



Wednesday, December 13, 2017  
11:00 am to 2:00 pm

### CASA Technical Committee Meeting #5

Yerba Buena Conference Room  
Bay Area Metro Center, 375 Beale Street, San Francisco

## Agenda

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11:00 am I. Welcome and Announcements

- Agenda Overview and Meeting Goals (Michael Covarrubias)
    - Technical Committee Membership Update (Attachment 1)
    - Update on Federal Tax Reform
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11:15 II. Interactive Workshop – Initial Brainstorming and Sharing on Identifying Potential Elements of a “Grand Bargain”

Co-Chairs, Steve Heminger, Jennifer Martinez, Linda Mandolini, Denise Pinkston, Derecka Mehrens, Jennifer LeSar

*Part 1 – Setting the Stage*

- Update on Protection Group Progress (Jennifer M./Linda)
  - Update on Preservation Sub-Committee of Protection Work Group
  - Review Preservation Actions Scoring (Attachment 2)
- Update on Production Work Group Progress (Denise/Derecka)

*Part 2 – “Grand Bargain” Potential Elements*

- Identifying and Confirming Key Elements (Co-Chairs; Steve)
  - Production, Protection, Preservation Key Elements  
*Exercise Led by Work Group Co-Moderators (Denise/Derecka; Jennifer M./Linda)*
  - What Else is Essential or Missing? (Jennifer LeSar)

*Part 3 – Where are we Headed? Potential Next Steps*

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1:10 pm IV. Proposed Community Outreach Activities for 2018 (Attachment 3)  
Vikrant Sood

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1:25 V. Public Comment  
Ken Kirkey

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1:40 VI. Update on MTC Housing Initiatives

- Overview (Ken Kirkey)
- MTC Housing Initiatives (Attachments 4 and 5) (Vikrant Sood)
- MTC's Public Lands Study for Transit-Oriented Workforce Housing (Attachment 5) (Darin Smith)  
Darin Smith from the consulting firm of Economic and Planning Systems will share key elements of an emerging action plan for the study, which will evaluate affordable and workforce housing development opportunities on publicly-owned properties in the Bay Area.

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1:55	VII	Summary and Next Steps
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2:00		Close
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*Attachments:*

1. New Member(s) Bio(s)
2. Scoring for Protection Actions
3. Proposed Community Outreach and Engagement Plan
4. Plan Bay Area 2040 Housing Actions
5. Presentation for MTC Housing Initiatives and Public Lands Study

<b>Aimee Inglis</b>	
<b>Associate Director   Tenants Together</b>	
	<p>Aimee Inglis was trained as a community organizer through the Midwest Academy's Organizing program, and has worked professionally on starting and managing volunteer programs and developing education and outreach services for tenants' rights. She has worked for housing justice for over six years, starting as a volunteer counselor on Tenants Together's 'Tenant Rights Hotline.'</p> <p>As staff, her role at Tenants Together has evolved from developing its volunteer and tenant education programs to online organizing and communications to currently leading organizational development as Associate Director.</p>
 <p>474 Valencia St. #156, San Francisco, CA 94103  P: (415) 495-8100 x1001  E: <a href="mailto:Aimee@tenantstogether.org">Aimee@tenantstogether.org</a></p>	<p>As California's only statewide renters' rights organization, Tenants Together works to improve the lives of California's tenants through education, organizing and advocacy. Tenants Together seeks to galvanize a statewide movement for renters' rights. Supported by members and member organizations, Tenants Together works to empower renters to assert their rights and provide the tools to organize and advocate in their own communities. Working together, we build the power and political will to win economic justice.</p>

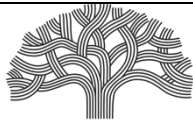
**Michele Byrd**

**Director, Housing and Community Development Department | City of Oakland**



Michele Byrd has been serving as the Director of the city of Oakland's Housing and Community Development Department since February 2012. She has demonstrated her leadership across a wide breadth of programs and partnerships ranging from the establishment of the Housing Assistance Center to provide services in response to the Foreclosure and Housing Crisis, to the passage of amendments to the Rent Adjustment Ordinance and her proactive role in advocating for the passage of a 25% set aside in response to the difficult loss of Redevelopment funds for Affordable Housing.

Prior to her current role, she served as Deputy Director of Housing and Community Development. Ms. Byrd began her career with the City of Oakland as the Manager of the Community Development Block Grant Program. She previously held the position of Special Projects Manager for the City and County of San Francisco. Ms. Byrd holds a Master's Degree in Public Administration from California State University, Hayward and a Bachelor's Degree in Political Science from University of California, Davis. She serves on the Board of Directors of the East Bay Rescue Mission and the Bay Area HomeBuyer Agency.



CITY OF OAKLAND

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Incorporated in 1852, Oakland is the eighth largest city in California, with a population of 420,000 and a wealth of resources and opportunities.

Located on the east side of the San Francisco Bay, Oakland is bordered by 19 miles of coastline to the west and rolling hills to the east, which provide unparalleled vistas of the Bay and the Pacific Ocean.

**Topic:** Preservation  
**Date:** October 2017



**Total response from Committee Members (16 responses)**

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

“NR” = No Response  
“%1,2,3” = % 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>(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).		<p>1 2 3 4 5 NR 5 6 4 0 0 1 94% 1,2,3</p>
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		<p>1 2 3 4 5 NR 9 4 3 0 0 0 100% 1,2,3</p>
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		<p>1 2 3 4 5 NR 14 1 0 1 0 0 94% 1,2,3</p>
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)		<p>1 2 3 4 5 NR 9 4 1 0 1 1 88% 1,2,3</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>
			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>		<p>1 2 3 4 5 NR 4 8 2 0 0 1 94% 1,2,3</p>
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>		<p>1 2 3 4 5 NR 9 2 4 0 0 0 100% 1,2,3</p>
<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		<p>1 2 3 4 5 NR 7 3 4 0 0 1 94% 1,2,3</p>



TO: CASA Technical Committee

DATE: Dec. 6, 2017

FR: Ken Kirkey, MTC

RE: DRAFT Community Outreach and Engagement Plan

Several communications-related activities are currently in place to facilitate public engagement for the CASA process. These include a [CASA project webpage](#), news and information on MTC and ABAG website, stories and e-newsletters, and a mailing list to disseminate information to the public. A broader outreach to disadvantaged communities is planned for 2018 to seek ideas and input on the “grand bargain.” This memo describes these outreach activities for review and approval by the Technical Committee.

Two key considerations should guide the outreach and engagement plan:

- Any public engagement for CASA must build on previous outreach by MTC and ABAG. The two agencies engaged communities across the region on housing-related challenges throughout the Plan Bay Area 2040 process. MTC/ABAG also hosted a regional housing forum in early 2016 with 300 attendees from various sectors. Many of these discussions focused on identifying issues related to housing affordability in the Bay Area. The next time MTC engages these communities, the dialogue should therefore focus on responses to community concerns.
- Technical Committee members are themselves a wealth of information. They were selected because of their expertise, including knowledge of issues facing their constituents. The CASA process anticipates that Technical Committee members will engage with their constituents directly person-to-person and organization-to-organization to seek, review, and confirm support for emerging ideas.

With these considerations in mind, below are details of proposed outreach activities for 2018, including events hosted by the mayors of the region’s three big cities; a potential telephone poll; and a series of meetings hosted by select community groups, with stipends provided by MTC.

1. In spring 2018, when staff anticipate working groups and committees would have developed an outline of the package of high-impact strategies, MTC will support the mayors of the three big cities to host a public event for working group and committee members to present and get early feedback on ideas and recommendations. A similar event will be held in the North Bay.
2. In order to engage communities traditionally underrepresented in government decision making, MTC will provide resources to community-based organizations to directly reach out to low-income residents in the region who are impacted by the housing affordability crisis. MTC will provide a \$5,000 stipend each to four community-based organizations (CBOs) to host and conduct the first of two rounds of outreach meetings with disadvantaged communities, to serve the same purpose as #1 above. These meetings will also occur in spring 2018.
3. In fall 2018, when staff anticipate working groups would have developed their close-to-final recommendations for a comprehensive package of actions and strategies to address critical housing issues, MTC will (if resources are available) conduct a statistically valid telephone poll

of Bay Area residents to gauge political feasibility of these recommendations. This information will also be critical for advocacy in Sacramento.

4. Also in fall 2018, MTC will provide a second round of stipends to the same community-based organizations to conduct a second round of meetings with disadvantaged communities. These discussions will focus on the close-to-final recommendations.
5. In late 2018, MTC will develop and disseminate collateral material to share with a broad range of stakeholders, including residents in the Bay Area, policymakers, legislators, business, community groups, etc.
6. Also in late 2018, MTC will host a “celebration” to coincide with the final Steering Committee meeting to share results from the CASA process.

#### *Ongoing Outreach*

Throughout the process, MTC will continue to maintain the CASA website, social media accounts and mailing list to disseminate information to the public. MTC may add additional components to bolster the media strategy such as press events at key milestones.





Transit-oriented development.  
Credit: Martin Klimek

Similar to past regional achievements in the environment, transportation and economy, successfully addressing these needs during the implementation of Plan Bay Area 2040 will require a shared commitment among regional policymakers, local governments and civic organizations, as well as robust public engagement and participation. MTC and ABAG will provide semiannual reports on Action Plan progress and implementation to joint meetings of the MTC Planning Committee and ABAG Administrative Committee during the early part of the regional planning process for the next Plan Bay Area.

## Housing Production, Preservation and Protection

As described earlier in “The Bay Area Today,” the region faces many housing challenges, from skyrocketing costs to overcrowded housing to long commutes. Regional agencies, however, currently lack the tools, resources or authority to

## Action Plan Objectives

The recommendations in this Action Plan address multiple performance target areas.

- **HOUSING:** Lower the share of income spent on housing and transportation costs, lessen displacement risk, and increase the availability of housing affordable to low- and moderate-income households.
- **ECONOMIC DEVELOPMENT:** Improve transportation access to jobs, increase middle-wage job creation, and maintain the region’s infrastructure.
- **RESILIENCE:** Enhance climate protection and adaptation efforts, strengthen open space protections, create healthy and safe communities, and protect communities against natural hazards.

# What Actions Have the Regional Agencies Already Implemented for Housing?

To date, regional agencies have largely focused housing actions on funding planning grants, conducting the Regional Housing Needs Allocation (RHNA), conditioning transportation funds on local planning and the production of housing, using existing fund sources for incentives and direct investments in affordable housing, providing best practices and technical assistance, advocating the state legislature for statewide legislative proposals to reduce barriers to housing production, and hosting forums to further information sharing and policy solutions.

More specifically, MTC and ABAG have:

- Produced Regional Housing Needs Allocations (RHNA) and monitored RHNA performance by income-level.
- Invested in the Transit Oriented Affordable Housing (TOAH) revolving loan fund.
- Conditioned approximately \$600 million in One Bay Area Grant (OBAG) funds on the adoption of an approved housing element and conditioned nearly \$20 billion in transit expansion priorities on minimum zoning via TOD policy.
- Awarded 51 PDA Planning grants to date, which have led to increased planning capacity for 70,000 housing units, 110,000 jobs and 26 million sq. ft. of commercial development. PDA Plans remove barriers to infill development by creating a predictable permitting process aligned with community objectives.
- Adopted a new OBAG framework in 2016 to increase incentives and direct investments for affordable housing.
- Convened regional committees for housing, including the Housing Forum, Housing Subcommittee of the Regional Planning Committee, and CASA — The Committee to House the Bay Area.
- Supported CEQA modernization and created an online guide to CEQA streamlining provisions.



Housing in Santa Clara County.  
Credit: Karl Nielsen

directly address identified issues of production, affordability and displacement. In response, the Action Plan recommends pursuing more ambitious funding, legislative and policy solutions at the state, regional and local levels as well as strengthening and expanding existing regional housing initiatives. Regional agencies will partner with state and local government, business leaders, and nongovernmental organizations (NGOs) to identify and implement game-changing housing solutions that will facilitate improved housing performance by: producing more housing, particularly housing affordable to very low-, low- and moderate-income households; preserving existing housing that is affordable to very low-, low- and moderate-income households; and lessening displacement risks faced by existing residents. Many

of the solutions will require changes in state law and development of new funding formulas that do not currently exist.

Two new endeavors will improve the region's ability to address its chronic housing affordability challenges. The recent integration of MTC and ABAG staff will lead to more effective long-range planning and increase the region's housing policy capacities. The newly created CASA initiative is bringing together diverse interests to develop a bold new strategy for housing production and preservation. Together these efforts will expand data gathering and technical assistance and recommend a range of legislative, funding and policy measures to help provide for the region's housing needs at all income levels.

## **CASA—The Committee to House the Bay Area**

**MTC and ABAG are helping to coordinate CASA — The Committee to House the Bay Area. This initiative is bringing together a multi-sector set of partners to identify and agree upon significant regional solutions that address the region's chronic housing challenges and advance equity and economic health in the nine-county Bay Area. Through stakeholder engagement, research and interviews, CASA will develop a comprehensive regional approach to the housing crisis, focusing on increasing housing supply, improving housing affordability, and strengthening preservation and anti-displacement measures. Objectives include a suite of legislative, financial, policy and regulatory recommendations, with partners agreeing on a path forward and working together on implementation. A final report is scheduled for release by the end of 2018.**



This Action Plan makes the following recommendations for Housing:

Housing Actions	Partners and Timeframe
<p><b>Advance regional “self-help” funding and financing solutions for housing:</b> Develop a plan for generating regional revenues for the production and preservation of housing affordable to low- and moderate-income households (could include measures such as a parcel tax, commercial linkage fee or other dedicated funding). Evaluate the creation of innovative financing tools, such as a regional infill Infrastructure Bank, a land bank or a Regional Housing Trust Fund, to support new housing or infrastructure improvements.</p>	<p><b>MTC/ABAG, CASA, local jurisdictions</b></p> <p>Evaluate</p> <p>1-2 YEARS</p> <p>Execute</p> <p>2 - 4 YEARS</p>
<p><b>Advance state legislative and funding solutions:</b> Support state legislative or funding opportunities that advance the objectives of this Action Plan, including securing a permanent source of affordable housing funding, increasing community stabilization and lessening displacement risk, reducing costs and barriers to housing development, incentivizing developers to create workforce and low-income housing, incentivizing the creation of accessory dwelling units, as well as other measures that will contribute to increased supply of both market-rate and affordable housing.</p>	<p><b>State legislature, MTC/ABAG, CASA, local jurisdictions</b></p> <p>2 YEARS</p>
<p><b>Build on recent housing policy successes:</b> Implement the housing and community stabilization initiatives adopted in the second cycle of the One Bay Area Grant (OBAG) program from 2017-18 to 2021-22, such as the Preservation Pilot (previously known as NOAH), 80k by 2020 initiative, Transit-Oriented Affordable Housing (TOAH) fund, and JumpStart program to encourage equitable and sustainable development. Evaluate the performance of these strategies and applicability of expanding these types of loan and direct investment programs for future funding programs.</p>	<p><b>MTC/ABAG, CMAs, CASA</b></p> <p>2 - 4 YEARS</p>
<p><b>Evaluate expanded policies connecting transportation funding to housing production and performance:</b> Analyze the feasibility of incentivizing housing production with pertinent existing and new transportation funding sources, with particular emphasis on housing affordable to very low-, low- and moderate-income households as well as anti-displacement and community stabilization. Develop a strategy for the use of public land proximate to major transit assets to facilitate the development of housing affordable to low- and moderate-income households through conditions and provisions on funding sources. Report to the Commission on all discretionary funding sources where such housing provisions and conditions may be added.</p>	<p><b>MTC/ABAG, CASA, the Partnership, regional leaders, local jurisdictions, transit operators</b></p> <p>Evaluate</p> <p>1 YEAR</p> <p>Execute</p> <p>2 - 4 YEARS</p>
<p><b>Provide technical assistance and best practices to local jurisdictions related to the transformation of “opportunity areas”:</b> Assist local agencies as they envision upgrades to low-intensity office parks and retail centers to create mixed-use, mixed-income neighborhoods with significant housing.</p>	<p><b>MTC/ABAG, local jurisdictions, CASA</b></p> <p>Ongoing</p> <p>1 - 4 YEARS</p>
<p><b>Strengthen technical assistance and policy leadership for housing and community stabilization:</b> Expand and transform regional agency technical assistance for local jurisdictions that is tailored to both Bay Area-wide challenges and challenges unique to specific parts of the region, including best practices to support new housing (e.g., heights that support more units and allow projects to “pencil out” without compromising neighborhood character). Focus areas for technical assistance could include guidance on implementing state legislation for transit-oriented development and the production of housing affordable to low- and moderate-income households, guidance on housing preservation and locally appropriate community stabilization and anti-displacement policies, supporting healthy infill development, and coordination of neighboring jurisdictions along transit corridors and in subregions to identify shared solutions to housing challenges. Explore new and expanded community stabilization and anti-displacement policies to support low-income renters, including incentives for landlords to keep existing rents affordable.</p>	<p><b>MTC/ABAG, local jurisdictions, BAAQMD, CMAs, CASA</b></p> <p>Ongoing</p> <p>1 - 4 YEARS</p>
<p><b>Close data gaps and improve information accessibility:</b> Continue to collect, analyze and disseminate data about housing opportunity sites and vacant lands, zoning, development trends and policy implementation by local governments to inform local, regional, and state policy development and evaluation, including PDA performance. Create accessible database of major development and publicly owned sites. Create an online Policy Directory with examples of ordinances being implemented at the local level to address community stabilization. Continue to evolve RTP/SCS Project Performance methods to seek stronger alignment between prioritizing transportation projects and housing performance.</p>	<p><b>MTC/ABAG</b></p> <p>Ongoing</p> <p>1 - 4 YEARS</p>

**TABLE 5.1 Plan Bay Area 2040 “Action Plan” recommendations for housing.**

Source: Metropolitan Transportation Commission, Association of Bay Area Governments, 2017



# **Plan Bay Area 2040**

## Housing Initiatives

### **CASA Technical Committee**

December 13, 2017



Association of  
Bay Area Governments



METROPOLITAN TRANSPORTATION COMMISSION


# Key Initiatives Underway

- **Housing Funding and Financing Programs**
  - Transit-Oriented Affordable Housing (TOAH) Revolving Loan Program
  - Bay Area Preservation Pilot
  - Regional Infrastructure Bank
  - Jumpstart Program
- **Conditioning of Transportation Funding**
  - Tracking Compliance with State Law (housing elements, ADUs, public lands, etc.)
  - One Bay Area Grant (OBAG) Program (may be expanded)
  - 80K by 2020 Challenge
- **Technical Assistance and Planning Programs**
  - Priority- Development Area (PDA) Planning and Technical Assistance Program
  - Local Jurisdiction Technical Assistance Program
  - Public Lands Study
  - Housing Policy Toolkit
- **Data Collection and Monitoring**
  - Housing Permits

# Upcoming Initiatives / Assessments

- **Housing Funding and Financing Programs**
  - Regional Housing Trust Fund
- **Conditioning of Transportation Funding**
  - Jobs-Housing Linkage Fee
- **Technical Assistance and Planning Programs**
  - Opportunity Areas
- **Data Collection and Monitoring**
  - Housing Permit Database / Dissemination Tool





# Public Lands Study: Transit-Oriented Workforce Housing Assessment

## Overview/Actions

Darin Smith, EPS



Association of  
Bay Area Governments



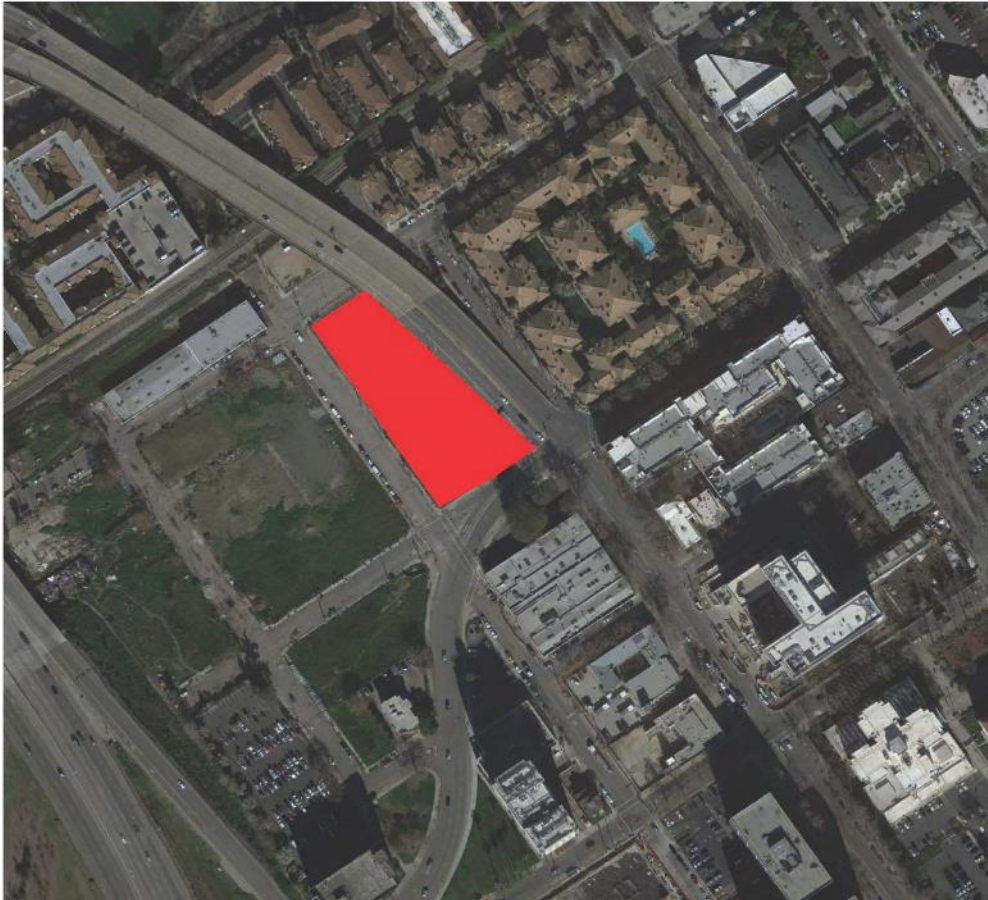
METROPOLITAN TRANSPORTATION COMMISSION



# Project Overview

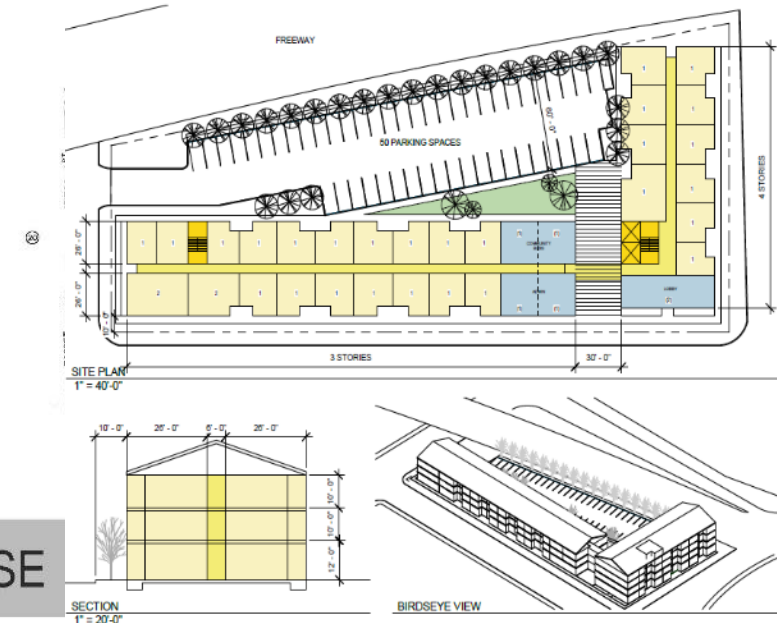
- **Identified potential sites for workforce/affordable housing:**
  - Within ½ mile of transit facilities
  - Owned by public agency (city, county, state, fed, etc.)
  - With reasonable size and proportions
  - With limited existing public use so potentially developable
  - Near amenities and services that can attract funding
- **Assessed range of development types/pro formas**
- **Recommends next step actions for local agencies and MTC to advance affordable/workforce housing development**

# Site Example



## Sample Site #2

- San Jose (Santa Clara County)
- 1.39 acres
- Owner - Redevelopment Agency of San Jose
- APN 25933017
- Walkscore 95
- Zoning DC



MTC Workforce Housing Studies

**PYATOK**

ISSUE DATE: 06/06/16

**SAMPLE SITE #2 - SAN JOSE**

# Inventory Results by Owner – Top 10 Agencies

Owner	Sites	Acres
BART	34	57
State of CA	17	42
VTA	42	29
SamTrans	11	18
Union City Community Redevelopment	6	15
Santa Clara County	7	14
City and County of San Francisco*	2	13
City of Oakland	19	10
South San Francisco Redevelopment	11	9
City of San Jose	5	8

*\* San Francisco was not initially included in study scope because San Francisco public lands study was underway. San Francisco owns some land outside its own borders as reflected above. Results to be updated following completion of SF study/MTC additional analysis.*

# Other Site Analysis Findings

## **1. Workforce and Affordable Housing requires subsidy**

- Development costs exceed price-restricted value regardless of project type or location
- Affordable housing development costs typically equal or exceed market-rate project costs

## **2. Public land can be a valuable source of subsidy**

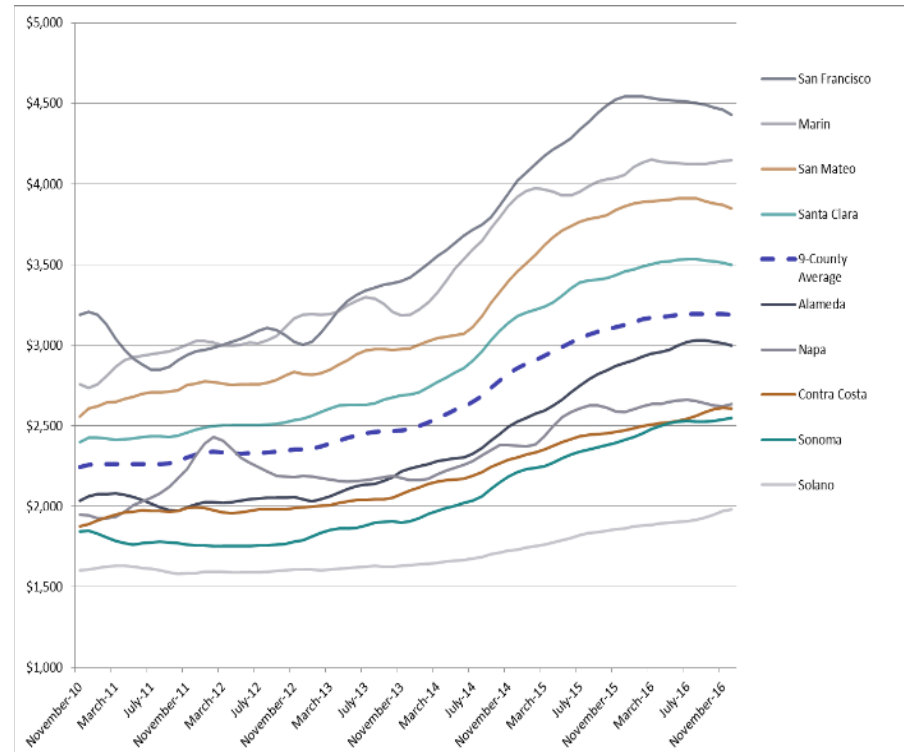
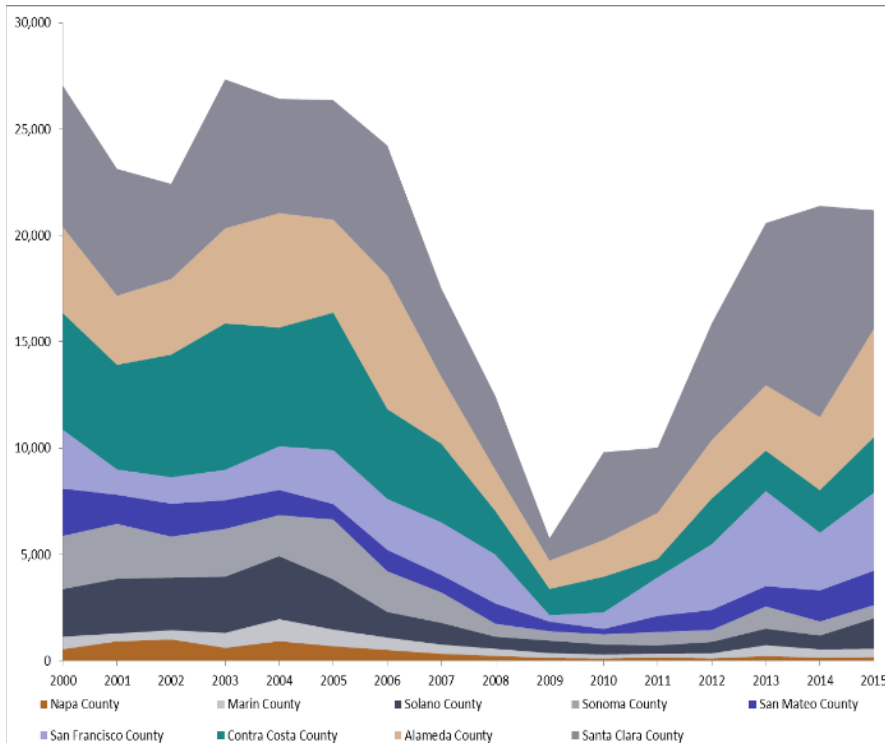
- Reduced cost vs. market-rate land transaction
- Leverage as local match for other funding sources

### **Note: San Francisco work to be completed**

- San Francisco not initially included in analysis because the city had initiated its own public lands study. MTC to review those findings, update as needed and fold results into study.

# Action Plan – Overview

- Provides context for housing development and funding issues
- Recommends agency/MTC actions



# Recommended MTC Actions

- **Continue to Link Funding and Housing Production**
- **Fund Project Infrastructure**
  - Replacement parking
- **Support Technical Assistance for Property Disposition**
- **Create Flexible Funding Sources**
  - Regional infrastructure fund, Regional land bank
- **Lobby for Legislative Change**