neighborhoods where zip code, race, or socioeconomic status are not predictors of health or success.

Our focus is on “intentional neighboring” — using real estate as a community asset — serving residents and surrounding neighborhoods by providing community amenities, retail, and new green space.

This vision is coming to life with the 2019 groundbreaking of Spark — one of the first developments under the City of Long Beach’s Midtown Specific Plan — set to rise at 1900 Long Beach Blvd. “Spark is an example of our evolving approach to development and partnerships, and how the development can act as a catalyst for neighborhood change,” said Sunny Lay Chang, chief operating officer at Linc. “Our model is now about going deep. We need to show up as good partners. We bring financing and construction, but we must also think about what the property can do for the neighborhood. Building more units isn’t enough. We have to multiply the impact that we are having with each unit we develop.”

The ground floor of Spark will have space for multiple partners, including the YMCA of Greater Long Beach Community Development Branch; Change Agent Productions; and Dignity Health – St. Mary Medical Center. These partners will provide training to improve academic achievement, and leadership and digital technology skills for teens; a social enterprise café for job training in the culinary and restaurant industries; nutrition classes in a demonstration kitchen, and health care through a small clinic — for residents and the community at large.

Because green space can make a difference in health and wellness, and because central Long Beach has less parkland per capita than other parts of the city, plans for Spark include transforming a portion of a bordering street into a minipark for the neighborhood. The plaza and adjacent grand staircase are being designed to host health fairs, performances, and community events to create a sense of place and belonging. A recent Spark “pop-up” with interactive displays and surveys drew a large crowd of neighbors, who had the opportunity to play in the proposed park area, and Linc team and community leaders break ground at Spark site.

Above, from left, rendering of Linc’s forthcoming Spark development in Midtown; neighbors enjoy games and food at a Spark “pop-up” in the proposed park area, and Linc team and community leaders break ground at Spark site.
building communities

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“We believe Spark at Midtown will be one of our flagship properties — a new community that improves people’s lives and is an integral part of the fabric of the neighborhood,” says Linc President and CEO Rebecca Clark. “We can’t wait to celebrate the grand opening in 2020.”
Since our founding in 1984, Linc has worked to find new and creative ways to build and preserve affordable homes, while providing a range of services to enhance the well-being of our residents and adding community-serving amenities to their neighborhoods.
linc milestones

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1984
Southern California Association of Governments creates Corporate Fund for Housing, which is later renamed Linc Housing

1988
Linc starts construction of first properties

1993
Linc expands statewide

1999
Linc reaches 2,000 units

2002
First preservation of affordable housing project
We now have 8

2003
Linc reaches 4,000 units

2004
We now have 10

2006
Linc reaches 6,000 units

2007
First property to achieve LEED certification

2009
Linc reaches 8,000 units
Linc team grows to 50 staff members

2011
First supportive housing property
We now have 8

2012
First Naturally Occurring Affordable Housing (NOAH)

2016
$1 million of volunteer service
Recently exceeded $1.5 million

2017
First property to achieve LEED certification

2019
We currently have 1,500 units in development and construction, exceeding $500 million in value
$1 billion total asset value
Empathy, honesty, and flexibility shape Linc Cares’ guiding principles to put residents first and leverage their assets as partners in problem solving.

Linc Cares empowers individuals and families to build strong, healthy, and safe communities by providing resident-centered supportive services, educational and social activities, and by facilitating positive community connections. We envision thriving communities where individuals and families are able to have stable housing, achieve wellness and personal growth, and have equal access to a full life. We believe everyone deserves dignity, respect, and belonging.

Chief among Linc’s guiding principles is do what’s right — “a goal that demands that we be empathetic, honest, and flexible, and focus on putting people first,” says Maria Brookes, assistant vice president of resident services.

Doing what’s right “is about teaching residents to obtain what they need, maintain what they have, move up, and give back,” says volunteer coordinator Asia Bogan. By telling her story, Asia shares with residents her experience that “it is possible to come from places of challenge and to move forward.”

Honest — and difficult — conversations may be needed to guide residents from actions that might endanger their leases, or to prompt them to receive mental health services. For Kellie Phillips, a resident services field supervisor, that meant “being willing to get [her] hands dirty” by helping a resident with a hoarding problem pare her belongings so as not to lose her lease.

But because every resident is different, resident services resource manager Joseph Cabral says, doing what’s right is about “recognizing that things do not always go according to plan. We have to adapt and make it work.” That might involve reaching out to Linc’s community partners and leveraging Linc’s strengths with partners’ assets. “We are here to notice what is missing in our communities and then facilitate connections,” says Kerry Brown, a resident services coordinator (RSC). Such was the case when RSC Elena Cabrera found a facility for a resident with Alzheimer’s who could no longer live on her own.

LINC CARES’ GUIDING PRINCIPLES

- Do what’s right
- Residents and communities are our partners and have assets to contribute to the solution
- Be dynamic and responsive
- We believe in partnerships and integrated solutions
- We create safe and supportive spaces where people are treated with respect and dignity
- Our team is diverse but united in mission, vision, and common goal

Drawing on one’s own personal transformation can help guide others. Dale Wright, a former news reporter and RSC at Liberty Village, uses his skills as an empathetic listener and problem solver to help veterans translate their talents and interests into new jobs. His approach with residents emphasizes dignity, respect, and personal responsibility. To engage residents in a farm-to-table concept, for instance, he

Above, from left, Clare Ofield with youth in Santa Ana; Linc Cares provides meals for seniors in La Mirada, and a happy customer at Liberty Cuts in Beaumont.

says, “It’s not just about providing meals. Residents take responsibility for the garden, weeding, watering, and picking the crops.” Dale and the residents then work together to prepare healthy meals, served on real dinnerware, not paper products.

This emphasis on dignity and respect extends to other services like Liberty Rack, where residents can “shop” for donated clothing on racks, as if in a store, even though the clothing is free. “No one is picking out clothes from a trash bag,” Dale says. Likewise, at Liberty Cuts, residents can get free haircuts from volunteer barbers recruited by Dale.

Finally, and perhaps most important, doing what’s right is about offering equal opportunity to everyone. “We need to make sure that those who have traditionally been denied opportunities get the chance to better their lives, catch up, and excel,” says Clare Ofield, resident services field supervisor. “A good example is our summer club at 13 of our properties, where over 100 children are making gains in literacy. This program helps children who often lose progress when school is out.”

Essential to her role, Clare says, is “working without pity.”

“We need to acknowledge our own privilege and how lucky we were to have had opportunities to better ourselves via hard work. We are not here to save our residents, but instead to work with them, advocate for them, while helping them maintain dignity in their lives. We need to see them as assets, not passive recipients of our help.”
doing what’s right

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Above, from left, Clare Ofield with youth in Santa Ana; Linc Cares President and CEO Rebecca Clark. “We can’t wait to see the impact we will be having and to have the chance to better their lives, catch up, and excel,” says Clare Ofield, resident services field supervisor. “A good example is our summer club at 13 of our properties, where over 100 children are making gains in literacy. This program helps children who often lose progress when school is out.”

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2018 FOOD DISTRIBUTION

772 unduplicated individuals
1,900 total food bank visits
90,000 pounds of food distributed
75,000 meals

Serving our local communities where 1 in 8 face food insecurity
The Gallegos family finds stability and new opportunities at Mosaic Gardens in Pomona.

Ramon Gallegos’ face lights up as he describes how “a dream came true” when he was able to move his family into Linc Housing’s Mosaic Gardens at Pomona.

“Living here has helped me get on my feet a lot because before we moved here we were in kind of a bad situation staying in a motel, which was getting expensive. I was just working to pay the expenses every week.”

Says his wife, Gricelda, “I get emotional. My kids have someplace to call home and back then, they didn’t.”

Their fortunes turned for the better in December 2017, when Ramon happened to drive by Mosaic Gardens at Pomona and saw its sign advertising affordable housing. He sent a postcard requesting an application, filled it out, and waited.

Soon an affordable three-bedroom home became available — changing the trajectory of their lives. “I was almost in tears,” Ramon says of the moment they learned they had been approved to move into Mosaic Gardens at Pomona. “We’ve got our own spot, after all that struggling.”

That struggling began when they lost their apartment of six years after new management took over. As a warehouse worker on minimum wage, Ramon was unable to meet the usual rent and deposit requirements, so a motel was their only recourse after they could no longer stay with family.

Six months in one room proved more than challenging. Getting the kids to focus on schoolwork was difficult, as was preparing meals. Ramon was gone most of the day at work, and Gricelda tended to their four children, including the special needs of daughter Trinity, who was diagnosed with brain cancer at 6 weeks old and has had three brain surgeries.

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After six months, Ramon and Gricelda were able to move into Mosaic Gardens at Pomona. “We’ve got our own spot, after all that struggling.”

Indeed, the Gallegos family has come a long way at Mosaic Gardens at Pomona. Ramon was able to get his commercial driver’s license, which led to a better job as a sanitation truck driver, lifting the worry over how he would pay for food and rent. The children are doing much better in school, thanks to their new housing stability and the Linc Cares after-school program.

And for Gricelda, the move has brought peace of mind by alleviating a typical concern of parents: “I like it here because it’s a safe environment for my kids — it’s nice to feel safe.”

“The doctor was telling me she wasn’t going to make it, that she wasn’t going to walk and she wasn’t going to talk.” Ramon and Gricelda wipe away tears as she says, “It’s not tears of sadness, it’s tears of joy to see how far she’s come, and she’s brought us a lot closer.”

Adds Ramon, “She showed us she’s never giving up, so why should we give up?”

“Alone we can do so little; together we can do so much.” — Helen Keller

Linc Housing recognizes, and is immensely grateful for, the role of our many partners, whose support makes our mission to serve California’s most vulnerable possible. They include foundations; corporate and individual donors; banks, lenders, and investors; federal, state, county and city agencies; social services providers; community development partners; property management companies; architects, contractors, and construction managers; and legal professionals. We also acknowledge the dedication and work of our volunteers, whose value goes far beyond the numbers shown below.

Finally, here’s looking at you — with gratitude for your contribution to our mission!

Thank you!
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“Driving me crazy.”

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