

Metrics to evaluate housing production policies

I. TIME --TO DELIVER COMPLETED HOMES

Short---1-2 years

- Land under control and financing immediately available
- Cost aligned with ability to pay (people in market can afford it)
- Approvals in under 12 months (deal in process, or ministerial only)
- 12-months to build (small or CDs in process)

Medium---2-5 years

- Able to control land within 1-2 years
- Able to secure financing 1-2 years
- Cost aligned with ability to pay
- Approvals achievable within 2 years
- Achievable to secure building permits and build over 3 years

Long--- 5-10 years

- Need to identify and control land within 5 years
- Need to identify and secure financing within 5+years
- Approvals achievable within 5+ years
- Cost can be aligned with ability to pay through (1) housing subsidy or (2) cost reductions or (3) infrastructure finance

II. SCALE - # HOMES—how many--how fast--how many places

- **HIGH IMPACT**
 - **TIME:** SHORT TERM to build (ALL CRITERIA ABOVE)
 - **SITES:** LOTS, IMMEDIATELY AVAILABLE
 - **LOCATION:** IN MOST (90%?) CITIES
- **MODERATE IMPACT**
 - **TIME:** MEDIUM TERM to build (ALL CRITERIA ABOVE)
 - **SITES:** MANY, MUST BE IDENTIFIED AND ACQUIRED READILY
 - **LOCATION:** IN MANY (60-75%?) CITIES
- **LOWER IMPACT**
 - **TIME:** LONG (ALL CRITERIA ABOVE)
 - **SITES:** FEWER, NOT READILY AVAILABLE
 - **LOCATION:** CAN VARY FROM FEW TO MANY

III. DIFFICULTY

Level of political/institutional difficulty

Draft Recommendation by CASA Housing Production Group to CASA Technical Committee
October 23, 2017

Bay Area Housing Emergency Declaration and Immediate Actions—as much impact as fast as possible

1. **No displacement** - No sites eligible where there would be residential displacement—do no harm
2. **CEQA Exempt** - All residential infill in cities in 9-county Bay Area are exempt from CEQA
(Maybe also commercial projects with 80% housing or more than 250 units)
3. **Cities have 6 months to issue building permits** for zoning-compliant housing (or largely zoning compliant housing). No discretionary review here. Create “no backsliding” rules ---no re-zonings, down zonings, redefinitions of zoning terms zoning looking back to 1.1.2016
4. **State Zoning in key areas not zoned for single family?** Transit? SCS? Balance w/political realities
5. **Cap/limit impact fees**. Raise other \$ for essential services. Charge per sf not per door.
6. **More ADUs in every city/SF zone** (details tbd). No tax impact on land or primary home.
7. **Limit costs created by codes that are not shelter related** (earlier building codes? Other?)
8. **Focus on tools that help private market build unsubsidized moderate income housing**
 - Create more on-site affordable below moderate incomes using public \$\$.
 - Focus on creating natural incentives and cost reductions to get the private market to do moderate income
 - May be easier on more affordable by design products by lots of builders (ADU, duplex/quad, 50 unit or smaller projects)
 - Expanded welfare exemption (property tax) for deed restricted affordable up to 140% AMI built by private sector to off-set added cost of this limit
9. **Regional transportation funds conditioned on compliance** with all state housing laws including ADU laws, HAA, this emergency law, RHNA (including VLI, LI)
10. **Grow the workforce** to build, inspect new homes. (political concern re labor compliance)
11. **More \$ for housing to buy more VL-L affordability, pay for local services**
 - Re-instatement of full emergency tax increment authority to capture all tax increment from ongoing development in the region as of some date (maybe to go to a regional housing subsidy “bank” of some sort to be distributed to housing and related fees/infrastructure?)
 - Deploy transportation money for housing and related infrastructure (Toll authority funds?) maybe to cover impact fees not being paid by the State to cover local services
 - Regional property tax override on all properties to pay for more housing affordability and related infrastructure/community service needs ---do not require linkage fees (or charge last guy in door). Maybe also other tax ideas in here (sales tax etc).



"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 Delivering new homes	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> <i>(Details may go in attachments, or via links)</i>	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)
I. EXPAND HOME OWNERSHIP					
M-1. Expand multi-family home ownership <i>(focus on middle income)</i>	Production, protection	Medium	1. Legislation to remove legal barriers (strict liability, deposits, clear standards) 4. Regulatory reform to expand products that support more affordable ownership (ADU, duplex, triplex, quads) 5. Education and advocacy 3. Financing for shared mortgages, acquisition and rehab	Many sites All cities State-wide	1 2 3 4 5 NR 11 8 6 1 1 2 86% 123
II. BUILD MORE ADUS					
M-2. Build more ADUs (naturally affordable / prevent displacement) - ADU support organization, web site, staffing, \$1-2 yrs - ADU under easier building codes (2010?) 1 rear yard ADU/single family lot ministerial <i>(more middle income rentals, ownership with income)</i>	Production	Short	1, 4 Legislation and regulation to remove barriers homeowners cite as impediments 2., 3, 6. Regional ABAG/MTC staff and funding to encourage ADU development/finance, support communities and homeowners, and establish best practices	Many sites All cities State-wide 10% of SF lots: 150,000 units in 10 years	1 2 3 4 5 NR 16 6 2 2 0 3 83% 123

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III. MORE FUNDING FOR AFFORDABLE HOUSING					
M-3. Expand funding for affordable housing (restore full tax increment, parcel taxes, transfer taxes, bonds) (VL/L/Mod)	Production Protection/ Preservation	Medium to long to produce homes 0-2 years	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 Regional Funding	Most cities Many sites 75% Bay Area cities use tools 1000's of units subsidized	1 2 3 4 5 NR 17 8 2 0 0 2 93% 123
L-1 AH Funding—Reach a grand bargain on affordable housing funding that includes participation from local governments, MTC/transit agencies, corporations and foundations.	Production Protection/ Preservation	0-2 years	Legislation		1 2 3 4 5 NR 16 11 0 0 0 2 93% 123
L-10 Redevelopment Pilot—Create a pilot program in the three big cities that recreates redevelopment specifically for affordable housing. USE EMERGENCY CRL PROVISION FOR IMMEDIATE TAX INCREMENT	Production Preservation	2-5 years 0-2 years	Legislation Regulatory Reform		1 2 3 4 5 NR 13 10 4 0 0 2 93% 123
L-9 Commercial Linkage Fees—Adopt regional commercial linkage fees to ensure that new jobs help offset the need for new housing.	Production Preservation	0-2 years			1 2 3 4 5 NR 10 12 3 2 0 2 86% 123
L-16-C Plan for employer engagement to help them determine ways to be a part of the solution, including investing in tax credits					9 6 1 0 0 13

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IV. FUNDING ALLOCATIONS TO INCENTIVIZE HOUSING					
M-4. Shift State and local tax and regional funding allocations to incentivize housing production REFORM PROP 13	Production	0-2 years	Legislation State Funding Regional Funding	100% of Bay Area cities introduce ways to produce more housing at all income levels	1 2 3 4 5 NR 18 5 3 0 0 3 90% 123
L-4 Local Government Incentives— Provide locals with fiscal incentives for meeting their goals or working toward them. Example: MTC/ transportation funds. TIE TRANSPORT \$ TO HOUSING ON TRANSIT	Production	0-2 years 2-5 years	Legislation		1 2 3 4 5 NR 19 7 0 0 0 3 90% 123
L-6 Fiscalization of Land Use—Rethink sales tax and property tax distribution to remove disincentives to approving new homes.	Production	5-10 years	Legislation		1 2 3 4 5 NR 13 7 6 0 0 3 90% 123
L-7 Revenue Sharing-- 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.	Production Preservation	2-5 years	Legislation		1 2 3 4 5 NR 6 14 4 0 1 4 83% 123

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

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V. LAND USE AUTHORITY/STREAMLINING HOUSING APPROVALS/PROVIDE "COVER" TO LOCAL ELECTED OFFICIALS APPROVING HOUSING					
M-5. Create appeals body at regional level for projects with on-site affordable (modeled on New Jersey and Massachusetts) STATE BODY WITH AUTHORITY TO ISSUE BUILDING PERMITS Deals with deed restricted VL,L,Mod (middle)	Production	Short to medium	1. Legislation 2. Regional funding 4. Regulatory Reform CASA/ABAG/MTC can establish appeals body, appoint members, staff	Create regional "court of last appeal" within 2-4 years 1000's more units, faster, 5-10 years	1 2 3 4 5 NR 11 11 4 1 0 2 90% 123
M-7. No backsliding to avoid recent housing laws (no downzoning or moratoria or redefinitions for 10 years) All incomes	Production, Protection, Preservation	Short term to legislate	1, 4 Legislation, regulatory reform	100% Bay Area cities stop reducing residential density	1 2 3 4 5 NR 11 6 4 3 1 4 72% 123
M-14. Restore fairness and timeliness to permit process including CEQA "mend not end" All incomes	Production	Short to realize changes Medium to produce	Legislation- Require cities approvals in 2 years or less CEQA litigation reform and expanded exemptions for infill housing	75% bay area cities producing more housing at a faster rate	1 2 3 4 5 NR 13 5 4 2 1 4 76% 123
M-14 / L-16-E Adopt strict timelines for development processing	Production	2-5 years	Legislation		6 5 3 0 1 15 1 2 3 4 5 NR
L-3 Development Appeals —Consider an appeals board like Massachusetts' 40B to put real teeth in the Housing Accountability Act.					11 7 8 1 0 2 90% 123
ADD BUDGET TO HCD TO ENFORCE CURRENT HOUSING LAWS					

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VI. MORE LAND FOR HOUSING					
M-6. More land for housing (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 14 8 5 0 0 2 93% 123
L-12 Surplus Land-- 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 9 10 5 1 1 3 83% 123
M-10. Increase land areas in each city zoned for MF , including lower cost to build product (ADU/duplex/triplex/quads/Type V & III and micro/mini units) Focus on middle income	Production	0-2 years 2-5 years for rules Long term for production	Legislation Regulation Education and advocacy	Increase Bay Area land zoned MF by 50% in 10 years	1 2 3 4 5 NR 14 7 4 0 1 3 86% 123
L-13 Underutilized Land —Reform Capital Gains in high cost areas to free up SF units for families.	Production/preservation	2-5 years			1 2 3 4 5 NR 10 13 3 1 0 2 90% 123
L-13 / L-16-G Incentives for housing on underutilized land (vacant lots, boarded up homes, retail/commercial, motels, churches, schools, nonprofits	Production	5-10 years			1 2 3 4 5 NR 5 9 11 0 1 3 86% 123
L-13 / L-16-D Disincentives for investor-owned property held vacant for a time.	Production				5 4 1 4 0 15

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VII. RHNA REFORM					
M-11. Revise RHNA to (1) reward production (2) account for historic deficits (3) job growth, (4) 20 year planning <i>All incomes</i>	Production	Medium term	Legislation State Funding	75% Bay Area cities producing more housing at a faster rate	1 2 3 4 5 NR 17 6 0 2 0 4 79% 123
L-2 RHNA Reform —Reform RHNA to require that cities not just plan for, but produce new housing.	Protection Production Preservation	2-5 years	Legislation		
L-5 RHNA Alignment —Align State and regional funding with RHNA requirements to ensure that cities with large affordable housing goals have the needed resources.	Production Preservation	2-6 years	Could include: Legislation Regulatory Reform		1 2 3 4 5 NR 15 9 2 0 0 3 90% 123

VIII. REDUCE COST, INCREASE INCENTIVES SO MORE HOUSING FEASIBLE and so UNSUBSIDIZED HOUSING AFFORDABLE TO MORE CONSUMERS					
M-12. Establish incentives for on-site deed restricted units at range of income levels (property tax “welfare exemption”, middle income density bonuses) VL, L, Mod (middle)	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 11 10 4 1 0 3 86% 123
M-13. Develop cost reductions for housing (fees, inclusionary, process, hard costs, no parking minimums, more modular) <i>All incomes</i>	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)	1 2 3 4 5 NR 12 6 4 1 3 3 76% 123
M-13 / L-16-F Limit the amount of fees charged for development	Production	0-2 years	Regulatory Reform		6 3 4 1 1 14
L-8 Inclusionary Zoning —Adopt regional inclusionary zoning to provide certainty for developers. Require inclusionary ordinances to include alternative compliance options.					1 2 3 4 5 NR 4 15 4 3 0 3 79% 123
L-11 Building Codes -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					9 6 1 0 0 13
NEW: SPEND PUBLIC \$\$/PUBLIC WORKS DURING DOWN MARKET TO SMOOTH OUT LABOR CYCLES					

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IX. OTHER GENERAL					
M-8. Expand housing production system (labor, subcontractors, officials, city staff) All incomes	Production	2-10 years	Legislation, Education and Advocacy, Pilots	More workers for construction, inspection, planning	1 2 3 4 5 NR 8 9 6 1 1 4 79% 123
M-9. Develop local agency best practices guidelines to Produce, Protect, Preserve economically viable and affordable by design/NOAA housing and reward cities (awards, funding) for programs and innovations	Protection Production Preservation	Short to create best practices Long to implement them	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	1 2 3 4 5 NR 12 7 3 1 0 6 76% 123
M-15. Expand transit/ shuttles in areas targeted for increased housing density All incomes	Production	Medium to long	1-6	TBD	1 2 3 4 5 NR 13 6 4 2 0 4 79% 123
M-16. Declare a Housing Emergency. Set aside all regulatory and economic barriers to affordable and middle income housing for 10 years VL, L, Mod to Middle	Production	Short term	Legislation	Increase rate and quantity of housing production 50% in 5 years	1 2 3 4 5 NR 9 8 3 1 4 4 69% 123
L-14 Communications —Conduct a community messaging campaign with data and compelling messages to offset NIMBY response.	Protection Production Preservation	0-2 years	Regional Funding Education and Advocacy		1 2 3 4 5 NR 16 5 5 1 0 2 90% 123
L-15 MTC Role —Ensure that MTC establishes a significant housing program.	Protection Production Preservation	0-2 years	Regulatory Reform Just Do It!		1 2 3 4 5 NR 15 5 5 0 0 4 86% 123

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ADD PRESERVATION IDEAS TO PRODUCTION GROUP: PURCHASE NOAA etc					

