

## Meeting Agenda

### CASA – Technical Committee

Co-Chairs:

Fred Blackwell, Chief Executive Officer, The San Francisco Foundation

Leslye Corsiglia, Executive Director, Silicon Valley at Home

Michael Covarrubias, Chief Executive Officer TMG Partners

Convener:

Steve Heminger, Executive Director, Metropolitan Transportation Commission

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Wednesday, October 25, 2017

12:00 PM

Yerba Buena – 1<sup>st</sup> Floor

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#### CASA Technical Committee Meeting #4

12:00 PM

1

Welcome, Opening Remarks

- Overview of agenda and goals

**Presenter:**

Leslye Corsiglia

12:05 PM

2

Action Idea Development Approach and Work Group Process

- Review and score Preservation ideas
- Overview of Work Group Process

**Presenter:**

Leslye Corsiglia;  
Jennifer LeSar, CEO, Estolano, LeSar, Perez Advisors

**Attachments:**

Preservation Action Ideas List  
CASA Work Group Overview and Process  
CASA Work Groups List

12:15 PM

3

Protection/Preservation Working Group Update

- Summary of input from September Technical Committee meeting
- Discussion
- Organizing to accomplish next steps

**Presenter:**

Jennifer Martinez, Director of Strategy, PICO Bay Area;  
Linda Mandolini, CEO, Eden Housing

**Attachments:**

Protection / Preservation Action Ideas List and Ratings

**12:50 PM****4**

Production Working Group Update

- Summary of input from September Technical Committee meeting
- Discussion
- Organizing to accomplish next steps

**Presenter:**

Denise Pinkston, Partner, TMG Partners;  
Derecka Mehrens, Executive Director, Working Partnerships USA

**Attachments:**

Production Action Ideas List and Ratings

**1:25 PM**

Break

**1:30 PM****5**

Public Comment

**Presenter:**

Ken Kirkey

**1:45 PM****6**

The Housing Crisis, Displacement, and Anti-Displacement Policy Landscape

- Presentation
- Committee Discussion

**Presenter:**

Miriam Zuk, Director of the Center for Community Innovation and the Urban Displacement Project

**Attachments:**

Summary of Presentation — Displacement Policy Landscape

**2:20 PM****7**

The Financial Realities of Building Housing in the Bay Area

- Presentation
- Committee Discussion

**Presenter:**

Carol Galante, Faculty Director, Turner Center for Housing Innovation

**Attachments:**

Summary of Presentation — Financial Realities of Building Housing

**2:55 PM****8**

Summary and Next Steps

**Presenter:**

Jennifer LeSar

**3:00 PM**

**9**

**Adjournment / Next Meeting**

**The next meeting of the CASA – Technical Committee will be Wednesday, December 13, 2017 at 11:00 AM at the Bay Area Metro Center, San Francisco, CA 94105.**

CASA Website: <http://mtc.ca.gov/CASA>

For information or questions regarding this meeting, call Wally Charles at 415.820.7993 or [wcharles@bayareametro.gov](mailto:wcharles@bayareametro.gov)

Topic: Preservation

Date: October 2017



## “BIG HIGH-IMPACT ACTION IDEAS” INPUT TEMPLATE

“NR” = No Response

“%123” = % of respondents rating 1,2 or 3

Action Ideas	Action supports which Key Goal?	Time Frame for Implementation	What will it take to get this action implemented?	Measurable Outcomes	Rating Scale
<p><i>Ideas should be big, high-impact ideas that can move the needle on the Bay Area housing crisis, and are within CASA’s ability to influence or directly act upon.</i></p> <p><i>(Details may go in attachments, or via links)</i></p>	<p><i>List more than one if applicable</i></p> <p>Protection Production Preservation</p>	<p>Short-Term 0-2 years Med-Term 2-5 years Long-Term 5-10 years</p>	<p>1. Legislation 2. Regional Funding 3. Statewide Funding 4. Regulatory Reform 5. Education and Advocacy 6. Pilots &amp; spreading Best-Practices 7. Other _____</p>	<p><i>Add achievable outcomes if known.</i></p> <p><i>Reasonable guesses OK!</i></p>	<p>1 = Strongly Agree 2 = Agree but with reservations 3 = Neutral or Abstain 4 = Disagree, but will go along 5 = Strongly Disagree</p> <p style="text-align: center;">(circle one)</p>
<b>I. PRESERVATION OF EXISTING AFFORDABILITY OF DEED RESTRICTED AND UNRESTRICTED HOMES</b>					
Adopt a regional “no-net loss” policy for homes affordable to lower-income households (requiring replacement of any units removed due to new development)	Preservation	Short to Medium Term	1, 4 Legislation or regulation that establishes a policy/law, and is coupled with adoption of regional actions and incentives (including infrastructure investment decisions).		1 2 3 4 5 NR
Condition regional transportation funding on rigorous enforcement of housing preservation law intended to preserve deed-restricted affordable housing	Preservation	Short Term	2, 4 Adoption of policies/laws that strengthen preservation of the existing affordable housing stock		1 2 3 4 5 NR
Ensure that preservation of the affordable housing stock (acquisition, rehabilitation, and conversion) is included in funding measures.	Preservation	Short to Medium Term	7 As funds are created, or as programs are designed or expanded, local jurisdictions should include housing preservation as an eligible project type		1 2 3 4 5 NR
Investigate the use of Corporate and Municipal Treasury funds under management for acquisition, rehabilitation, or conversion	Preservation	Medium Term	2 Identify a funding source to complete this work (if necessary)		1 2 3 4 5 NR

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			6 Work with local corporations and key cities to gain support for this funding source		
Promote and enforce condominium conversion ordinances that give tenants the first right of refusal to purchase their homes before they are offered on the market	Preservation	Short to Medium Term	<p>2 Identify a funding source to promote new ordinances and monitor compliance</p> <p>6 Work with local government agencies to adopt condominium conversion ordinances</p> <p>7 Monitor compliance with existing ordinances</p>		1 2 3 4 5 NR
Provide technical assistance and funding for seismic retrofits and construction techniques that preserve the long-term affordability of the region's housing stock	Preservation	Short to Medium Term	<p>2 Identify a funding source to provide technical assistance</p> <p>6 Create tools, policies, and programs that local governments can use</p>		1 2 3 4 5 NR
<b>II. FUNDING ALLOCATIONS TO INCENTIVIZE HOUSING</b>					
Adopt Ellis Act reform to prevent SROs from being converted to market-rate hotels	Preservation	Medium Term	1.Sponsor legislation to amend the Ellis Act		1 2 3 4 5 NR



## MEMORANDUM

TO: CASA Technical Committee Members

FROM: CASA Co-Chairs Fred Blackwell, Leslye Corsiglia and Michael Covarrubias

DATE: September 20, 2017; minor edits October 23, 2017

RE: CASA Work Group Overview and Process

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Context: As the Co-Chairs of the CASA process, we appreciate and respect the varied perspectives and experiences of the CASA Steering and Technical Committees, and view our role as leading and empowering the CASA participants to initiate the boldest actions and to forge the consensus needed to move the Bay Area region forward on a path out of our housing crisis.

Our perspective is that solutions must be forged through a consistent lens of meeting the regional long-term needs and compromising where necessary to achieve the greater good of the Bay Area region. To that end, we offer the following proposal for CASA technical committee work group process.

1. Two work groups will be formed
  - a. Protection – this work group will also cover preservation issues
  - b. Production – this work group will primarily work on new construction and housing supply
  - c. Integration to be coordinated: We recognize that overlap of preservation and other issues will arise and we will work with the work group moderators on an on-going basis to address these issues.
2. Work group initial and on-going responsibilities
  - a. The work groups are initially tasked with reviewing the gradients of agreement ranking results of the initial action items put forth by the CASA Co-Chairs in the September 27<sup>th</sup>, 2017 meeting
  - b. Work groups are asked to take these ideas and sort them by levels of consensus – higher level, lower level, and lack of consensus. (The aggregate data will be compiled by Bay Area Metro<sup>1</sup> staff and provided to the work groups).
  - c. Ideas with higher levels of consensus (mostly ratings of 1 and 2 ) should be worked on within the work groups. Action Plans should be developed that can be forwarded to and presented at the Technical Committee and ultimately the Steering Committee for approval.

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<sup>1</sup> MTC and ABAG



- d. Ideas with lower levels (ratings of 3 and 4) or lack of consensus (rating of 5) should be worked on within the work groups and with the CASA Co-Chairs to determine if they can be moved in some format (to be determined on a case by case basis) to the Technical Committee.
  - e. A template for the Action Plans can be developed by the Bay Area Metro staff and its consultants and researchers (collectively the “Bay Area Metro team”) if desired.
  - f. The CASA Co-Chairs desire that the work groups move some issues forward monthly to the Technical Committee.
  - g. As the CASA process matures, the work groups may be tasked with i) coordinating with the other work group and proposing refinements to Action Ideas to achieve higher levels of agreement; ii) revising Action Plans and vetting them with external stakeholders; and iii) other such tasks that move CASA forward to produce a high impact final Regional Housing Implementation Strategy.
3. Work group time commitment and anticipated monthly deliverables
- a. The CASA Co-Chairs desire that the work groups move issues forward at each monthly Technical Committee meeting.
  - b. The expectations for levels of effort by the work group members should be discussed and developed within the work groups.
  - c. Bay Area Metro team support may be needed to develop the Action Plans.
4. Work group membership
- a. The CASA Co-Chairs desire that the work groups represent the diversity of the technical committee so that the hard work of forging consensus can be carried out initially at the work group level.
  - b. Technical Committee members are encouraged to participate in at least one, if not both work groups.
5. Work group moderators and support
- a. Work groups will each appoint 1 to 2 moderators (with diverse viewpoints) to guide the activity and to coordinate with the Bay Area Metro staff, and consultant and research teams for support services needed.
  - b. The work group moderators are the overseers of the work group process, responsible for coordinating all aspects of the CASA work group process, including setting agendas, directing the



work, and facilitating consensus on when work product is ready to be forwarded to the Technical Committee.

- c. Bay Area Metro staff will designate a support team for the work group moderators, and the work groups as well.
- d. Work group moderators may also be asked to help in the creation of the final Regional Housing Implementation Strategy, forging agreements within and between the work groups, and ultimately reviewing final drafts of the documents to be written.

6. Work group decision making

- a. The work group moderators will work with the work group to set the decision-making process for their group. They may opt to use the Gradients of Agreement approach used by the Technical and Steering Committees.
- b. Other forms of decision-making may be selected.

7. Role of CASA Co-Chairs

- a. The CASA Co-Chairs will provide support to and serve as a sounding board for the work group moderators.
- b. The CASA Co-Chairs will work with the leadership of the work groups on issues related to integration, overlap and duplication.
- c. The CASA Co-Chairs are also available to test the political viability of work group ideas; the work group moderators may request that the CASA Co-chairs vet work groups ideas with selective groups including their own networks and kitchen cabinets.

8. Work group logistics

- a. Bay Area Metro can provide meeting space for the work groups if desired.
- b. Work group moderators may develop additional meeting guidelines as needed.
- c. Other logistical items and support for the work groups will be worked out with the work group moderators and the Bay Area Metro team.





CASA Working Group Sign-Ups		
	Production	Protection & Preservation
Abby Thorne-Lyman	x	
Amie Fishman	x	x
Andreas Cluver	x	
Bill Witte	x	
Bob Glover	x	
Caitlyn Fox	Not available for work group service	
Claudia Cappio	x	
Denise Pinkston	x	x
Derecka Mehrens	x	x
Doug Shoemaker		
Gabe Metcalf	x	x
Jacky Morales Ferrand	x	x
Janice Jensen	x	
Jennifer Hernandez	x	x
Dr. Jennifer Martinez	x	x
Jonathan Fearn	x	x
Joseph Villarreal		x
Joshua Howard	x	x
Ken Rich	x	
Linda Mandolini	x	x
Lynn Hutchins	x	x
Mark Kroll	x	x
Mary Murtagh	x	
Matt Schwartz	x	x
Ophelia Basgal	x	x
Randy Tsuda	x	
Raquel Gonzalez		
Rich Gross	x	
Robert Apodaca	x	x
Scott Littlehale	x	
Tomiquia Moss		x

Submitted by: Fred Blackwell

Date: 9/28/17

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F-1. Adopt rent control and just cause protections for all Bay Area renter households.	Protection	Short-Term	<ul style="list-style-type: none"> <li>- Regulatory Reform</li> <li>- Education and Advocacy</li> </ul>	Protect all renter households: 1,192,000 households total	<p>1 2 3 4 5 NR 6 6 5 4 3 5 59% 123</p>
F-2. Repeal Costa-Hawkins.	Protection	Short-Term	<ul style="list-style-type: none"> <li>- Legislation</li> <li>- Education and Advocacy</li> </ul>	Up to 459,000 Households (Currently Ineligible for Rent Control due to Costa Hawkins), if combined with Action Idea #1 (Universal Rent Control and Just Cause Eviction).	<p>1 2 3 4 5 NR 8 4 3 4 6 4 52% 123</p>
F-3. Adopt right to free legal counsel for all low-income tenants facing eviction.	Protection	Short Term	<ul style="list-style-type: none"> <li>- Local/Regional/State Funding</li> <li>- Regulatory Reform</li> <li>- Education and Advocacy</li> </ul>	Protect 24,000 Households a Year	<p>1 2 3 4 5 NR 16 5 3 2 0 3 83% 123</p>

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F-4. Adopt universal relocation assistance and temporary rental assistance for low-income tenants.	Protection	Short Term	<ul style="list-style-type: none"> <li>- Local/Regional/State Funding</li> <li>- Regulatory Reform</li> <li>- Education and Advocacy</li> </ul>	<p>Relocation Assistance for 20,000 Households Per Year</p> <p>Rental Assist.for 7,000 Households/ Yr</p>	<p>1 2 3 4 5 NR 8 6 8 2 1 4 76% 123</p>
F-5. Fund, implement, enforce, and educate tenants about new protections.	Protection	Short Term	<ul style="list-style-type: none"> <li>- Regional Funding</li> <li>- Education and Advocacy</li> </ul>	Tenant Counseling, Education and Outreach for 311,000 Households	<p>1 2 3 4 5 NR 11 11 3 1 0 3 86% 123</p>
F-6. Condition transportation and infrastructure funding to localities on adoption and implementation of strong tenant protection policies.	Protection	Short Term	<ul style="list-style-type: none"> <li>- Regulatory Reform</li> <li>- Education and Advocacy</li> </ul>	We can expect results similar or better than local jurisdiction compliance based on MTC's OBAG program depending on the strength of guidance.	<p>1 2 3 4 5 NR 9 7 6 2 2 3 76% 123</p>



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<b>I. EXPAND HOME OWNERSHIP</b>					
<p><b>M-1. Expand home ownership</b></p> <p><i>(focus on middle income)</i></p>	Production, protection	<p>Short for legislation</p> <p>Medium-long to develop</p>	<p><u>1.Legislation</u> to remove legal barriers (strict liability, deposits, clear standards)</p> <p><u>4.Regulatory reform</u> to expand products that support more affordable ownership (ADU, duplex, triplex, quads)</p> <p><u>5.Education and advocacy</u></p> <p><u>3.Financing</u> for shared mortgages, acquisition and rehab</p>	Increase MF and SF home ownership product 20% over 10 years	<p>1 2 3 4 5 NR</p> <p><b>11 8 6 1 1 2</b></p> <p><b>86% 123</b></p>
<b>II. BUILD MORE ADUS</b>					
<p><b>M-2. Build more ADUs</b> (naturally affordable / prevent displacement)</p> <p><i>(more middle income rentals, ownership with income)</i></p>	Production	<p>Short to establish rules and initiate more production</p> <p>Phase into 20% absorption over 10-20 years</p>	<p>1, 4 Legislation and regulation to remove barriers homeowners cite as impediments</p> <p>2., 3, 6. Staff and funding to encourage ADU development/finance, support communities and homeowners, and establish best practices</p>	<p>10% of Bay Area SFR: 150,000 units in 10 years 20% of SFR in 20 years (300,000)</p> <p>ADU support organization, web site, staffing, \$1-2 yrs</p>	<p>1 2 3 4 5 NR</p> <p><b>16 6 2 2 0 3</b></p> <p><b>83% 123</b></p>

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<b>III. FUNDING FOR AFFORDABLE HOUSING</b>					
<p><b>M-3. Expand funding for affordable housing</b> (restore full tax increment, parcel taxes, transfer taxes, bonds)</p> <p>(VL/L/Mod)</p>	Production Protection/ Preservation	Short term for legislation  Medium to produce	1 Legislation for funding variety sources Allow cities to reestablish TIF through Redevelopment (different name), protecting against past abuses Expand parcel taxes, transfer taxes, and bonds for affordable housing	75% Bay Area cities use tools 1000's of units subsidized	<p>1 2 3 4 5 NR 17 8 2 0 0 2 93% 123</p>
<p><b>L-1 AH Funding</b>—Reach a grand bargain on affordable housing funding that includes participation from local governments, MTC/transit agencies, corporations and foundations.</p>	Production Protection/ Preservation	0-2 years	Regional Funding		<p>1 2 3 4 5 NR 16 11 0 0 0 2 93% 123</p>
<p><b>L-10 Redevelopment Pilot</b>—Create a pilot program in the three big cities that recreates redevelopment specifically for affordable housing.</p>	Production	2-5 years	Legislation		<p>1 2 3 4 5 NR 13 10 4 0 0 2 93% 123</p>
	Production	0-2 years	Regulatory Reform		

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<p><b>L-9 Commercial Linkage Fees</b>—Adopt regional commercial linkage fees to ensure that new jobs help offset the need for new housing.</p> <p><b>L-16-C Plan for employer engagement</b> to help them determine ways to be a part of the solution, including investing in tax credits</p>	Preservation				<p>1 2 3 4 5 NR 10 12 3 2 0 2 86% 123</p> <p>9 6 1 0 0 13</p>
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<b>IV. FUNDING ALLOCATIONS TO INCENTIVIZE HOUSING</b>					
<p><b>M-4. Shift State and local tax and regional funding allocations</b> to incentivize housing production</p>	Production	0-2 years	<p>Legislation State Funding Regional Funding</p>	100% of Bay Area cities introduce ways to produce more housing at all income levels	<p>1 2 3 4 5 NR 18 5 3 0 0 3 90% 123</p>
<p><b>L-4 Local Government Incentives</b>—Provide locals with fiscal incentives for meeting their goals or working toward them. Example: MTC/ transportation funds.</p>	Production	0-2 years 2-5 years	Legislation		<p>1 2 3 4 5 NR 19 7 0 0 0 3 90% 123</p>

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<p><b>L-6 Fiscalization of Land Use</b>—Rethink sales tax and property tax distribution to remove disincentives to approving new homes.</p>	Production	5-10 years	Legislation		<p>1 2 3 4 5 NR 13 7 6 0 0 3 90% 123</p>
<p><b>L-7 Revenue Sharing</b>-- Consider a “cap and trade” like program that requires jurisdictions that don’t meet housing goals or add jobs without plans for homes to pay a fee. Alternatively, consider another form of revenue sharing.</p>	Production Preservation	2-5 years	Legislation		<p>1 2 3 4 5 NR 6 14 4 0 1 4 83% 123</p>

M-4 / L-16-A School funding backfill to respond to neighborhood concerns about development’s impact on school capacity. 10 2 3 0 0 14

M4 / L-16-B Penalize cities that add jobs without adding housing (or see their jobs housing imbalance worsen). 8 4 3 0 1 13

Action Ideas	Action supports which Key Goal?	Time Frame for Implementation	What will it take to get this action implemented?	Measurable Outcomes	Rating Scale
<p><i>Ideas should be big, high-impact ideas that can move the needle on the Bay Area housing crisis, and are within CASA's ability to influence or directly act upon.</i></p> <p><i>(Details may go in attachments, or via links)</i></p>	<p><i>List more than one if applicable</i></p> <p>Protection Production Preservation</p>	<p>Short-Term 0-2 years Med-Term 2-5 years Long-Term 5-10 years</p>	<p>1. Legislation 2. Regional Funding 3. Statewide Funding 4. Regulatory Reform 5. Education and Advocacy 6. Pilots &amp; spreading Best-Practices 7. Other _____</p>	<p><i>Add achievable outcomes if known.</i></p> <p><i>Reasonable guesses OK!</i></p>	<p>1 = Strongly Agree 2 = Agree but with reservations 3 = Neutral or Abstain 4 = Disagree, but will go along 5 = Strongly Disagree</p> <p>(circle one)</p>
<b>V. LAND USE AUTHORITY</b>					
<p><b>M-5. Create appeals body</b> at regional level for projects with on-site affordable (modeled on New Jersey and Massachusetts)</p> <p><i>Deals with deed restricted VL,L,Mod (middle)</i></p>	Production	Short to medium	<p>1.Legislation 2.Regional funding 4.Regulatory Reform</p> <p>CASA/ABAG/MTC can establish appeals body, appoint members, staff</p>	<p>Create regional "court of last appeal" within 2-4 years</p> <p>1000's more units, faster, 5-10 years</p>	<p>1 2 3 4 5 NR <b>11 11 4 1 0 2</b> <b>90%</b> 123</p>
<p><b>M-7. No residential downzoning or moratoria</b> for 10 years</p> <p><i>All incomes</i></p>	Production, Protection, Preservation	Short term to legislate	1, 4 Legislation, regulatory reform	<p>100% Bay Area cities stop reducing residential density while funding/ programs established</p>	<p>1 2 3 4 5 NR <b>11 6 4 3 1 4</b> <b>72%</b> 123</p>
<p><b>M-14. Restore fairness and timeliness</b> to permit process including CEQA "mend not end"</p> <p><i>All incomes</i></p>	Production	Short to realize changes Medium to produce	<p>Legislation- Require cities approvals in 2 years or less CEQA litigation reform and expanded exemptions for infill housing</p>	<p>75% bay area cities producing more housing at a faster rate</p>	<p>1 2 3 4 5 NR <b>13 5 4 2 1 4</b> <b>76%</b> 123</p>
<p>M-14 / L-16-E <b>Adopt strict timelines</b> for development processing</p>	Production	2-5 years	Legislation		<p><b>6 5 3 0 1 15</b> 1 2 3 4 5 NR</p>
<p><b>L-3 Development Appeals</b>—Consider an appeals board like Massachusetts'</p>					<p><b>11 7 8 1 0 2</b> <b>90%</b> 123</p>



Action Ideas	Action supports which Key Goal?	Time Frame for Implementation	What will it take to get this action implemented?	Measurable Outcomes	Rating Scale
<i>Ideas should be big, high-impact ideas that can move the needle on the Bay Area housing crisis, and are within CASA's ability to influence or directly act upon.</i>  (Details may go in attachments, or via links)	List more than one if applicable  Protection Production Preservation	Short-Term 0-2 years Med-Term 2-5 years Long-Term 5-10 years	1. Legislation 2. Regional Funding 3. Statewide Funding 4. Regulatory Reform 5. Education and Advocacy 6. Pilots & spreading Best-Practices 7. Other _____	Add achievable outcomes if known.  Reasonable guesses OK!	1 = Strongly Agree 2 = Agree but with reservations 3 = Neutral or Abstain 4 = Disagree, but will go along 5 = Strongly Disagree  (circle one)
40B to put real teeth in the Housing Accountability Act.					
Action Ideas	Action supports which Key Goal?	Time Frame for Implementation	What will it take to get this action implemented?	Measurable Outcomes	Rating Scale
<i>Ideas should be big, high-impact ideas that can move the needle on the Bay Area housing crisis, and are within CASA's ability to influence or directly act upon.</i>  (Details may go in attachments, or via links)	List more than one if applicable  Protection Production Preservation	Short-Term 0-2 years Med-Term 2-5 years Long-Term 5-10 years	1. Legislation 2. Regional Funding 3. Statewide Funding 4. Regulatory Reform 5. Education and Advocacy 6. Pilots & spreading Best-Practices 7. Other _____	Add achievable outcomes if known.  Reasonable guesses OK!	1 = Strongly Agree 2 = Agree but with reservations 3 = Neutral or Abstain 4 = Disagree, but will go along 5 = Strongly Disagree  (circle one)
<b>VI. MORE LAND FOR HOUSING</b>					
<b>M-6. More land for housing</b> (including public land, failed retail sites, rezoning commercial)	Production	Short to medium remove obstacles/LT produce	1. Legislation 4. Regulatory reform 2. 5. 6. Funding/education/pilots	1000's of acres for housing	1 2 3 4 5 NR <b>14 8 5 0 0 2</b> <b>93% 123</b>
<b>L-12 Surplus Land</b> -- Require that localities abide by State Surplus Lands Law. Establish incentives for jurisdictions to provide land for affordable homes at a discount. Percentage of the sales from surplus property go into a housing fund.	Production	Long term to produce	Legislation Regulatory Reform Pilots and Spreading Best Practices		1 2 3 4 5 NR <b>9 10 5 1 1 3</b> <b>83% 123</b>
<b>M-10. Increase land areas in each city zoned for MF</b> , including lower cost to build product (ADU/duplex/triplex/quads/Type V & III and micro/mini units) <i>Focus on middle income</i>	Production	0-2 years 2-5 years for rules Long term for production  2-5 years	Legislation Regulation Education and advocacy	Increase Bay Area land zoned MF by 50% in 10 years	1 2 3 4 5 NR <b>14 7 4 0 1 3</b> <b>86% 123</b>  1 2 3 4 5 NR <b>10 13 3 1 0 2</b>

Action Ideas	Action supports which Key Goal?	Time Frame for Implementation	What will it take to get this action implemented?	Measurable Outcomes	Rating Scale
<p><i>Ideas should be big, high-impact ideas that can move the needle on the Bay Area housing crisis, and are within CASA's ability to influence or directly act upon.</i></p> <p><i>(Details may go in attachments, or via links)</i></p>	<p><i>List more than one if applicable</i></p> <p>Protection Production Preservation</p>	<p>Short-Term 0-2 years Med-Term 2-5 years Long-Term 5-10 years</p>	<p>1. Legislation 2. Regional Funding 3. Statewide Funding 4. Regulatory Reform 5. Education and Advocacy 6. Pilots &amp; spreading Best-Practices 7. Other _____</p>	<p><i>Add achievable outcomes if known.</i></p> <p><i>Reasonable guesses OK!</i></p>	<p>1 = Strongly Agree 2 = Agree but with reservations 3 = Neutral or Abstain 4 = Disagree, but will go along 5 = Strongly Disagree</p> <p>(circle one)</p>
<p><b>L-13 Underutilized Land</b>—Reform Capital Gains in high cost areas to free up SF units for families.</p> <p><b>L-13 / L-16-G Incentives for housing on underutilized land</b> (vacant lots, boarded up homes, retail/commercial, motels, churches, schools, nonprofits)</p> <p><b>L-13 / L-16-D Disincentives for investor-owned property held vacant for a time.</b></p>	<p>Production/p reservation</p> <p>Production</p> <p>Production</p>	<p>5-10 years</p>			<p><b>90% 123</b></p> <p><b>1 2 3 4 5 NR</b> <b>5 9 11 0 1 3</b> <b>86% 123</b></p> <p><b>5 4 1 4 0 15</b></p>
Action Ideas	Action supports which Key Goal?	Time Frame for Implementation	What will it take to get this action implemented?	Measurable Outcomes	Rating Scale
<p><i>Ideas should be big, high-impact ideas that can move the needle on the Bay Area housing crisis, and are within CASA's ability to influence or directly act upon.</i></p> <p><i>(Details may go in attachments, or via links)</i></p>	<p><i>List more than one if applicable</i></p> <p>Protection Production Preservation</p>	<p>Short-Term 0-2 years Med-Term 2-5 years Long-Term 5-10 years</p>	<p>1. Legislation 2. Regional Funding 3. Statewide Funding 4. Regulatory Reform 5. Education and Advocacy 6. Pilots &amp; spreading Best-Practices 7. Other _____</p>	<p><i>Add achievable outcomes if known.</i></p> <p><i>Reasonable guesses OK!</i></p>	<p>1 = Strongly Agree 2 = Agree but with reservations 3 = Neutral or Abstain 4 = Disagree, but will go along 5 = Strongly Disagree</p> <p>(circle one)</p>
<b>VII. RHNA REFORM</b>					
<p><b>M-11. Revise RHNA</b> to (1) reward production (2) account for historic deficits (3) job growth, (4) 20 year planning <b>All incomes</b></p> <p><b>L-2 RHNA Reform</b>—Reform RHNA to require that cities not just plan for, but produce new housing.</p>	<p>Production</p> <p>Protection Production Preservation</p>	<p>Medium term</p> <p>2-5 years</p>	<p>Legislation State Funding</p> <p>Legislation</p>	<p>75% Bay Area cities producing more housing at a faster rate</p>	<p><b>1 2 3 4 5 NR</b> <b>17 6 0 2 0 4</b> <b>79% 123</b></p>

Action Ideas	Action supports which Key Goal?	Time Frame for Implementation	What will it take to get this action implemented?	Measurable Outcomes	Rating Scale
<p><i>Ideas should be big, high-impact ideas that can move the needle on the Bay Area housing crisis, and are within CASA's ability to influence or directly act upon.</i></p> <p><i>(Details may go in attachments, or via links)</i></p>	<p><i>List more than one if applicable</i></p> <p>Protection Production Preservation</p>	<p>Short-Term 0-2 years Med-Term 2-5 years Long-Term 5-10 years</p>	<p>1. Legislation 2. Regional Funding 3. Statewide Funding 4. Regulatory Reform 5. Education and Advocacy 6. Pilots &amp; spreading Best-Practices 7. Other _____</p>	<p><i>Add achievable outcomes if known.</i></p> <p><i>Reasonable guesses OK!</i></p>	<p>1 = Strongly Agree 2 = Agree but with reservations 3 = Neutral or Abstain 4 = Disagree, but will go along 5 = Strongly Disagree</p> <p>(circle one)</p>
<p><b>L-5 RHNA Alignment</b>—Align State and regional funding with RHNA requirements to ensure that cities with large affordable housing goals have the needed resources.</p>	<p>Production Preservation</p>	<p>2-6 years</p>	<p>Could include: Legislation Regulatory Reform</p>		<p>1 2 3 4 5 NR 15 9 2 0 0 3 90% 123</p>

<b>VIII. REDUCE COST, INCREASE INCENTIVES SO MORE HOUSING FEASIBLE</b>					
<b>M-12. Establish incentives for on-site deed restricted units at range of income levels</b> (property tax “welfare exemption”, middle income density bonuses) <b>VL, L, Mod (middle)</b>	Production	0-2 years for rules  Medium to long years to produce	Legislation	Make it feasible for 100% Bay Area to include on-site deed restricted units	1 2 3 4 5 NR <b>11 10 4 1 0 3</b> <b>86%</b> 123
<b>M-13. Develop cost reductions for housing</b> (fees, inclusionary, process, hard costs, no parking minimums, more modular) <b>All incomes</b>	Production	Short to medium to reduce costs  Medium to long to produce	Legislation, Regulation, Pilot programs  Report full impact/fees load to HCD to monitor feasibility. Lock in fees at project submittal.	Builders able to build unsubsidized housing for middle income (\$300k/door hard cost with lower costs in other categories)	1 2 3 4 5 NR <b>12 6 4 1 3 3</b> <b>76%</b> 123
<b>M-13 / L-16-F Limit the amount of fees charged for development</b>  <b>L-8 Inclusionary Zoning</b> —Adopt regional inclusionary zoning to provide certainty for developers. Require inclusionary ordinances to include alternative compliance options.  <b>L-11 Building Codes</b> -Legislate universal updates to building codes. Examples might include: (1) parking maximums near transit, (2) density minimums near transit, (3) building heights near transit, and (4) minimum floor area ratios near transit, and (5) incentives for housing that is affordable by design	Production	0-2 years	Regulatory Reform		6 3 4 1 1 14  1 2 3 4 5 NR <b>4 15 4 3 0 3</b> <b>79%</b> 123  9 6 1 0 0 13

Action Ideas	Action supports which Key Goal?	Time Frame for Implementation	What will it take to get this action implemented?	Measurable Outcomes	Rating Scale
<p><i>Ideas should be big, high-impact ideas that can move the needle on the Bay Area housing crisis, and are within CASA's ability to influence or directly act upon.</i></p> <p><i>(Details may go in attachments, or via links)</i></p>	<p><i>List more than one if applicable</i></p> <p>Protection Production Preservation</p>	<p>Short-Term 0-2 years Med-Term 2-5 years Long-Term 5-10 years</p>	<p>1. Legislation 2. Regional Funding 3. Statewide Funding 4. Regulatory Reform 5. Education and Advocacy 6. Pilots &amp; spreading Best-Practices 7. Other _____</p>	<p><i>Add achievable outcomes if known.</i></p> <p><i>Reasonable guesses OK!</i></p>	<p>1 = Strongly Agree 2 = Agree but with reservations 3 = Neutral or Abstain 4 = Disagree, but will go along 5 = Strongly Disagree</p> <p>(circle one)</p>
<b>IX. OTHER GENERAL</b>					
<p><b>M-8.</b> Expand housing production system (labor, subcontractors, officials) <i>All incomes</i></p>	Production	2-10 years	Legislation, Education and Advocacy, Pilots	More workers for construction, inspection, planning	<p>1 2 3 4 5 NR 8 9 6 1 1 4 79% 123</p>
<p><b>M-9.</b> Develop local agency best practices guidelines to Produce, Protect, Preserve economically viable and affordable by design/NOAA housing <i>and reward cities (awards, funding) for programs and innovations</i></p>	Protection Production Preservation	<p>Short to create best practices</p> <p>Long to implement them</p>	5.Education, advocacy, 6. Pilots prepared by CASA Awards programs from MTC/ABAG	75% local agencies adopt and implement policies to PPP more at a faster rate	<p>1 2 3 4 5 NR 12 7 3 1 0 6 76% 123</p>
<p><b>M-15.</b> Expand transit/ shuttles in areas targeted for increased housing density <i>All incomes</i></p>	Production	Medium to long	1-6	TBD	<p>1 2 3 4 5 NR 13 6 4 2 0 4 79% 123</p>
<p><b>M-16. Declare a Housing Emergency.</b> Set aside all regulatory and economic barriers to affordable and middle income housing for 10 years <i>VL, L, Mod to Middle</i></p>	Production	Short term	Legislation	Increase rate and quantity of housing production 50% in 5 years	<p>1 2 3 4 5 NR 9 8 3 1 4 4 69% 123</p>
<p><b>L-14 Communications</b>—Conduct a community messaging campaign with data and compelling messages to offset NIMBY response.</p>	Protection Production Preservation	0-2 years	<p>Regional Funding</p> <p>Education and Advocacy</p>		<p>1 2 3 4 5 NR 16 5 5 1 0 2 90% 123</p>

Action Ideas	Action supports which Key Goal?	Time Frame for Implementation	What will it take to get this action implemented?	Measurable Outcomes	Rating Scale
<p><i>Ideas should be big, high-impact ideas that can move the needle on the Bay Area housing crisis, and are within CASA's ability to influence or directly act upon.</i></p> <p><i>(Details may go in attachments, or via links)</i></p>	<p><i>List more than one if applicable</i></p> <p>Protection Production Preservation</p>	<p>Short-Term 0-2 years Med-Term 2-5 years Long-Term 5-10 years</p>	<p>1. Legislation 2. Regional Funding 3. Statewide Funding 4. Regulatory Reform 5. Education and Advocacy 6. Pilots &amp; spreading Best-Practices 7. Other _____</p>	<p><i>Add achievable outcomes if known.</i></p> <p><i>Reasonable guesses OK!</i></p>	<p>1 = Strongly Agree 2 = Agree but with reservations 3 = Neutral or Abstain 4 = Disagree, but will go along 5 = Strongly Disagree</p> <p>(circle one)</p>
<p><b>L-15 MTC Role</b>—Ensure that MTC establishes a significant housing program.</p>	<p>Protection Production Preservation</p>	<p>0-2 years</p>	<p>Regulatory Reform Just Do It!</p>		<p>1 2 3 4 5 NR 15 5 5 0 0 4 86% 123</p>



## CASA Technical Committee, October 16, 2017

### Item 5

#### **The Housing Crisis, Displacement, and Anti-Displacement Policy Landscape**

The Urban Displacement Project (UDP) at UC-Berkeley will present context-setting data on housing and jobs in the Bay Area, including an assessment of uneven production levels across income categories. The presentation will preview UDP's updated gentrification and displacement typology maps and elements of our new explainer video about the displacement crisis, including drivers, impacts on households and communities and why it is a threat to an equitable region. A conceptual framework for protection and preservation policies will be presented, along with an updated picture of the distribution of anti-displacement policy tools being implemented today in the Bay Area. Finally, the presentation will cover how we can leverage investment and development to improve communities without displacing long-term residents, highlighting examples of the inclusion of anti-displacement measures in large-scale, positive urban investments.

*Presentation materials will be posted in the Resources section of the CASA website after the Technical Committee meeting at:*

<https://mtc.ca.gov/our-work/plans-projects/casa-committee-house-bay-area/resources>



## CASA Technical Committee, October 16, 2017

### Item 6

#### **The Financial Realities of Building Housing in the Bay Area**

The UC Berkeley Turner Center for Housing Innovation will present the current state of housing production and the need to build more homes and reduce costs. To illustrate the challenges and financial realities facing both market rate and affordable developers, Turner will also present findings from two prototypical development pro formas, as well as discuss the effect specific policy changes could have on these scenarios

1. Current Production Numbers: Lagging well behind what is needed to alleviate housing challenge
2. Supply Matters: Building more homes can meaningfully stabilize prices over the long term
3. Reality of Building
  - a. Market Rate and Affordable pro formas developed for an “average” Bay Area location
  - b. Sources and Uses
  - c. Capital Stacks
  - d. Rents that support development
  - e. Returns
4. Changes in Costs/Requirements Have Significant Impact
  - a. Reducing Fees
  - b. Reducing Parking
  - c. Reducing Construction Costs
5. Cost Reduction Strategies
6. Turner Center Development Dashboard
7. Technical Appendix
  - a. Sources of information for development prototypes

*Presentation materials will be posted in the Resources section of the CASA website after the Technical Committee meeting at: <https://mtc.ca.gov/our-work/plans-projects/casa-committee-house-bay-area/resources>*