

Regional Planning Technical Working Group

Thursday, July 22, 2021

1:15 to 3:15 p.m.

****Teleconference Meeting****

MEETING ANNOUNCEMENT AMIDST COVID-19 PANDEMIC:

The Regional Planning Technical Working Group (TWG) meeting scheduled for Thursday, July 22, 2021, will be conducted virtually in accordance with Governor Newsom's State of Emergency declaration regarding the COVID-19 outbreak, Executive Order N-29-20, and the Guidance for Gatherings issued by the California Department of Public Health. TWG members will primarily participate in the meeting virtually, while practicing social distancing, from individual remote locations.

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Public Comments: Persons who wish to address the members on an item to be considered at this meeting, or on non-agendized issues, may email comments to the Clerk at clerk@sandag.org. Please reference "July 22 Regional Planning Technical Working Group" in your subject line and identify the item number(s) to which your comments pertain. Comments received by 4 p.m. on Wednesday, July 21 will be provided to members prior to the meeting.

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The "Raise Hand" feature can be found on the Zoom toolbar for those who are joining via computer or by entering *9 for those who joining via telephone only. The Chair will call on members of the public by name for those joining via a computer and by the last three digits of your telephone number for those joining via telephone. All comments received prior to the close of the meeting will be made part of the meeting record.

MEMBER AGENCIES

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Carlsbad
Chula Vista
Coronado
Del Mar
El Cajon
Encinitas
Escondido
Imperial Beach
La Mesa
Lemon Grove
National City
Oceanside
Poway
San Diego
San Marcos
Santee
Solana Beach
Vista
and
County of San Diego

ADVISORY MEMBERS

Imperial County
San Diego County
Regional Airport Authority
California Department
of Transportation
Metropolitan
Transit System
North County
Transit District
United States
Department of Defense
Port of San Diego
San Diego County
Water Authority
Southern California
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SANDAG

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Mission Statement

The 18 cities and county government are SANDAG serving as the forum for regional decision-making. SANDAG builds consensus; makes strategic plans; obtains and allocates resources; plans, engineers, and builds public transit; and provides information on a broad range of topics pertinent to the region's quality of life.

Our Commitment to Equity

We hold ourselves accountable to the communities we serve. We acknowledge we have much to learn and much to change; and we firmly uphold equity and inclusion for every person in the San Diego region. This includes historically underserved, systemically marginalized groups impacted by actions and inactions at all levels of our government and society.

We have an obligation to eliminate disparities and ensure that safe, healthy, accessible, and inclusive opportunities are available to everyone. In 2021, SANDAG will develop an equity action plan that will inform how we plan, prioritize, fund, and build projects and programs; frame how we work with our communities; define how we recruit and develop our employees; guide our efforts to conduct unbiased research and interpret data; and set expectations for companies and stakeholders that work with us.

We are committed to creating a San Diego region where every person who visits, works, and lives can thrive.

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Regional Planning Technical Working Group

Thursday, July 22, 2021

Item No.		Action
1.	Welcome and Introductions	
+2.	Approval of Meeting Minutes +2A. March 11, 2021, Meeting Minutes +2B. June 16, 2021, Working Group Forum Meeting Minutes	Approve
3.	Public Comments/Communications/Member Comments Members of the public shall have the opportunity to address the Regional Planning Technical Working Group (TWG) on any issue within the jurisdiction of SANDAG that is not on this agenda.	
Reports		
+4.	Regional Housing Incentive Program <i>Tuere Fa'aola, SANDAG</i> <i>Tara Lake, WSP</i> <i>Jennifer LeSar, LeSar Development Corporation</i> SANDAG staff will provide an update on the Regional Housing Incentive Program. The TWG will have an opportunity to discuss and provide feedback for the development of the Regional Housing Incentive Program.	Discussion
5.	Member Communications <i>TWG Members</i> TWG members are asked to provide brief updates on the latest planning projects occurring in their jurisdictions, including the impacts on their city planning departments and projects caused by the COVID-19 pandemic. The Chair may also report on actions taken at the latest Regional Planning Committee meeting.	Information
6.	Future Meeting Topics <i>TWG Members</i> TWG members are asked to suggest topics for future meetings.	Discussion
7.	Upcoming Meetings The next TWG meeting is scheduled for Thursday, August 12, 2021, at 1:15 p.m.	Information
8.	Adjournment	

+ next to an item indicates an attachment

July 22, 2021

Action: **Approve**

March 11, 2021, Meeting Minutes

Chair Karen Brindley (City of San Marcos) called the meeting of the Regional Planning Technical Working Group (TWG) to order at 3:31 p.m.

1. Welcome and Introductions

The attendance sheet for this meeting is included.

2. Approval of Meeting Minutes (Approve)

Action: Upon a motion by John Conley (City of Vista) and a second by Vice Chair Tony Shute (City of El Cajon), the TWG approved the minutes from the January 11, 2021, meeting.

The motion passed.

Yes: Chair Brindley, Vice Chair Shute, Don Neu (City of Carlsbad), Tiffany Allen (City of Chula Vista), Jesse Brown (City of Coronado), Joseph Smith (City of Del Mar), Meagan Openshaw (City of Imperial Beach), Noah Alvey (City of Lemon Grove), Martin Reeder (City of National City), Jeff Hunt (City of Oceanside), David De Vries (City of Poway), Alyssa Muto (City of San Diego), Chris Jacobs (City of Santee), and John Conley.

No: None.

Abstain: Mike Strong (City of Escondido).

Absent: City of Encinitas, City of La Mesa, City of Solana Beach, and County of San Diego.

3. Public Comments/Communications/Member Comments

Mike Strong mentioned that the City of Escondido adopted a Climate Action Plan.

Reports

4. 2021 Regional Plan: Series 14 Regional Growth Forecast and Sustainable Communities Strategy Land Use Scenario (Discussion)

Senior Regional Planner Allison Wood and Senior Regional Models Analyst Rachel Cortes provided an overview of the Series 14 Regional Growth Forecast and the approach for the land use scenario to be included in San Diego Forward: The 2021 Regional Plan and Sustainable Communities Strategy (SCS). TWG members were asked to discuss uses of data from the SCS land use scenario.

Action: Discussion only.

5. UC San Diego Urban Expo 2021 (Information)

Keith Pezzoli, UC San Diego faculty member, provided an overview of the UC San Diego Urban Expo 2021, and graduating students explained their research on housing, transit-oriented development, and homelessness.

Action: Information only.

6. Member Communication (Information)

John Conley mentioned that the City of Vista has completed its Paseo Santa Fe Street Improvement Project.

Chair Brindley said farewell to the TWG, as she is leaving to become the Community Development Director at the City of Lake Elsinore.

Action: Information only.

7. Future Meeting Topics (Discussion)

No future meeting topics were suggested.

Action: Discussion only.

8. Upcoming Meetings (Information)

The next TWG meeting is tentatively scheduled for the morning of Thursday, April 22, 2021. This meeting would be a joint working group meeting with other SANDAG working groups and committees to discuss the digital divide.

Action: Information only.

9. Adjournment

Chair Brindley adjourned the meeting at 4:56 p.m.

Confirmed Attendance at SANDAG Regional Planning Technical Working Group Meeting

March 11, 2021

Jurisdiction	Name	Attended	Comments
City of Carlsbad	Jeff Murphey	Yes	
	Don Neu, AICP, Alternate	Yes	
	David De Cordova, Alternate	No	
City of Chula Vista	Tiffany Allen	Yes	
	Scott Donaghe, Alternate	Yes	
City of Coronado	Rich Grunow	No	
	Jesse Brown, Alternate	Yes	
City of Del Mar	Joseph Smith	Yes	
	Amanda Lee, Alternate	No	
City of El Cajon	Tony Shute, Vice Chair	Yes	
	Melissa Devine, Alternate	No	
City of Encinitas	Jennifer M. Gates	No	
	Roy Sapa'u, Alternate	No	
City of Escondido	Mike Strong	Yes	
	David Finestone	Yes	
City of Imperial Beach	Tyler Foltz, AICP	No	
	Meagan Openshaw, Alternate	Yes	
City of La Mesa	Kerry Kusiak	No	
	Allyson Kinnard, Alternate	No	
City of Lemon Grove	Noah Alvey	Yes	
	Mike Viglione, Alternate	No	
City of National City	Martin Reeder	Yes	
	David Welch, Alternate	Yes	
City of Oceanside	Jeff Hunt	Yes	
	Russ Cunningham, Alternate	No	
	Jonathan Borrego, Alternate	No	
City of Poway	Bob Manis	No	
	David De Vries, AICP, Alternate	Yes	
City of San Diego	Brian Schoenfish	No	
	Alyssa Muto, Alternate	Yes	
	Tait Galloway, Alternate	Yes	
City of San Marcos	Karen Brindley, Chair	Yes	
	Saima Qureshy, Alternate	No	

	Melanie Kush	No	
City of Santee	Chris Jacobs, Alternate	Yes	
	Michael Coyne, Alternate	No	
City of Solana Beach	Joseph Lim	No	
	Corey Andrews, Alternate	No	
City of Vista	John Conley, AICP	Yes	
	Patsy Chow, Alternate	No	
County of San Diego	Rami Talleh	Yes	Arrived after vote
	Rob Efird, Alternate	No	

Advisory Members

Air Pollution Control District	Kathy Keehan	No	
	Ann Fox	No	
Caltrans	Barby Valentine, Alternate	No	
	Seth Cutter	No	
Local Agency Formation Commission	Robert Barry, AICP	No	
	Keene Simonds, Alternate	No	
Metropolitan Transit System	Denis Desmond	No	
North County Transit District	Katie Persons	No	
San Diego County Regional Airport Authority	Brendan Reed	No	
San Diego County Regional Water Authority	Seevani Bista	No	
San Diego Unified Port District	Lesley Nishihira	No	
U.S. Department of Defense	Mary Beth Dreusike	No	
	David Zajac	No	

SANDAG Staff

Allison Wood
Rachel Cortes
Samuel Solis
Seth Litchney
Tuere Fa'aola

July 22, 2021

Action: **Approve**

June 16, 2021, 2021 Regional Plan Working Group Forum Meeting Minutes

Chair Vivian Moreno, City of San Diego, called the 2021 Regional Plan Working Group Forum to order at 10:11 a.m.

1. Welcome and Introductions

Attendees were welcomed to the 2021 Regional Plan Working Group Forum.

Reports

2. 2021 Regional Plan: Draft for Public Review

San Diego Forward: The Draft 2021 Regional Plan (Draft 2021 Regional Plan) represents a reimagined future for the San Diego region. SANDAG staff presented an overview of the Draft 2021 Regional Plan and public engagement opportunities during the public review period to members of various SANDAG working groups.

3. Working Group Discussion

Various members of SANDAG working groups provided comments and discussed the Draft 2021 Regional Plan.

4. Public Comments

Various members of the public commented on the Draft 2021 Regional Plan.

5. Non-Agenda Public Comments

No non-agenda public comments were made.

6. Adjournment

Chair Moreno adjourned the meeting at 11:41 a.m.

Confirmed Attendance at SANDAG 2021 Regional Plan Working Group Forum Meeting

June 16, 2021

Jurisdiction	Name	Attended	Comments
City of Carlsbad	Jeff Murphey	No	
	Don Neu, AICP, Alternate	No	
	Eric Lardy, Alternate	Yes	
City of Chula Vista	Tiffany Allen	No	
	Scott Donaghe, Alternate	No	
City of Coronado	Rich Grunow	No	
	Jesse Brown, Alternate	Yes	
City of Del Mar	Joseph Smith	No	
	Amanda Lee, Alternate	Yes	
City of El Cajon	Tony Shute, Vice Chair	No	
	Melissa Devine, Alternate	No	
City of Encinitas	Jennifer M. Gates	No	
	Roy Sapa'u, Alternate	No	
City of Escondido	Mike Strong	No	
	Adam Finestone	No	
City of Imperial Beach	Tyler Foltz, AICP	No	
	Meagan Openshaw, Alternate	Yes	
	Reyna Ayala, Alternate	Yes	
City of La Mesa	Kerry Kusiak	Yes	
	Matthew Feske, Alternate	No	
City of Lemon Grove	Noah Alvey	No	
	Mike Viglione, Alternate	No	
City of National City	Martin Reeder	Yes	
	David Welch, Alternate	No	
City of Oceanside	Jeff Hunt	Yes	
	Russ Cunningham, Alternate	Yes	
	Jonathan Borrego, Alternate	No	
City of Poway	Bob Manis	No	
	David De Vries, AICP, Alternate	Yes	
City of San Diego	Brian Schoenfish	No	
	Alyssa Muto, Alternate	Yes	
	Tait Galloway, Alternate	No	
City of San Marcos	Joe Farace	Yes	
	Saima Qureshy, Alternate	No	
	Dahvia Lynch, Alternate	No	

City of Santee	Melanie Kush	No
	Chris Jacobs, Alternate	No
	Michael Coyne, Alternate	No
City of Solana Beach	Joseph Lim	No
	Corey Andrews, Alternate	No
City of Vista	John Conley, AICP	No
	Patsy Chow, Alternate	No
County of San Diego	Rami Talleh	No
	Rob Efird, Alternate	Yes
Advisory Members		
Air Pollution Control District	Kathy Keehan	Yes
Caltrans	Ann Fox	No
	Barby Valentine, Alternate	No
	Seth Cutter	No
Local Agency Formation Commission	Priscilla Allen	Yes
	Keene Simonds, Alternate	No
Metropolitan Transit System	Denis Desmond	No
North County Transit District	Katie Persons	No
San Diego County Regional Airport Authority	Brendan Reed	No
San Diego County Regional Water Authority	Seevani Bista	No
San Diego Unified Port District	Lesley Nishihira	No
U.S. Department of Defense	Mary Beth Dreusike	No
	David Zajac	No

SANDAG Staff

Allison Wood
 Andrea Villyard
 Coleen Clementson
 Nicole Zanchetta
 Samuel Solis

July 22, 2021

Action: **Discussion**

Regional Housing Incentive Program

Introduction

In July 2019, the California Legislature passed Assembly Bill 101 (Committee on Budget), establishing the Local Government Planning Support Grant Program to provide regional governments with one-time state funding for planning activities to enable jurisdictions to meet the sixth cycle of the Regional Housing Needs Assessment (RHNA). Grant funding is allocated using a population-based formula. SANDAG is eligible to receive \$6.8 million through the program, and the California Department of Housing and Community Development (HCD) is responsible for administering the program.

In October 2019, HCD released an application allowing regions to request up to 25% of their funding. The advance funds are intended to help regions develop a program and accelerate preparation of the application requirements to request the remaining 75% of the grant funds. Staff will provide an update, and the Regional Planning Technical Working Group (TWG) is asked to provide input on the development of the Regional Housing Incentive Program.

Discussion

After receiving approval from the Board of Directors in January 2020, SANDAG applied for and received 25% of its funds (\$1.7 million) from HCD. Similarly, in February 2021, after receiving approval from the Board of Directors, SANDAG applied for the remaining 75% of its funds (\$5.1 million) from HCD to continue developing a Regional Housing Incentive Program. In the application, SANDAG committed to the following:

- Performing outreach and developing a needs assessment identifying challenges facing local governments in achieving housing productions goals, including funding, data collection, and reporting
- Developing a Regional Housing Incentive Program to fund local governments planning actions to streamline housing development
- Developing a housing grant clearinghouse to increase the amount of state and federal grants acquired in the region
- Developing a housing policy outlining the role of SANDAG in increasing housing development in the region and meeting the goals of RHNA

SANDAG will take several factors into consideration to ensure the program meets the goals of San Diego Forward: The 2021 Regional Plan (2021 Regional Plan). The program should address climate change and resilience, consistency with the transportation improvements included in the 2021 Regional Plan, and alignment with other SANDAG grant programs, including the Smart Growth Incentive Grant Program and Active Transportation Grant Program. Additionally, SANDAG staff will coordinate with Social Equity Working Group and other interested stakeholders to ensure the housing program promotes equity and addresses issues like gentrification and displacement in historically underserved and disadvantaged communities.

SANDAG staff and the consultant team have begun the outreach process, including the preparation of a needs assessment, and the development of the Regional Housing Incentive Program with input from TWG members and stakeholders. A copy of the Draft Pro-Housing Best Practices Memorandum prepared by the consultant is included as Attachment 1.

Next Steps

With the feedback and input of the TWG, SANDAG staff will continue to develop the Regional Housing Incentive Program. SANDAG staff will present on the Regional Housing Incentive Program to the 2021 Social Equity Working Group (consisting of community-based organizations throughout the region) and the Regional Planning Committee to provide additional opportunities for input as the program undergoes development.

Key Staff Contacts: Tuere Fa'aola, (619) 699-1989, tuere.faaola@sandag.org
Samuel Solis, (619) 595-5397, samuel.solis@sandag.org

Attachment: 1. Draft Pro-Housing Best Practices Memorandum

MEMORANDUM

TO: Regional Planning Technical Working Group (TWG) Members
FROM: WSP and LeSar Development Consultants (Consultant Team) on behalf of SANDAG
DATE: July 14, 2021
RE: SANDAG Housing Incentive Program DRAFT Pro-Housing Best Practices

The Consultant Team has undergone a 3-phase literature review research project on behalf of SANDAG. The goals of this endeavor include to:

- Establish a baseline of information about regional housing trends
- Develop an understanding of pro-housing best practices
- Provide supportive information to guide REAP eligible activities in the San Diego region

The topics addressed by the 40 sources selected in the literature review fall under 16 identified core recommendations. Below is a draft outline of recommended pro-housing best practices derived from our research:

Recommendation 1: Improve Access to Capital for Affordable Housing

- Increase local funding to leverage State and federal resources for the construction of affordable homes by introducing housing bonds, a vacancy tax, fee waivers, long-term fee deferrals for affordable projects, etc.
- Reduce fragmentation of Affordable Housing Funds.
- Adopt a regional approach to financing housing.
- Create a one-stop-shop that allows developers access multiple funding sources through a coordinated process. Invest in the infrastructure and staff capacity necessary to sustain coordination.
- Establish a regional housing finance agency.
- Create a multi-jurisdictional affordable housing trust fund.
- Create enhanced infrastructure finance districts.
- Identify and prioritize value capture opportunities, create a regional land trust, and prioritize public land development opportunities.

- Distribute funds equitably to all jurisdictions within the region through local-based minimums, non-competitive programs in conjunction with population- or RHNA-based award amounts, and provide technical assistance to underserved communities.
- Increase competitiveness for State housing funds by obtaining “Pro-housing Designation” from the California Department of Housing and Community Development (HCD).

Recommendation 2: Improve Access to Housing Information and Technical Assistance

- Implement technical assistance, temporary staffing, and other actions to support the localities in the preparation of housing elements, affirmatively furthering fair housing plans, housing toolkits, land use strategies, permit streamlining, and other housing-related programs.
- Establish consulting benches that can provide technical assistance, identify infill opportunity areas or sites, develop multi-jurisdictional housing elements, provide CEQA streamlining support, convene regional stakeholder groups, facilitate partnerships between private and public entities, and provide expert financial advisory services.
- Expand training and education on affordable housing to stakeholders.
- Engage cross sector teams in developing common understanding of the housing crisis and potential solutions.
- Create a regional database of affordable housing to track affordable housing inventory, vacant land, expiring covenants, and other related housing data.
- Create an interagency working group with SANDAG jurisdictions to establish regional housing goals in alignment with transportation initiatives, develop strategies to improve regional competitiveness for State and federal funds, evaluate innovative solutions to the housing crisis, and provide leadership and accountability for meeting regional goals.

Recommendation 3: Create a Comprehensive Stakeholder Engagement Strategy

- Employ a regional approach to housing that engages multiple local agencies, engages diverse community stakeholders, and garners early and broad political support.
- Local and State governments should support neighborhood-driven efforts to build and sustain strong communities in conjunction with programs to improve physical conditions and foster homeownership.
- Effective TOD planning must engage multiple public, private, and non-profit stakeholders at various scales.
- Convene a working group of local jurisdictions and developers to address improving the siting of housing and access to jobs, transportation, and social services.
- Enhance inter-agency coordination on stakeholder engagement efforts.
- Talk about racial equity and include it in the plans/planning process.

- Use innovative community engagement methods to target underrepresented voices.

Recommendation 4: Encourage Data Driven Policy and Decision-making

- Create an open data system to track housing related information including, but not limited to affordable housing developments, market rate housing developments, displacement and gentrification data, evictions, Ellis Act removals, homeless counts, rental rates, home sales, , public land development opportunities, public funding deadlines, key market data and financial indicators.
- Develop a systematic research effort that adds value to the work of practitioners and policy makers.
- Incorporate relevant and consistent data sets for ongoing education and technical assistance to local governments.
- Develop a website or tool kit to assist developers in seeking important funding resources that includes departmental leads, notice of workshops, and other relevant information. For example, create a GHG emissions reductions tool for developers applying for Affordable Housing and Sustainable Communities (AHSC) funding.
- Track and analyze the outcomes of redevelopment intervention efforts to understand whether efforts are working and fine-tuning future redevelopment approaches.

Recommendation 5: Incentivize New Housing Production

- Set targets for new affordable housing development based on Regional Housing Needs Assessment (RHNA).
- Create a communication campaign aimed at supporting (and reducing resistance to) affordable housing development.
- Adopt or expand inclusionary zoning policies to increase production of affordable housing by market rate developers.
- Increase funding for affordable housing and target subsidies to maximize the amount of affordable housing being built.
- Support innovation that reduces housing production costs.
- Reduce development costs and barriers through permit streamlining and proactive steps to mitigate development risk.
- Facilitate the acquisition of land for affordable housing.
- Create a land acquisition fund for affordable housing.
- Make excess public land available for affordable housing.
- Provide density bonus for affordable housing development.

Recommendation 6: Incentivize Preservation of Covenant Restricted Affordable Housing and Naturally Occurring Affordable Housing (NOAH)

- Establish preservation policies such as adopting a preservation ordinance that acts to strengthen and expand preservation tools granted by the State Preservation Notice Law.
- Create incentives for property owners if they record affordability restrictions for their units.
- Strengthen existing single resident occupancy (SRO) ordinance to maintain affordability.
- Create a fund for acquisition and rehabilitation of naturally occurring affordable housing to preserve affordability in areas experiencing gentrification.
- Consider tenant, community, or public opportunity to purchase and maintain affordable units.

Recommendation 7: Inventory Surplus Land and Identify Opportunities for Scalable Housing Development

- Create an inventory of public land opportunities for development, including city, county, State, and land owned by joint powers agencies and other public purpose entities.
- Create an interjurisdictional partnership to assemble public land for housing development.
- Identify scalable land development opportunities (i.e., 1,000-unit development opportunities that may be single sites or scattered sites) to drive economies of scale.
- Create a public land development infrastructure fund to clear and entitle public land for development.
- Create an acquisition strategy to assemble public land for development; focus on housing development opportunities that link to investment in public transportation and achieve sustainability goals (ie. reduced car use).

Recommendation 8: Reduce Construction Cost by Identifying Policies and Fees that Hinder Development

- Increase fee transparency, and charge fees based on metrics that encourage affordable project design, such as fees per square foot metrics and structure fees by type and location and identify potential funding sources to pay for growth that will allow local governments to reduce fees on new housing.
- Create certainty in the development process by streamlining permitting and approval processes including requiring cities to adopt ministerial approval processes.
- Defer permit fee collection until certificate of occupancy. Increase fees incrementally and adjust rates according to local housing markets.
- Shorten permitting and approval timelines. Review codes for inefficiencies to mitigate rising construction costs.

- Increase support for labor training programs, such as apprenticeships and programs at community colleges, to assist in building and skilling up the construction workforce.
- Support innovative construction methods and materials that could ultimately lead to lower construction costs such as offsite manufacturing of housing parts, modular housing, 3D Printed Housing.
- Create pre-approved housing prototypes for modular, ADU and shelter housing.
- Streamline entitlements and environmental review to reduce risk and time to development.
- Identify unrestricted capital funds for flexible pre-development funding before permanent financing is secured.
- Require jurisdictions to increase transparency by clearly posting nexus studies and comprehensive development fee schedules, making annual fee reports easily available to the public, and offering fee estimates and guidance on how to calculate development fees.
- Split collection times, create fee deferral programs, increase fees incrementally, and adjust rates according to local housing markets.

Recommendation 9: Revise Land Use Policies to Meet Sustainability, Affordability, and Equity Needs

- Support baseline zoning and land use requirements at the State level to reduce uncertainty for development.
- Allow local discretion to comply with statewide requirements but have accountability measures in place.
- Create certainty in the development process by streamlining permitting and approval processes including requiring cities to adopt ministerial approval processes or tying land use reforms to existing development streamlining mechanisms at the State level.
- Introduce reforms such as increasing homes across all neighborhoods and increased zoning capacity around job centers and commercial corridors helps overcome exclusionary land use patterns in low-density neighborhoods in addition to facilitating greater densities in priority corridors, such as job centers and areas adjacent to transit.
- Create affordable homeownership opportunities.

Recommendation 10: Strategic Zoning to Encourage Housing Development.

- Create zoning for residential development on commercial property statewide.
- Create a ministerial approval mechanism statewide to give developers a level of certainty of how much housing can be built on all commercial properties.
- Adopt a broad definition of “commercial property” to capture all parcels suitable for housing, rather than limiting this initiative to specific zoning.

- Redevelop commercial corridors with mixed use and affordable housing.
- Redevelop existing commercial projects and revitalize rental housing into mixed-use communities to transform underutilized single-use commercial areas into walkable, economically viable neighborhoods.
- Expand “missing middle” zoning, promote transit-oriented development zoning, allow housing in commercial zones, reduce parking requirements, and explore housing overlay zones to increase the housing supply and provide affordable housing and density that supports retail and transit, increases economic development, and improves access to jobs and services.
- Reduced lot sizes (under current minimum of 6,000 SF).
- Support ADU production.
- Allow for a variety of building types on all residential lands.
- Strategic/targeted rezones.
- Increased mixed use zones.
- Zoning reform efforts should focus on increasing capacity in expensive cities (and the expensive neighborhoods of these cities). Cities truly interested in increasing housing production should begin by expanding zoned capacity in their high demand neighborhoods.
- Reform restrictive zoning practices that constrain the amount and diversity of housing stock produced.
- Land use reform should be implemented to encourage all communities to take a fair share of new market rate and affordable housing.

Recommendation 11: Streamline Permitting and Development Processes

- Streamline the development review process to provide certainty for project applicants and prevent unnecessary costs by moving from a discretionary review process to ministerial approval, shortening the review timelines, and advertising State CEQA streamlining opportunities.
- Streamline the development review process through business process re-engineering, improvements to project management of applications, and enhancements to community outreach.
- Develop pre-approved plans for various housing typologies such as modular housing, accessory dwelling units, and homeless shelters.

Recommendation 12: Streamline Processes to Accessory Dwelling Unit Production

- Provide guidance on recently implemented State laws, zoning and development standards, and other information to keep up with State requirements.

- Incentivize ADUs to provide more affordable housing in infill communities by removing requirements for parking and owner-occupancy, allowing ADUs in all residential zones, updating size requirements, having a clear approval process that included expected fees, and building a campaign to build a regional culture of ADU construction.
- Create a program to assist low- to moderate-income homeowners to qualify for ADU construction loans.
- Create public interest campaigns to educate homeowners about the advantages of investing in ADUs to address the knowledge gap.
- Make ADU zoning and permitting process more user-friendly.
- Create or improve ADU information on public websites.
- Allow single-family parcels to be split so a new ADU can be sold as a separate home.
- Create tenant referral program for ADUs (i.e., students, seniors, persons at risk of homelessness).

Recommendation 13: Promote Transit Oriented Development

- Concentrate future development around mobility hubs to ensure connections to major work, school, and retail locations, as well as the complementary land uses that offer a healthy mix of uses to accommodate the region’s expected growth while promoting social equity and availability of affordable housing for everyone.
- Support local jurisdictions with grants and technical assistance that include housing grant programs to help local governments update their plans and ordinances to accommodate increased housing density within mobility hubs.
- Collaborate with nonprofit affordable housing developers and other pro-housing organizations to determine how to best incentivize affordable housing in the region.
- Create land use incentive to encourage increased affordable housing near transit, such as as-of-right density bonus incentives, transit-oriented development zones, reduced parking requirements, density minimums near transit, transit passes for residential development, and shared mobility enhancements for transit-oriented housing developments.

Recommendation 14: Take Action Against Displacement

- Protect against displacement and poor housing conditions.
- Enhance renters’ housing stability.
- Enhance homeowners’ housing stability.
- Ensure the ongoing viability of unsubsidized affordable rental properties.

- Jointly develop a strategic plan for neighborhood stabilization, including a prioritization scheme for anti-displacement policies in the jurisdiction to incorporate into applications for State and federal funding.
- Help build capacity in local communities by ongoing education about displacement issues and support for community organizing.
- Expand community land trusts and co-op housing.

Recommendation 15: Tenant Based Subsidies

- Expand the availability of tenant-based subsidies and remove the barriers to their use.
- Promote mobility for housing choice voucher holders.
- Create flexible tenant based rental assistance for target populations by tapping into social service funding for homeless such as health departments, foster care systems, justice systems and private healthcare providers.

Recommendation 16: Take Actions to Affirmatively Further Fair Housing

- Increase housing in locations with high access to jobs and quality education.
- Expand the availability of affordable housing in resource-rich areas.
- Educate staff and the public on fair housing laws.
- Combat Housing Discrimination.
- Develop a policy and plan to address displacement.
- Identify metrics or quantify objectives and milestones for determining what fair housing results will be achieved.
- Inventory and identify adequate sites appropriately zoned and available to accommodate the number of units needed identified in the RHNA to replace segregated living patterns and transform areas of poverty into areas for opportunity.
- Implement outreach strategies to combat segregation.
- Provide language assistance and translation on websites and other communication.
- Promote meaningful and frequent community participation for the overall housing element.
- Consider geographic barriers to participation, meeting locations, and dates and meeting times to ensure residents from across the jurisdiction can participate.