

Project Title CABRILLO VILLAGE PROJECTLocation Ventura County, California

Describe in the space provided the important characteristics of the project, how it was developed, and how it is exemplary. This abstract will be among the materials distributed to members of the Selection Committee prior to their initial deliberation.

Cabrillo Village's main characteristic is that it is an innovative, national, self-help housing alternative model for farm workers and other low-income people. It was created in 1976 as a limited equity, stock cooperative for farm-worker families, which fostered resident ownership and local neighborhood control. The second important characteristic is that both new housing projects have demonstrated that low-income housing can be designed aesthetically and cost effectively, as evidenced by two national design awards.

The Cabrillo Village development began in 1975 when 82 farm-worker families were faced with eviction from the labor camp they had been living in for many years. The families organized, fought the eviction, and eventually negotiated the purchase of the camp. Each family raised \$1,000 to buy the twenty-acre camp for \$80,000. The purchase was completed on May 5, 1976. A period of community planning ensued.

The goals included long-term affordability, local control, self management, quality design, new housing opportunities, and a blend of complimentary development uses. The legal structure selected was a limited equity, stock cooperative. This structure was formed along with the formation of a nonprofit organization which administered the development, raised resources, and managed the co-op's affairs. The rehabilitation of 80 homes began in 1977. Self help and local labor were combined with state and federal grants to rehabilitate eighty homes. Eight homes per year were rehabilitated. In 1981, 35 new multifamily homes went into construction, followed by 39 more units and a community center, using Farmers Home Administration resources.

In 1981, the co-op spun off its nonprofit administration to become the Cabrillo Economic Development Corporation, a county-wide community development corporation. Since then, the co-op has been completely self managed. The Cabrillo Economic Development Corporation assisted the co-op to complete its development project, which was finished in 1986.

And, finally, Cabrillo Village has proven to be exemplary in its design, as acknowledged by TIME and ARCHITECTURAL RECORD magazines for its style, coloring, and cultural considerations as well as its comfortable living function. The homes were built with energy efficiency in mind through solar heating and shading around windows. It is also exemplary in its design style of color selection, interior design, and special features in the exterior as noted in ARCHITECTURAL RECORD magazine.

The Village has continued to develop its environment and the residents living there. It has spawned five other self-help projects in the county which, when combined and completed, will yield 630 new units to replace the hundreds of units that have been bulldozed to extinction. The co-op includes complimentary uses including sports fields, playgrounds, stores, and six transition shelters for farm-worker families. All this was accomplished because the community said to themselves, "Si, se puede" ("Yes, we can") in 1975. They have passed on the "Yes, we can" attitude to their children who are now attending colleges and universities; children who would have grown up and continued in farm work. The accomplishments of the Village go beyond the exemplary architecture, economic objectives, and basic social objectives, all because they said, "Yes, we can" and did!

# PROJECT PROFILE

(Please limit answers to the space available on these pages)

Project Name **CABRILLO VILLAGE**

Location **Saticoy, Ventura County, California**

Owner **Cabrillo Cooperative Housing Corporation**

Project Use(s) **Housing: 80 single-family units, 80 multifamily units = 160 total units**

Project Size **25 acres, 160 units** Total Development Cost

Application submitted by:

Name **Bernardo M. Perez and Rodney Fernandez**

Title **Chairman of the Board and Executive Director**

Organization **Cabrillo Economic Development Corporation**

Address **11011 Azahar Street, Saticoy, California 93004**

Telephone ( **805** ) **659-3791**

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Signature *Rodney E. Fernandez* **CEDC Executive Director**

### Key Participants\*

Organization	Key person	Telephone
■ Public agencies <b>County of Ventura</b>	<b>Supervisor Susan Lacey</b>	<b>(805) 654-2703</b>
<b>State of Cal. Dept. of Housing &amp; Community Dev.</b>	<b>Tom Monahan</b>	<b>(916) 324-6332</b>
■ Developer <b>Cabrillo Economic Development Corp.</b>	<b>Rodney Fernandez</b>	<b>(805) 659-3791</b>
■ Professional consultants		
Architect <b>Mutlow-Dimster Partnership</b>	<b>John Mutlow</b>	<b>(213) 480-0812</b>
Landscape architect <b>Robert H. Forrey</b>	<b>Robert H. Forrey</b>	<b>moved</b>
Urban designer <b>Mutlow-Dimster Partnership</b>	<b>John V. Mutlow</b>	<b>(213) 480-0812</b>
Planner <b>Mutlow-Dimster Partnership</b>	<b>John V. Mutlow</b>	<b>(213) 480-0812</b>
Lawyer <b>Garcia &amp; Najera</b>	<b>Roberto Garcia</b>	<b>(805) 487-0655</b>
Other <b>Jaime Bordenave, Consultant</b>	<b>Jaime Bordenave</b>	<b>(800) 548-6656</b>
■ Community group(s) <b>Housing Assistance Council</b>	<b>Moises Loza</b>	<b>(202) 842-8600</b>
<b>Rural Community Assistance Corp.</b>	<b>Bill French</b>	<b>(916) 447-2854</b>
■ Sponsor <b>Cabrillo Cooperative Housing Corp.</b>	<b>Socorro Flaco (new mgr.)</b>	<b>(805) 647-0165</b>

\*Please attach an additional sheet, if necessary, to identify others who should be credited as having been instrumental in the development of this project.

**CABRILLO ECONOMIC DEVELOPMENT CORPORATION  
CABRILLO VILLAGE PROJECT**

1. Describe the characteristics of this project: the important aspects of the design, development, and public approval process. Indicate why these are exemplary.

The main characteristic of the Cabrillo Village project is that it is an innovative, national, self-help housing alternative model for farm workers and other low-income people. Cabrillo Village is a farm-worker owned, limited equity, housing cooperative which fostered resident ownership and local neighborhood control.

The project is located in Ventura County, California. Ventura is a coastal county located north of Los Angeles. The county is experiencing tremendous urban sprawl pressures as ten cities and the county's unincorporated areas struggle to manage growth while protecting agricultural land uses. Agriculture is still a dominant local industry. Cabrillo Village was a labor camp that began in the 1930s. In the mid-1970s, a crisis occurred which provided a unique opportunity for low income, farm-worker families to take charge of their destiny. They bought the camp in 1976 and began to redevelop their community.

The important aspect of the project's design is the integration of the old and new housing, complimented by the design features of the multifamily projects. In this community, the homes were created in a style that is sensitive to the cultural aspects and energy-efficient needs of the low income, farm-worker families, implementing style, color, and floor plans that suit the lifestyle and aesthetic preference of the culture. In particular, the new housing project implemented a passive as well as active solar heating system, combined with adobe styling and coloring of the structures. The farm-worker families met with the architect to assist in the design of the floor plans, colors, and overall design of their own homes. The old cabins were completely rehabilitated over time. This was accomplished by a combination of family self-help and local residents that were trained and became permanent rehabilitation construction crew members.

The most important part of the development is that the project was developed by the people themselves. They formed a nonprofit organization to guide the development phase, which lead to the creation of a unique ownership mechanism; a limited equity, stock cooperative. The community also developed supportive features which include a church, meat market, convenience store, six temporary homeless shelters for farm-worker families, baseball diamond, basketball court, soccer field, and its office building. The Cabrillo Village project has its own board of directors, and management and maintenance staff.

Cabrillo Village is an exemplary project for its combination of resident ownership, long-term affordability, aesthetic design, and for meeting cultural and social objectives. The project has received national design recognition by TIME magazine and ARCHITECTURAL RECORD magazine in 1983 and 1988, respectively.

TIME magazine recognized Cabrillo Village in its January 3, 1983 issue for its combination of aesthetic and social objectives as well as its energy efficient, solar heating system in the design. ARCHITECTURAL RECORD magazine also recognized Cabrillo Village in a special feature article in its November 1988 issue for the project's combination of aesthetic and cultural social values. Please see the enclosed copies of the articles.

The public approval process went smoothly. This was due to the extensive participation by the residents in developing development plans consistent with County guidelines and regulations. Both, the County Board of Supervisors and staff consistently have supported the project.

**CABRILLO ECONOMIC DEVELOPMENT CORPORATION  
CABRILLO VILLAGE PROJECT**

**2. Why does this project merit the Rudy Bruner Award for Excellence in the Urban Environment?**

The Cabrillo Village project merits the Rudy Bruner Award for Excellence in the Urban Environment because it combines economic, aesthetic, and social objectives. It is unique in that it has served as a national model for other low-income residents to take charge of their living environment. It has also demonstrated, through national design recognition, that low-income housing can be aesthetic while being cost effective.

The key economic objective of the project was long term affordability. A limited equity, stock cooperative mode of ownership was created to address this need. Since the families are mostly very low to low-income families, with average family incomes ranging from \$12,000 to \$26,000, the cost of housing was a paramount issue. The solution was to completely rehabilitate the old cabins using extensive grant resources and to build new housing using Farmers Home Administration loan and grant programs, which include Section 8 type rent subsidies. As owners-in-common of the co-op, each family has a share interest. This share entitles them to their housing unit as long as they comply with co-op and Farmers Home Administration regulations. In one of the highest real estate markets in the country, monthly assessments range from \$200 to \$383, depending on bedroom size and type of unit.

The key aesthetic objectives were the combination of the old and new housing styles, designing houses that are sensitive to families' cultural lifestyle, and designing cost effective and aesthetic design for low-income families. Solar heating, that was not only active but passive, was used in the first phase of new housing, making the project energy efficient. The homes were also designed to meet the cultural needs in both functional and aesthetic values. Color, shading, stucco, and floor plans were designed to meet the families' styles. The designs were recognized as exemplary by two reputable, national magazines. TIME magazine published an article on the Cabrillo Village project in its Design section of the January 3, 1983 issue for its exemplary design of adobe style, low cost, energy efficiency, and for family privacy, representing "The Best of 1982." See the enclosed copy. ARCHITECTURAL RECORD also published a special article entitled "In the Public Interest" in its November 1988 issue, recognizing the exemplary style of the Cabrillo Village homes, which includes special features like the sunshade design above the windows and stepped configuration of the row houses. It also recognized the community center for its peaked roof, spaciousness, and its contrast to the row houses.

The key social objective is that Cabrillo Village transformed a close-knit labor-camp into a well functioning, resident-controlled cooperative, expanded to and integrated new families into the community, and reaches out to other community groups who have interest in developing their own housing solutions. The project is exemplary in its social objective in that it is a leader in the county, state, and possibly even the country, where farm workers took charge of their housing needs from legal structuring through design and development, and management of their own cooperative. Two articles are submitted which state very well the social values implicit in the Cabrillo Village experiences. They are an article from the NATIONAL ECONOMIC DEVELOPMENT AND LAW CENTER REPORT, spring of 1982, written by Berta Ontiveros, entitled Cabrillo Village: A Model of Rural Community Economic Development ("Rural" refers to the fact that Cabrillo Village is located in Saticoy, which is a small unincorporated community in Ventura County. However, the community exists as an urban neighborhood.) and an article from THE SCOPE OF SOCIAL ARCHITECTURE magazine, pages 218 through 229.

CABRILLO ECONOMIC DEVELOPMENT CORPORATION  
CABRILLO VILLAGE PROJECT

3. What were the significant dates of the project's development; and when was it completed?

The project began in 1976 with the purchase of the land by the farm workers. Each family invested \$1,000, totaling \$80,000 to buy a twenty-acre labor camp. This money was used to leverage \$10 million in total development costs.

The community planning and initial resource development began in 1977. Also in 1977, the first rehabilitation demonstration model was started with grant funds provided by the Rosenberg Foundation. Following this success, Department of Labor-CETA funds and State of California Department of Housing and Community Development Farmworker Grant funds were secured for job training, labor, and materials in 1978. The families also contributed self-help labor.

Most of the original infrastructure was replaced between 1978 and 1981 (streets, sewer and water lines) while homes were continuing to be rehabilitated.

The housing rehabilitation was accomplished incrementally, limited by on-site, temporary relocation resources. An average of eight houses were rehabilitated per year. The project was completed in 1986.

In 1982, the first phase of new multifamily housing was completed. The project consisted of 35 adobe style, quadriplex homes. In 1986, the second phase of new multifamily, row houses was completed. This project consisted of 39 uniquely designed homes, a community center, and a laundry facility.

Other developments include a baseball diamond, playground, convenience store, meat market, soccer field, basketball court, and six transition shelter-units for homeless farm-worker families. The development was completed in 1986.

CABRILLO ECONOMIC DEVELOPMENT CORPORATION  
CABRILLO VILLAGE

4. What urban issues did this project address? Were there important associated issues that this project did not address?

The key urban issue that this project addressed was the decline of grower-supported labor housing. In 1975, growers began to get out of housing as costs increased, union activities were on the rise, and labor forces changed. Cabrillo Village residents were not migrant but year-round seasonal workers. They were permanent residents of the community. The farm labor housing that was designed for migrant workers, usually single men, was now occupied by permanent, seasonal worker families. The work force changed while the housing base did not. Cabrillo Village was the first large-scale community where the grower began entire labor camp evictions.

Finding itself in a crisis, the community responded in a positive manner. They organized themselves, sought help, raised their own investment money, bought the camp, established a cooperative ownership structure, and completely redeveloped the community over a ten-year period. Since then, they've shared this experience and knowledge with other interested groups. Cabrillo Village is a national model for self help, resident control, and a housing alternative for low-income families over the entire country. It also has proven that quality housing can be provided at low cost and made affordable to low-income people.

CABRILLO ECONOMIC DEVELOPMENT CORPORATION  
CABRILLO VILLAGE PROJECT

5. Describe the financing for the project. Was there something particularly unique or innovative about it?

The unique aspects of the financing began with the initial investment of \$1,000 per family (\$80,000 total) that leveraged \$10 million in total development costs. The leveraged monies were a mix of local, state, and federal funds. The self-help labor provided by the families kept the housing rehabilitation costs down, as did the recycling of old housing materials.

Development financing came from a host of varied sources. With an initial investment of only \$80,000, the project was able to leverage millions of dollars in funds. Sources included the Economic Development Administration for site improvements, State of California Department of Housing and Community Development for materials to rehabilitate the 80 single-family homes, Department of Labor - CETA program for rehabilitation construction labor costs, and the United States Department of Agriculture - Farmers Home Administration for construction of the 35- and 39-unit projects. Bridge financing was provided by the Housing Assistance Council, Rural America, and other foundations and corporations.

Also, operating expenses were covered by funding from the Campaign for Human Development, County of Ventura's Community Development Block Grant, Rosenberg Foundation, Housing Assistance Council, United States Department of Housing and Urban Development - Office of Neighborhood Development, Local Initiatives Corporation, and others.

The project's uniqueness is the exemplary cost effectiveness of the project through grants, self-help labor, leveraging ability, and recycling of materials. All these have led to long-term affordability.

CABRILLO ECONOMIC DEVELOPMENT CORPORATION  
CABRILLO VILLAGE PROJECT

6. What were the goals of this project? How well were they met?

The Cabrillo Village goals were to create long-term affordability, local control, self management, quality design, new housing opportunities, and a blend of complimentary development uses. It accomplished these goals by creating a cooperative ownership mechanism to meet its long-term affordability, local control, and self management goals. The project is self managed and has its own board of directors, staff, and maintenance personnel.

Cabrillo Village accomplished its goal of quality design by hiring an experienced and competent architect and by being involved in the designing process. It accomplished its expansion of the community by adding the 74 additional new units and six shelter units. All goals were met; some actually exceeded their original minimum level of accomplishment. In addition, community leaders have been involved in extensive housing conferences and training with other communities in the state and country.

Cabrillo Village is a national, self-help model for resident ownership for low-income families that has exceeded all of its original goals and continues to thrive.



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COMMUNITY REPRESENTATIVE (Cabrillo Village Board Member)

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Board of Directors  
(Cabrillo Village) 1

DEVELOPER

Rodney Fernandez  
Cabrillo Economic Development Corporation  
Executive Director 3

PROFESSIONAL CONSULTANT (Architect)

John V. Mutlow, AIA  
Mutlow-Dimster Partnership  
Owner 5

PUBLIC AGENCY (County Supervisor)

Susan Lacey  
County of Ventura  
Board of Supervisors 7

OTHER (Original Cabrillo Village Project Manager)

Jaime Bordenave  
Center for Housing Training  
President 9

## PERSPECTIVE/Community Representative

This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

If possible, answers to all questions should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. The length of answers should be limited to the area provided here.

Name	<b>LUIS MAGDALENO</b>	Title	<b>BOARD OF DIRECTORS</b>
Organization	<b>CABRILLO COOPERATIVE HOUSING CORPORATION</b> (Cabrillo Village)	Telephone ( <b>805</b> )	<b>647-4083</b>
Address	<b>1515 S. Saticoy Avenue, Saticoy, CA 93004</b>		

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Signature *Luis Magdaleno*

1. How did you, or the organization you represent, become involved in this project?

We, the farmworkers of the farm labor camp, were being evicted from our homes because of union activities. We didn't know where we would go and how to resolve our problem. We just began fighting for our right to have safe housing.

The first agency to help us was the Ventura County Human Relations Commission. They assisted us along with the United Farm Workers union.

We decided to organize under a nonprofit structure, known at that time as the Cabrillo Improvement Association. I was elected as the first president of the Board of Directors of the nonprofit organization. Then we began reaching out for support. One of the first agencies to assist us was the Campaign for Human Development. Many agencies followed with their support.

2. What were the major issues from the community's point of view?

The major issue was the problem of getting funds to rebuild the houses because we didn't even know where to go to get the money. Our concern was due to our being evicted, all 82 families, and not knowing where to turn for assistance. Fortunately, we just kept on working towards our goal of creating a cooperative community.

The other major issue was what type of ownership project to use for owning the property. After considerable study and debate, the community decided to establish a limited equity, stock, housing cooperative. We decided to do this because a subdivision under the then existing county guidelines was not possible; and a cooperative provided us with some degree of ownership, community control, and long-term affordability.

3. What other community organizations or institutions, if any, were involved? What relationship did they have to the project?

Before too long, several agencies began to support us. They were organizations like the Campaign for Human Development and the Ventura County Human Relations Commission. The County of Ventura also helped by providing funding. Cabrillo was blessed by being able to get funds from many sources (Rosenberg Foundation; Rural America; Housing Assistance Council of Washington, DC; HUD; Economic Development Administration; and local utilities such as Southern California Gas Company, Pacific Bell, and Southern California Edison).

## PERSPECTIVE/Developer

This sheet is to be filled out by the person who took primary responsibility for project financing.

If possible, answers to all questions should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. The length of answers should be limited to the area provided here.

Name	<b>RODNEY FERNANDEZ</b>	Title	<b>EXECUTIVE DIRECTOR</b>
Organization	<b>CABRILLO ECONOMIC DEVELOPMENT CORPORATION</b>	Telephone(	<b>805 ) 659-3791</b>
Address	<b>11011 Azahar Street, Saticoy, CA 93004</b>		

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Signature *Rodney Fernandez*

1. What role did you or your organization play in the development of this project? Describe the scope of involvement.

The Cabrillo Economic Development Corporation (CEDC) was the nonprofit developer for this project. The CEDC is the successor of the Cabrillo Improvement Association, which was the nonprofit organization created to administer the development of Cabrillo Village. The Cabrillo Improvement Association was active from 1976 to 1981. In 1982, the CEDC succeeded it in order to assist other community groups with their housing needs in Ventura County.

The scope of the CEDC's involvement was comprehensive. In the early years, it was responsible for both, the development management and managing the housing cooperative. The CEDC assisted the Board to conduct community planning, then raised funds for the entire development, and finally, managed the development process to completion. Concurrently, the CEDC trained the Board and members on the essentials of cooperative governance, including legal, business applications, and property management aspects. In 1982, the co-op became self-managing; and on our role, was convened to managing the completion of the housing rehabilitation and second new housing development.

2. What, if any, modifications were made to the original proposal as the project was developed? How did they come about?

The only modification that was made to the original proposal was to add the second new housing project. This was done because of the need in the broader community, the success of the first project, and the willingness on the part of the co-op members to reach out to the broader community's needs.

3. What was the most difficult task in the development of this project?

The most difficult task was managing the housing cooperative in terms of being an effective administrator to the Board of Directors. As staff, our role was to support the Board. We had to teach and train, as well as provide guidance and recommendations. There was always a fine line in knowing whether to step back and let the Board make decisions on their own and how to set up an understanding of shifting roles as the Board presented itself to the membership. This was not easy. To their credit, the co-op has consistently had a very strong board president and board leadership.

## PERSPECTIVE/Professional Consultant

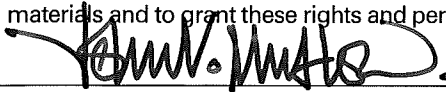
This sheet is to be filled out by those professionals who worked as consultants on the project, providing design, planning, legal, or other professional services.

If possible, answers to all questions should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. The length of answers should be limited to the area provided here.

Name	JOHN V. MUTLOW, AIA	Title	OWNER
Organization	MUTLOW-DIMSTER PARTNERSHIP (Architectural Firm)	Telephone (	213 ) 480-0812
Address	670 S. LaFayette Park Place, Los Angeles, CA 90057		

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Signature

 . A.I.A.

1. What role did you or your organization play in the development of this project?

I was the architect for the two new housing projects.

2. From your perspective, how was this project intended to benefit the urban environment?

This project was intended to benefit the urban environment by providing a permanent and village type of house and environment for the farmworker families being evicted from their single-wall constructed houses. It was important to make the project culturally appealing, aesthetic, and efficient in design. The project also had to agree with the County's and Farmers Home Administration's design standards.

3. What is your impression of the project's impact on its surroundings and people in the project area? Do you have data that document its effect? Attach supplementary material as appropriate.

This project's impact on the surroundings and people in the project area are that these families, once living under substandard conditions, now have a viable community consisting of comfortable homes and safe environment. The surroundings are now much more appealing in that the once neglected neighborhood is now a thriving, appealing neighborhood, making a significant environmental improvement to the community as a whole.

Several magazines have printed articles on the Cabrillo Village project. They are: 1) The Scope of Social Architecture, 2) Progressive Architecture, 3) Time magazine, and 4) Architectural Record magazine. See the tabbed sections of this proposal for some of these reprints.

## PERSPECTIVE/Public Agency

This sheet is to be filled out by the staff of public agencies who were directly involved in the financing, design review, or public approvals that affected this project.

If possible, answers to all questions should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. The length of answers should be limited to the area provided here.

Name **SUSAN LACEY** Title **COUNTY SUPERVISOR**

Organization **COUNTY OF VENTURA** Telephone ( **805** ) **654-2703**

Address **800 S. VICTORIA AVENUE, VENTURA, CALIFORNIA 93009**

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Signature

*Susan K. Lacey*

1. What role did your organization play in the development of this project?

The County of Ventura was the lead public agency of Cabrillo Village. Our primary function was to review and approve all development plans, including the planned development permit, zone change, housing rehabilitation house plans, and both new housing plans. The County also coordinated the provision of water and sewer services with the City of Ventura, thereby ensuring these essential services.

We also assisted Cabrillo Village to seek and secure millions of dollars in federal and state loans and grants. A total of approximately \$6 million was secured. We also provided \$175,000 in local resources, namely through CDBG and CETA funds for both, the housing rehabilitation effort and, most importantly, to cover part of the ongoing project administration costs.

2. Describe what requirements your agency made of this project? (Such as zoning, public participation, impact statements, etc.)

The County required all of the normal requirements of a planned development project. The original labor camp was on private property and in need of substantial repair. We were very concerned about the health and safety of the residents. Once the farmworkers were able to buy the camp, our staff planners assisted the leadership and key volunteers to analyze redevelopment options. The community decided to redevelop it into a cooperative with a goal to rehabilitate the old houses and build new multifamily units. The main requirements are listed in Question No. 1 above.

3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all, the intentions changed over the course of the project? What trade-offs and compromises were required? How did you participate in making them? With hindsight, what would you now do differently?

The project was intended to benefit the urban environment by transforming a dilapidated, deteriorating, 40-year old labor camp into a new community. Cabrillo Village was the first large attempt by county growers to remove themselves from providing housing for their workers. Cabrillo Village became a model. It has led five other community groups, representing 477 units, to seek solutions to their own housing needs.

Over the course of time, very few of the original intentions changed. I believe mainly due to thorough, comprehensive, and realistic development planning, mainly brought about by extensive community participation.

The key trade-off that was made occurred in the original community planning and had to do with the type of development that could replace the labor camp while creating an ownership project.

I participated in the later years, 1981 to the present, mostly by assisting with resource development and development processing through County departments. I and the County Board of Supervisors have consistently supported the Cabrillo Village effort and would have done nothing differently.

## Perspective/Other

Name: Jaime Bordenave, President

Organization: Center for Housing Training Phone: 800/ 548-6656

Address: 1245 13th St. N.W., Washington, D.C. 20005

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Signature *Jaime Bordenave*

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1. What role did you play in the development of this project?

I was the first full-time staff person hired to work at Cabrillo Cooperative Housing Corporation, for both the co-op corporation and the parallel development corporation, Cabrillo Improvement Association. During my 18 months tenure, on the Cabrillo Improvement Association side, I packaged the various loan and grant applications for the new construction project, set up the rehab project, worked with the State to establish a rehab housing fund, opened the co-op grocery store and ceramic tile factory. Through co-op funds and CETA funds we built up a staff of nearly 50, most of whom were residents of the co-op. On the Cooperative Housing Corporation side, I managed the co-op, trained the Board of Directors, worked to resolve conflicts in the community, and oversaw the operation of the ESL classes, the daycare center, and the adult education classes.

2. From your perspective, how was this project intended to benefit the urban environment?

The Cabrillo Village project was intended to provide the residents and future residents with control of their community: affordable decent housing; jobs; language skills; and all related services. Whereas the residents were previously dependent on the owners and outside employers and vendors, they now had the opportunity to control all these aspects of their lives. The Board of Directors also had far-reaching goals for the education of their children and the improvement of family life.

3. Describe your impression of the impact that this project has actually had on its surroundings and the people in the project area. Describe any data that support your conclusions.

As a demonstration project, Cabrillo Village also served as an inspiration and model to numerous other low-income communities. This indeed happened not only in California, but around the country and even overseas. The President of the Board even travelled to Panamá, at the invitation of the U.S. Agency for International Development, to present the story of Cabrillo as a case history in a pilot training program for cooperatives, with attendees from throughout Latin America.

I am no longer in a position to present data on the impact of Cabrillo Village, since I now work in Washington, D.C. However, during the 10 years since I left Cabrillo Village, I have seen dozens and dozens of low income groups form co-ops, largely inspired by the experience of Cabrillo. In this sense, Cabrillo has had an impact on communities far and wide—perhaps having more of an impact elsewhere than in its rather isolated environs.



4. What trade-offs and compromises were required during the development of the project? Did you participate in making them? With hindsight, what would you do differently?

The greatest trade-off and compromise made in the development of the project was the resolution of a conflict between two factions of residents, one that wanted a for-profit corporation (20 residents), and one that wanted a non-profit cooperative (62). I personally mediated this conflict and ultimately helped the Board to accept the "splinter group", without any evictions.

One of the great successes of this project was the involvement of the residents themselves in all aspects of the development. They served on the Board, they served on the Architectural committee, they worked for the co-op businesses, they volunteered their labor.

In hindsight, however, I would have tried to link the Cabrillo Improvement Association (now the Cabrillo Economic Development Corporation) to a broader base than merely residents of the co-op. This was subsequently done, although I am not sure that the representation is broad-based enough. Due to the language barrier, and the uniqueness of the project's activities, it was possible for the co-op to be rather insular and for internal splits to fester. A broader base at an earlier time may have helped mitigate some of this.

5. What can others learn from this project?

Cabrillo is perhaps the clearest example in the U.S. of a comprehensive cooperative community. In spite of the fact that it is small and only has about 150 members, it has developed an extremely high ratio of jobs in a diverse number of areas: tile factory; cabinet shop; butcher shop; day care; administrative office, etc. And it has done this with an initial Board of Directors that had an average of a 3rd grade reading level, and that did not even speak English. The Board, however, did have vision—a vision of what they wanted for their children and themselves. If we had been told by "outsiders" that what we wanted to do was not possible, we may never have achieved what was ultimately accomplished. Therefore, I feel that the major lesson that can be learned from Cabrillo is that "vision" and "dedication", along with plenty of hard work, can achieve almost anything.

6. If five years from now you judge this project to be successful, at what characteristics would you be looking?

I would judge this project by whether it is achieving its dual purposes: (1) a solid business operation, that (2) provides decent affordable housing and related community services. If the corporation is not run well, with good policies and procedures, with adequate replacement reserves and the like, it cannot long serve its social purposes. Likewise, if the community is not functioning well, with an active Board and Committee structure, with social activities and a sensitivity to the changing needs of the residents, it would also not be meeting its goals.