

# **SANDAG**

## **2021 Regional Plan Social Equity Working Group Agenda**

**Thursday, November 4, 2021  
10 a.m.**

**\*\*Teleconference Meeting\*\***

### MEETING ANNOUNCEMENT AMIDST COVID-19 PANDEMIC:

The Social Equity Working Group meeting scheduled for Thursday, November 4, 2021, will be conducted virtually in accordance with Governor Newsom's State of Emergency declaration regarding the COVID-19 outbreak, Government Code Section 54953(e), Assembly Bill 361 (Rivas 2021), and the Guidance for Gatherings issued by the California Department of Public Health. Working Group members will primarily participate in the meeting virtually, while practicing social distancing, from individual remote locations.

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# SANDAG

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## **Vision Statement**

*Pursuing a brighter future for all.*

## **Mission Statement**

*We are the regional agency that connects people, places, and innovative ideas by implementing solutions with our unique and diverse communities.*

## **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.*

# 2021 Regional Plan Social Equity Working Group

Thursday, November 4, 2021

Item No.		Recommendation
1.	<b>Welcome and Introductions</b>	
2.	<b>Public Comments/Communications/Member Comments</b> Public comments under this agenda item will be limited to five public speakers. Members of the public shall have the opportunity to address the Social Equity Working Group (Working Group) on any issue within the jurisdiction of the Working Group that is not on this agenda. Public speakers are limited to three minutes or less per person. Working Group members also may provide information and announcements under this agenda item. If the number of public comments under this agenda item exceeds five, additional public comments will be taken at the end of the agenda. Subjects of previous agenda items may not again be addressed under public comment.	
+3.	<b>Approval of Meeting Minutes</b> The Working Group is asked to review and approve the minutes from its October 7, 2021, meeting.	Approve
4.	<b>Chair's Report</b> <i>Councilmember Vivian Moreno, SANDAG Board Alternate</i> An update on key programs, projects, and agency initiatives will be provided.	Information
<b>Reports</b>		
5.	<b>SANDAG Equity Action Plan Update</b> <i>Elizabeth Cox, SANDAG</i> An update on work to advance Diversity, Equity, and Inclusion (DEI) within the organization, early actions to implement the SANDAG Commitment to Equity statement and plans for external engagement to continue development of the SANDAG Equity Action Plan in 2022, will be provided.	Discussion
+6.	<b>Housing Incentive Program Overview and Housing Acceleration Program and TransNet Smart Growth Incentive Program Call for Projects</b> <i>Tuere Fa'aola, SANDAG</i> An update on the Regional Housing Incentive Program and the upcoming call for projects will be provided.	Information

- +7. Harbor Drive 2.0 Concept of Operations** **Discussion**  
*Alex Estrella, SANDAG*  
A key element of the 5 Big Moves in San Diego Forward: The 2021 Regional Plan is the Next OS – the brain of the system. SANDAG has initiated the development of a Concept of Operations (ConOps) report using Harbor Drive 2.0. as a use case. This ConOps is being developed to streamline activities along Harbor Drive along Harbor Drive through technological upgrades. An overview of the ConOps elements will be presented and the Working Group is asked to provide initial input on the needs.
- 8. Upcoming Meetings** **Information**  
The next Working Group meeting is scheduled for December 2, 2021, at 10:30 a.m.
- 9. Adjournment**

+ next to an item indicates an attachment

November 4, 2021

Action: **Approve**

### **October 7, 2021, Meeting Minutes**

Chair Vivian Moreno (SANDAG Board Alternate) called the meeting of the 2021 Regional Plan Social Equity Working Group (Working Group) to order at 10:01 a.m.

#### **1. Welcome and Introductions**

Chair Moreno welcomed attendees.

#### **2. Public Comments/Communications/Member Comments**

There were no public comments.

#### **3. Approval of Meeting Minutes (Approve)**

Action: Upon a motion by Craig Jones (Alliance for Regional Solutions) and a second by Mohammed Tuama (Nile Sisters Development Initiative), the Working Group approved the minutes with one correction made from its September 23, 2021, meeting.

The motion passed with one abstention.

Yes: Craig Jones, Lisa Cuestas (Casa Familiar), Randy Torres-Van Vleck (City Heights Community Development Corporation), Carol Lewis, Konane Martinez (National Latino Research Center), Mohammed Tuama, Claire Groebner (Olivewood Gardens), Fe Seligman (Samahan Health Centers), and Erica Leary (Vista Community Clinic).

No: None.

Abstain: Bayside Community Center

Absent: Chula Vista Community Collaborative and Urban Collaborative Project.

### **Chair's Report**

#### **4. Chair's Report (Information)**

Chair Moreno provided an update to the Working Group members on key programs, projects, and agency initiatives.

Action: Information.

### **Reports**

#### **5. Regional Bikeway Program, Program Status, Program Future, and Potential Budget Amendments (Information)**

Senior Regional Planner Chris Kluth provided a status report on the Regional Bikeway Program and potential budget amendments.

Randy Torres-Van Vleck spoke about the history and future of the Regional Bikeway Program.

Carol Lewis spoke about working on active transportation and missed opportunities on the Regional Bikeway Program, and to consider the East County.

Timothy Bilash, member of the public, spoke about including fire safety education in local schools.

Randy Torres-Van Vleck asked what the timeline of 2008 was and what the mobility hubs consist of on active transportation.

Monica Hernandez, Casa Familiar, commented on the San Ysidro mobility hub and need to create a community advisory group to ensure that the design of the mobility hub meets the needs of the community.

Action: Information.

## **6. Holistic Implementation of Adaptation Strategies (Discussion)**

Associate Regional Planner, Katie Hentrich, provided an update to the SEWG on the Holistic Implementation of Adaptation Strategies grant, with a focus on the equity-focused components of the project.

Fe Seligman asked that examples be provided of deliverables of the project.

Erica Leary asked questions on adaptation strategies.

Craig Jones commented on various tables provided.

Action: Discussion.

## **7. Draft Regional Digital Equity Strategy (Information)**

Senior Regional Planner, Krystal Ayala, presented an overview of the Draft Regional Digital Equity Strategy and early action initiatives to bridge the digital divide.

Fe Seligman commented on digital divide equity, to include the low-income community in broadband services.

Konane Martinez spoke about the use of cellphone devices and how they are used with remote learning connection.

Craig Jones, member of the SEWG, commented on the use of broadband regulators and if public utility companies were considered within this project.

Timothy Bilash, member of the public, spoke about libraries or concentrated learning centers that could offer broadband services.

Action: Information.

## **8. Possible Topics for Next Meeting (Discussion/Possible Action)**

Chair Moreno asked the Working Group to discuss possible topics for the next meeting.

Action: Discussion

## **9. Upcoming Meetings (Information)**

The next Working Group meeting is scheduled for Thursday, November 4, 2021, at 10 a.m.

## **10. Adjournment**

Chair Moreno adjourned the meeting at 12:04 p.m.

## Confirmed Attendance at SANDAG 2021 Regional Plan Social Equity Working Group Meeting

October 7, 2021

Organization	Name	Attended	Comments
SANDAG Board Alternate	Councilmember Vivian Moreno, Chair	Yes	
Alliance for Regional Solutions	Craig Jones	Yes	
	MaryLynn McCorkle, Alternate	No	
Bayside Community Clinic	Kim Heinle	Yes	
	Rose Ceballos, Alternate	No	
Casa Familiar	Lisa Cuestas	Yes	
	Monica Hernandez, Alternate	Yes	
	Goyo Ortiz, Alternate	Yes	
Chula Vista Community Collaborative	Brendaly Rodriguez	Yes	late
	Azucena Lopez De Nava, Alternate	No	
	Angela Tomlinson, Alternate	No	
City Heights CDC	Randy Torres-Van Vleck	Yes	
	Haneen Mohamed	Yes	
El Cajon Collaborative	Carol Lewis	Yes	
	Dana Stevens, Alternate	No	
National Latino Research Center	Angelica Santiago, Alternate	Yes	
	Konane Martinez, Member	Yes	
Nile Sisters Development Initiative	Elizabeth Lou	Yes	
	Breanne Lash, Alternate	Yes	
	Mohammed Tuama, Newcomers	Yes	
Olivewood Gardens	Claire Groebner	Yes	
	Rocina Lizarraga, Alternate	Yes	
Samahan Health Centers	Fe Seligman	Yes	
	Lorna Delossantos, Alternate	No	
Urban Collaborative Project	Brian "Barry" Pollard	Yes	
Vista Community Clinic	Erica Leary	Yes	
	Carmela Muñoz, Alternate	Yes	
<b>Other Attendees</b>			
Tim Bilash	Nancy Hand	Jacqueline Reynoso	Catherine Thibault
Robert Cáliz	Noah Harris	Anna Ardón	Patricia Trahin
Ruth Martin	Paul La Farga	Nilmini Silva-Send	Agatha Wein
Marc Steele			

## SANDAG Staff

Brian Lane

Catherine Matel

Antoinette Meier

Anna Van

Allison Wood

Ariana zur Nieden

Elisa Arias

Krystal Ayala

Zaccary Bradt

Pricila Roldan

Laura Valdes

Evelia Castellanos

Jane Clough

Tuere Fa'aola

Chris Velasco

Jennifer Williamson

Adam Fiss

Katie Hentrich

Chris Kluth

November 4, 2021

Action: **Information**

## **Housing Incentive Program Overview and Housing Acceleration Program and *TransNet* Smart Growth Incentive Program Call for Projects**

### **Overview**

Increasing the availability of affordable housing is critical to bettering the quality of life for all San Diegans. In 2019, the state legislature passed Assembly Bill 101, which allowed for the creation of state grant fund programs to distribute one-time funding to regional entities to prioritize planning activities that accelerate housing production. The California Department of Housing and Community Development (HCD) established the Regional Early Action Planning Grant program (REAP), which allocated \$6.8 million to SANDAG. Informed by the Commitment to Equity statement that the Board of Directors approved on February 12, 2021, SANDAG is working to establish a Regional Housing Incentive Program and collaborate on projects that have a broader regional impact on housing.

As a component of the Regional Housing Incentive Program, SANDAG plans to release up to \$6 million through two call for projects in November 2021: Housing Acceleration Program (HAP) and *TransNet* Smart Growth Incentive Program (SGIP). The Housing Acceleration Program is a new grant program funded through the HCD REAP program, which is focused on housing acceleration and smart growth, and should implement housing solutions that combat patterns of segregation for historically underserved communities and foster inclusive communities free from barriers that restrict access to opportunity based on protected characteristics. To further accelerate the production of housing and promote sustainable development within employment centers, smart growth areas, and transit-oriented communities, SANDAG is also releasing a call for projects through the *TransNet* SGIP. The two grant programs will work in tandem to foster planning and implementation for sustainable and equitable communities across the region and strengthen the connection between housing and transportation.

### **Key Considerations**

#### ***Regional Housing Incentive Program***

After receiving approval from the Board in January 2020, SANDAG applied for and received 25% of its REAP funds (\$1.7 million) from HCD. Similarly, in February 2021, SANDAG applied and received approval for the remaining 75% of its REAP funds (\$5.1 million) from HCD to continue developing a regional housing incentive program. Legislation requires that the funds (\$6.8 million) must be expended no later than December 2023.

As part of the development of the Regional Housing Incentive Program a survey was taken of local jurisdiction planning staff. With the survey, SANDAG staff identified regional initiatives SANDAG could implement (e.g., conduct a Regionwide Displacement Study) to establish SANDAG as a prohousing leader and encourage the acceleration of housing production.

**Housing Acceleration Program and Smart Growth Incentive Program Planning**

As part of the regional housing incentive program, SANDAG committed to release up to \$3 million through a call for projects for a newly developed grant program: HAP. SANDAG would also release up to \$3 million in *TransNet* SGIP funds for planning efforts that encourage mobility hub planning in smart growth areas or employment centers. The SANDAG Commitment to Equity is built into both call for projects. Twenty percent of the application’s overall score is based on the project commitment to goals that support equity. In addition, through the call for projects, jurisdictions can opt to establish partnerships with a community-based organization or non-profits to ensure the benefits of their activities are realized by a broad population and in an equitable manner to conduct eligible activities consistent with the goals and objective of each program.

The table below gives a high-level summary of both grant programs.

Housing Acceleration Program	Smart Growth Incentive Program – Planning
<b>Funding Source:</b> Regional Early Action Planning (REAP) Grant	<b>Funding Source:</b> <i>TransNet</i> Extension Ordinance
<b>Total Funding Available:</b> \$3 million	<b>Total Funding Available:</b> \$3 million
<b>Award Amount:</b> Minimum – \$125,000 Maximum – \$500,000	<b>Award Amount:</b> Maximum – \$500,000
<b>Match:</b> Not required; however, points are awarded based on evidence of matching.	<b>Match:</b> Not required; however, points are awarded based on evidence of matching.
<b>Project Examples:</b> ADU ordinances, environmental documents, staff augmentation, etc. <b>MUST</b> have a nexus to housing acceleration. <b>NO</b> capital improvement projects.	<b>Project Examples:</b> Overlay zones, specific plans, complete street design manuals, mobility hub plans, etc. <b>NO</b> capital improvement projects.
<b>Expenditure Deadline:</b> June 30, 2023	<b>Expenditure Deadline:</b> 36 months upon grant execution

**Next Steps**

Staff will seek approval from the Board to release the calls for projects.

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

Attachment: 1. SANDAG Housing Incentive Program DRAFT Pro-Housing Best Practices

SANDAG Housing Incentive Program DRAFT Pro-Housing Best Practices  
Draft: 07/14/2021

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

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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.

## SANDAG Housing Incentive Program DRAFT Pro-Housing Best Practices

Draft: 07/14/2021

- 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.

## SANDAG Housing Incentive Program DRAFT Pro-Housing Best Practices

### Draft: 07/14/2021

- 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 (i.e., 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.

## SANDAG Housing Incentive Program DRAFT Pro-Housing Best Practices

Draft: 07/14/2021

- 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.

November 7, 2021

Action: **Information**

## **Harbor Drive 2.0 Concept of Operations**

### **Introduction**

The success of the 2021 Regional Plan will rest on the successful implementation of the 5 Big Moves. The 5 Big Moves include: Complete Corridors, Transit Leap, Mobility Hub, Flexible Fleet, and the Next Operating System. This includes the consideration of transportation technology to help develop a safe, equitable, and accessible system that improves everyone's access to basic needs, opportunities, and major destinations. To help understand how technology could be used and what services it should provide to meet the needs of all transportation users, the first step in the planning process is the completion of a Concept of Operations (ConOps) report.

SANDAG has initiated the development of a ConOps report along the Harbor Drive corridor. The Harbor Drive ConOps project area is bordered by the Tenth Avenue Marine Terminal in the North, the National City Marine Terminal in the south, and Interstate 5 to the east. The purpose of the Harbor Drive ConOps is to provide a resource for the development of Intelligent Transportation Systems (ITS) solutions for area stakeholders including Caltrans, the San Diego Unified Port District, the City of San Diego, Naval Base San Diego, the City of National City, the Port Tenants Association, and the community.

### **Discussion**

SANDAG team will present the overall objectives of the project and the key components of a ConOps to the members of the Social Equity Working Group for input and feedback. In addition, the SANDAG team is conducting an operational assessment survey to gain insight into the community's transportation needs to help us determine how to best consider technology improvements along the Harbor Drive corridor.

### **Next Steps**

A draft of the ConOps report will be available in December with the final version expected to be completed before the end of the February 2022.

Key Staff Contacts: Alex Estrella, Technology Program Manager, [alex.estrella@sandag.org](mailto:alex.estrella@sandag.org)  
Suhasini Natarajan, Senior ITS Planner, [suhasini.natarajan@sandag.org](mailto:suhasini.natarajan@sandag.org)