

Approach to Housing Program Implementation

The *Marin Housing Workbook* offers an approach for developing an *Inter-Jurisdictional Strategic Action Plan for Housing* in Marin County and many ideas on best practices. What follows are ideas extracted from these best practices which are intended to provide a scope of work and concepts for consideration when specific Housing Element programs are implemented by the City.

H1.A Prepare Information and Conduct Outreach on Housing Issues

Possible Topics:

- a. Housing needs.
- b. Housing programs (second units, rental assistance, rental mediation, rehabilitation loans, etc.).
- c. Fair Housing laws.

Possible Activities:

- a. Provide written material at public locations and on the City's website.
- b. Provide information to real estate professionals, property owners and tenants on their rights, responsibilities, and the resources available to address fair housing issues.
- c. Work with local non-profit and service organizations to distribute information to the public.
- d. Using materials from the Marin Housing Workbook and Mill Valley Housing Element, provide information to improve awareness of housing needs, issues and programs (e.g., Powerpoint presentations; display; pamphlets; and facts sheets).
- e. Fair Housing in-service training, press releases, direct contact with interest groups, and posting of fair housing laws, contacts and phone numbers.

H3.F Implement Actions for Miller Avenue Specific Plan Area Housing.

Review and consider amending the multi-family residential standards and procedures in order to assure protection and efficient development of multi-family and mixed use infill housing sites that are consistent with the Mill Valley General Plan, Miller Avenue Specific Plan and Zoning Ordinance and appropriate for affordable and workforce housing.

Such sites and opportunities may include or consider the following:

- a. Land owned by the City or other governmental agencies (such as school districts).
- b. Residentially zoned sites where higher density is feasible or may be accommodated through lot consolidation.
- c. Parking lots.

- d. Re-use of underutilized or non-viable commercial sites and, in limited circumstances, industrial sites, to encourage adaptive re-use of vacant buildings with residential or mixed residential and commercial uses.
- e. A small percentage of sites in single family neighborhoods where duplexes or small multi-family uses would be appropriate.
- f. General Plan and Specific Plan environmental assessments to expedite processing for infill and affordable housing developments.
- g. For key housing opportunity sites/areas, identify specific housing use and design objectives, and then incorporate fast track process provisions for subsequent projects that are consistent with the plan.
- h. Identify the mix of uses, minimum density standards, density bonuses, or a percentage of affordable units (sites should be rezoned at sufficient densities to create incentives for housing production within the 5-year timeframe of the Housing Element).
- i. Prepare area-wide or specific plan environmental baseline data and assessment of development impacts under maximum development scenarios as a way to assess impacts and required mitigation.
- j. Objectives and commitments in the General Plan and specific plans so that project-specific review can focus on site-specific issues such as design.
- k. Link plans to CEQA exemptions and expedited review, consistent with CEQA Section 15332.
- l. Clear guidelines and incentives for the development of housing in conformance with current State laws and specific ways to streamline processing for subsequent development proposals.

Mixed Use Opportunities

Assess impediments and create incentives for mixed use housing development, including changes to zoning and development code standards to make affordable housing development possible in mixed-use zones. In particular, the City should continue to encourage the development of residential uses along Lower Miller Avenue and in the Lytton Square/Town Center area. The City should continue to implement this policy on a case-by-case basis in discussions with prospective applicants and develop more specific policies and implementation procedures/incentives particularly for the downtown area.

Consider the following:

- a. Allow for height limit bonuses.
- b. Allow flexibility in applying development standards (FAR, lot coverage) based on the location, type, and size of the units, and the design of the development.
- c. Allowances for tandem parking and off-site parking leases.
- d. Allow the residential component of a mixed use development to be additive rather than within the established FAR for that zone.

- e. Allow reduced and shared parking based on the use mix, and allow for reduced parking standards and requirements where sites are located within 0.25 mile of a public transit stop.

H3.I Review and Update Parking and Other Development Standards

Consider the following:

- a. The City will revise the Municipal Code to remove offices as a conditionally permitted use in multi-family zoning districts
- b. Reduce parking requirements for projects near transit.
- c. Provide opportunities for shared parking for mixed-use developments.
- d. Allow for off-site parking, such as on-street parking or use of public parking to satisfy all or a portion of the parking needs for new housing units, particularly for affordable housing.
- e. Establish a landscape parking reserve that is designated for parking if needed in the future.
- f. Evaluate opportunities for underground parking and vehicle sharing.
- g. Identify instances where it may be appropriate to allow parking standards to be adjusted on a case-by-case basis, depending upon the location and characteristics of the development and its intended occupants.
- h. Reduce the standard for park land dedication from the current basis of 2.77 persons per unit to 2.13 persons per unit
- i. If allowed by the Quimby Act, restructure the park land dedication fee to make it more equitable for relatively higher density infill projects.
- j. Where appropriate, allow combined processing of Master Plans, Development Plans and Tentative Subdivision Maps.
- k. Increase FAR.
- l. Amend the Municipal Code to create new multi-family zoning districts which relate the number of residential units to their size and permit a greater number of relatively smaller units or a less number of larger units as described in the Land Use section
- m. Consider amending the Municipal Code to revise the City parking standards to require less parking for smaller units (studio, 1 bedroom) than that required for larger homes (5 bedrooms) as is currently the case.
- n. Consider amending the Municipal Code to establish a special multi-family residential classification to give the City the option of allowing small, special need (i.e., handicapped, elderly) multiple family units at a greater density than that allowed in the new “Lower Density Multi-Family” and “Higher Density Multi-Family” zoning districts described in the Land Use section.

H3.K Enact Density Bonus Zoning and Other Incentives

Evaluate the following:

- a. Update fee schedules to reduce and/or defer fees to the extent possible for affordable housing, and encourage other agencies to also do so.

- b. Implementing a density bonus program, including establishing simplified density bonus provisions such as offering 2 bonus units for each unit affordable to low income (ownership) or very low income (rental).
- c. Possible financially equivalent incentives, such as use of trust fund resources, expedited processing in every department, and waived or reduced fees.
- d. Establish “fast track” processing procedures, CEQA processing incentives, and other mechanisms to fit with funding requirements and to facilitate desirable affordable housing projects that have a significant portion of their total floor area committed to housing.

H3.L Adopt a “Workforce/Special Needs Housing Overlay Zone” Zoning Designation.

Specific considerations in developing these overlay zones include:

- a. Working with property owners and non-profit housing sponsors to identify ways in which incentives can be provided for affordable housing to be constructed, including use of local funding sources.
- b. Requiring proposals to include a minimum of 20 percent very low, 20 percent low and 20 percent moderate income housing units to qualify for the benefits of the overlay zone. Above moderate income market rate units should not exceed 40 percent of the total number of units with moderate income rental units counting as market rate units.
- c. Affordable ownership and rental units shall be deed-restricted for a period of not less than 55 years to ensure affordable resale and rents.
- d. Allow multifamily development of commercial sites.
- e. Waive some, or all, local fees.
- f. Target a percentage of units for special needs populations.
- g. Provide flexibility in applying development standards (e.g. parking, setback, height), subject to type of housing, size and unit mix, location and overall design review (including a public hearing).

H3.N Revise Inclusionary Housing Regulations

Amend the Zoning Ordinance to include consideration of the following:

- a. Establishment of an in-lieu fee for residential projects involving construction of one to six units.
- b. Apply inclusionary requirements to licensed care facilities.
- c. All residential projects of 7 to 12 units will be required to provide units at a rate of 15 to 20 percent affordable.
- d. All residential projects of 12 or more units will be required to provide units at a rate of at least 20 to 25 percent affordable.
- e. Some flexibility is desirable in implementing this program, depending on the size of units (number of bedrooms), affordability, and consideration of very low, low and moderate income housing need.

- f. Payment of in-lieu fees, or for fractional unit requirement, shall be at a rate adequate to create the affordable units off-site.

H3.P **Modify Second Dwelling Unit Development Standards and Permit Process.**

Review and modify the following second unit development requirements in the Zoning Ordinance:

- a. Establish second dwelling units as a permitted “use by right” when the single family lot, primary structure and second unit meet all of the zoning and building development standards established for the zoning district in which they are located, and adequate traffic safety and parking is available. Second units approved “by right” should be limited in size to a maximum of 700 square feet.
- b. Establish the following procedures for all second dwelling unit applications: (1) Require design review for second units that meet performance standards and design guidelines, and allow processing of the application at the Zoning Administrator level; and (2) assure adequate noticing and early neighborhood involvement in the process.
- c. Review parking requirements and impact fees to encourage the creation of second dwelling units that will provide long-term very low or low income housing. Reduce parking standard from 2.0 spaces to 1.0 space per unit. Off-site, reduced or tandem parking should be considered within one-quarter mile of a transit route.
- d. One-third of the new 2nd units will be counted as very low income and two-thirds will be counted as moderate-income housing based on surveys of existing second units and prevailing market conditions in Marin County.
- e. Amend the Zoning Ordinance to encourage Second Units on larger lots. Standards could include:
 - (1) Encourage second units on parcels in excess of 10,000 square feet.
 - (2) The second unit and the main unit could be exempt from the inclusionary requirement (i.e., the requirement to provide inclusionary units or pay an in-lieu fee).
 - (3) As a condition of approval of any parcel map or tentative map, 50% plus one of all parcels created by the land division in excess of 7,500 square feet could provide a second unit. In the event that only one of the new parcels is larger than 10,000 square feet, that lot would be subject to the requirement.
 - (4) A new unit could include any construction that would increase the size of an existing unit or tear-down by 75% or more.
 - (5) Second units would not be counted for purposes of calculating the inclusionary requirement or development density.

H4.A Assure Good Neighborhood Relations Involving Emergency Shelters and Residential Care Facilities.

The following could be considered:

- a. A staff person from the provider agency be designated as a contact person (with a posted phone number) with the community to respond to questions or comments from the neighborhood.
- b. Outreach programs could designate a member of the local neighborhood to their Board of Directors.
- c. Neighbors of emergency shelters, transitional housing programs, and community care facilities should be encouraged to provide a neighborly and hospitable environment for such facilities and their residents.

H5.I Support Establishment of a Countywide Housing Data Clearinghouse.

Procedures for data collection and tracking could be established to provide the following information:

- a. Annually monitor and evaluate progress by jurisdiction, including residential building activity by housing type and affordability, indicators of housing need, and progress towards meeting housing element program targets.
- b. Provide opportunities for sharing successes in implementing affordable housing programs (photos, project and process description, public handouts, etc.).
- c. Serve as a resource library on best practice ideas, funding sources, relevant reports and related resources, etc.
- d. Provide a basis for annual reports to HCD, as required by State law.
- e. Maintain an up-to-date inventory of all subsidized and deed restricted units by jurisdiction in Marin County.
- f. Monitor the relationship between housing and employment development by preparing a study which analyzes recent and anticipated types, numbers and incomes of jobs by industry, sets up an ongoing monitoring program, and develops strategies to further address housing and jobs linkages.
- g. Monitor the availability and cost of rental units, including second units. The purpose of this reporting is to establish a monitoring system to determine the extent of rent increases occurring within a locality relative to other localities.