

Issue Policy Statements

of the

MONTEREY COUNTY HOSPITALITY ASSOCIATION

**Revised and Readopted by action of the Board of Directors
November 14 and December 6, 2006**

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MONTEREY COUNTY HOSPITALITY ASSOCIATION ISSUE POLICY STATEMENTS

Introduction

The Monterey County Hospitality Association (MCHA) is the trade association for the Hospitality Industry in Monterey County. The Hospitality Industry and MCHA membership includes lodging facilities; eating and drinking establishments; other food service enterprises; retailers; food products retailers and wholesalers; reservations service enterprises; transportation providers; events and meetings planners, coordinators and facilities; recreation providers; tour planners and providers; vacation property providers and managers; professional service and business service providers; educational and amusement facilities and providers; agricultural tourism planners and providers; and wine grape growers, wineries, and winery facilities. The mission of MCHA is as follows:

The purpose of the Monterey County Hospitality Association is to actively foster, protect and represent the interests of the members of the association by providing advocacy and representation on government issues; providing educational resources; and ensuring that the economic benefits of hospitality are made known to the community through active community and business relations efforts.

The Hospitality Industry MCHA represents, serves and benefits residents and visitors and is an integral part of life and activities in Monterey County. The economic impact of just the tourism aspect of the hospitality industry is enormous. Direct tourism spending in Monterey County is \$2 billion per year and generates over \$55 million in revenues to county and city governments. Tourism spending alone accounts for approximately 24,000 jobs in Monterey County. In short, the Hospitality Industry is vital to the economic health of Monterey County and its quality of life.

With these things in mind, MCHA presents the following Issue Policy Statements addressing important policy issues in Monterey County and MCHA's position on those issues. MCHA actively seeks collaboration and cooperation with other organizations and community groups whose goals and objectives are similar to, or in the main compatible with, MCHA issue concerns and policy recommendations.

ENVIRONMENT AND GREEN BUSINESS PRACTICES

The Monterey County Hospitality Association recognizes that Monterey County's great natural beauty and diversity is a key reason people choose to visit and revisit our area. The Association is committed to the protection and preservation of the county's natural assets, including Monterey Bay, and encourages the understanding and use of cost-effective green business practices throughout the regional hospitality industry.

MCHA acknowledges the importance and use of sustainable business practices that may include:

- Energy-efficient operations
- Conserving water; the hospitality industry continues to be a leader in water conservation, especially on the Monterey Peninsula
- Preventing pollution
- Recycling
- Cost-effective alternative transportation and voluntary rideshare programs for staff
- Using sustainable and local food sources when appropriate
- Reducing or eliminating the use of toxic chemicals where feasible

Environmentally sound practices that help businesses succeed rather than hurting their ability to do business are especially welcome and have the full support of the Association.

SOLID WASTE MANAGEMENT/RECYCLING

The Hospitality Industry in Monterey County recognizes the importance of aggressive and effective solid waste management in Monterey County. AB939 mandated a 50% reduction in solid waste disposed of in our landfills by the year 2000. The active support of the Hospitality Industry helped meet, or nearly meet, this mandate in most jurisdictions. Decreasing landfill space, increasing costs of landfill disposal of solid wastes, and increasing public expectations for recycling require the Hospitality Industry to continue active participation in recycling efforts aimed at solid waste reduction.

Monterey County Hospitality Association members have been leaders in the development of recycling programs; MCHA urges all Hospitality Industry businesses in Monterey County to:

1. Continue and expand on-site waste reduction and cost effective recycling programs.
2. Involve customers and employees in waste reduction programs by promoting recycling efforts and concern for the environment in Monterey County.
3. Participate with local governments and other organizations to find workable and cost-effective means to increase recycling and solid waste reduction through innovative programs that complement the characteristics of individual businesses.

MONTEREY BAY NATIONAL MARINE SANCTUARY

The Monterey County Hospitality Association recognizes the importance of the beautiful and unique ocean environment of the Monterey Peninsula as a key element of appeal to both residents and visitors to the region. The designation of the Monterey Bay National Marine Sanctuary (MBNMS) helps in the preservation and protection of this resource.

The Monterey County Hospitality Association supports the following:

1. **MBNMS' Sanctuary Management Plan:** The management plan is committed "to balance research, education, and protection with recreational and commercial uses." Regulations under the management plan should reflect the commitment to balance and be based on accepted scientific principles and sound data and analysis. Further, MBNMS should not engage in conduct or regulation that unreasonably would impair or prevent ocean- or Monterey Bay- dependent commercial enterprises or recreation activities.
2. **MBNMS' Link with the Business Community:** MCHA views the Sanctuary Advisory Council as a vital component of a public/private partnership opportunity that ensures maintaining the required balance between commercial, recreational, environmental, educational and research interests.
3. **MBNMS should expand its public information programs and make more accessible and transparent the activities of MBNMS staff and the Sanctuary Advisory Council.**

ECONOMIC DEVELOPMENT

The Monterey County Hospitality Association is the trade association for the Hospitality Industry in Monterey County. MCHA supports policies that favor and contribute to the near- and long-term vitality and viability of the Hospitality Industry (see MCHA policies on Tourism Promotion at page 8, Transportation, Traffic and Circulation at page 10, Water at page 11, Mandated Wage Levels at page 15, and Housing Policy beginning at page 18). MCHA believes Hospitality Industry health and Monterey County's overall economic climate are inextricably linked and that economic and business development are primarily initiated and carried out in the private sector. MCHA further believes it is proper and fitting that government be expeditious in processing economic development proposals and business improvements consistent with rational and objective rules and regulations designed to reflect community priorities and standards and safeguard environmental and historical values. MCHA supports vigorous competition among businesses as the key to enhanced services and lower costs to residents and visitors but also values private sector initiatives for collaboration and cooperation that result in added-value opportunities, increased job growth, and more jobs' upward mobility.

Monterey County and its cities should pursue policies and actions that 1) allow existing businesses to prosper and 2) are attractive to new businesses interested in locating here. MCHA further believes Monterey County should improve its economic and business climate and eliminate its reputation for being a difficult place to locate or expand a business.

MCHA supports policies, legislation and administrative actions that:

- Promote business and employment expansion and increased job upward mobility;
- Streamline planning and permitting processes and procedures for business location, relocation, or expansion;
- Support private sector initiatives for cooperation and collaboration in pursuit of business expansion, improvement and value-added opportunities.

TOURISM PROMOTION

A healthy regional economy depends on a vital, thriving and expanding tourism industry. Educational institutions and research facilities are replacing the economic activity lost when Fort Ord closed; in the future these institutions and associated research, technology and business service entities will become a viable "third leg" for our local economy. Tourism is the number one industry on the Monterey Peninsula and is second only to agriculture in economic impact in Monterey County. Increased development of tourism is necessary to the economic vitality of the Peninsula area and all of Monterey County.

Enhancement and expansion of the vital and vigorous wine grape growing and winemaking industry is critically important to both the Hospitality Industry and agriculture. The strong link this increasingly important industry provides between agriculture and hospitality points the way for increased cooperation and improved, expanded and ecologically friendly agriculture-related hospitality and tourism opportunities.

The Monterey County Hospitality Association therefore supports:

1. One unified, countywide destination marketing effort to encourage the retention and expansion of tourism and encourage financial participation by all jurisdictions in unified destination-marketing efforts.
2. Cooperative efforts with other organizations to promote, enhance and increase group meetings, conventions, and transient tourism and the expansion and enhancement of the varieties and types of visitor experiences available throughout the county in order to extend the average length of stay as well as encourage more frequent return overnight visits.
3. Inclusion of Monterey County's cultural, agricultural and viticultural heritage in Hospitality Industry image, identification and promotional efforts.

LAND USE PLANNING, GROWTH MANAGEMENT and REGIONAL GOVERNMENT

Planning for future growth in Monterey is increasingly controversial and problematic. Land use planning by all local jurisdictions must be based on realistic assessments of population growth and household formation rates. Further, land use planning must reflect the commitment of the local jurisdictions to enhance economic vitality and viability, especially the vitality and viability of the hospitality and agricultural industries, both of which are inextricably entwined with the quality of life in Monterey County. An important part of land use planning is a firm commitment to improving, repairing and enhancing infrastructure – particularly roads, streets, bridges, flood control structures and water production and delivery facilities. Infrastructure constraints must be overcome and not used as an excuse for inadequate or restricted planning.

Growth planning and management is traditionally the responsibility of individual cities and the county. However, state and federal requirements for improved air quality, clean water, and solid waste management, combined with local efforts for planning the reuse of Fort Ord have imposed a regional approach to some growth management and growth-related issues. The availability and affordability of housing of all types has been seriously compromised in California and is especially acute in Monterey County. A separate policy on housing issues is included as a separate, detailed statement in Appendix A.

The Monterey County Hospitality Association generally supports:

1. Keeping local land use planning/growth management decisions at the city and county level – the “home rule” concept.
2. Cost effective regional coordination and cooperation among local governments without additional layers of government or displacement of traditional, local land use authority. MCHA opposes creation of regional governments or agencies not accountable directly to the people.
3. The principle that special districts with authority to regulate on regional issues such as water, air quality, transportation, sewage, solid waste, the Monterey Bay National Marine Sanctuary, etc., should not use their regulatory powers to influence or guide population or economic growth, but use their planning or regulatory authority to accommodate the types and modes of growth planned by local governments.
4. Increased funding from existing revenues for infrastructure coupled with incentives for cooperation between local governments. MCHA supports reform of the state-local fiscal relationship such that the ability of local government to pay for local projects and programs (such as transportation system maintenance, repair and improvement) is restored.

TRANSPORTATION, TRAFFIC AND CIRCULATION

Adequate means of transportation and traffic circulation are critical to the Hospitality Industry and vital to the economic well being of Monterey County. Any environmentally responsible measures that increase visitation to the region or enhance the ability of visitors and residents to travel within the region benefit the Hospitality Industry and the county's economy.

The Monterey County Hospitality Association supports the following:

1. Expanded and improved airline service to and from the Monterey Peninsula Airport.
2. Cost-effective interregional rail or bus rapid transit service to the region. If interregional rail or bus rapid transit service is implemented it must be self-supporting; the Hospitality Industry cannot and will not subsidize these services.
3. Interregional highway improvements that relieve automobile congestion and unsafe traffic conditions. MCHA specifically supports the Highway 101 Prunedale Improvement Project and the Prunedale By-Pass. MCHA specifically recommends safety and capacity improvements on Highway 156 by adding lanes between Castroville and Highway 101 in Prunedale. MCHA also recommends the construction of the Highway 1/Salinas Road interchange to improve safety along the dangerous two-lane corridor connecting Monterey and Santa Cruz Counties.
4. Intraregional highway, road and public transit improvements that relieve automobile congestion. MCHA specifically supports Monterey County becoming a transportation projects self-help county such as was proposed in Measure A, a 1/2-cent sales tax for transit and transportation projects outlined in the TAMC 14-year plan, as well as a unified county-wide development impact fee, rather than a piecemeal city-by-city approach. MCHA also supports improvement in motor vehicle access between Salinas/Salinas Valley and the Monterey Peninsula.
5. Cost-effective and realistic multimodal transit and transportation programs that result in voluntary vehicle trip reductions.
6. Visitor-oriented shuttles such as the MST Trolley or other transportation modes such as the Grapevine Express that provide convenient transportation and circulation for visitors and local residents, reduce vehicle trips, improve safety, and enhance the environment.
7. Voluntary employer trip reduction plans.

WATER

The Hospitality Industry is an important component of Monterey County's economy. It is second only to agriculture in providing jobs, and accounts for more than \$2 billion in annual direct spending; further, the industry generates in excess of \$55 million in local tax revenues to Monterey County and its twelve cities.

Water is a vital commodity to the Hospitality industry. The Hospitality industry recognizes its responsibility to continue vigorous promotion of water conservation by customers and visitors, and the accomplishment of sustained water conservation in business operations. The Hospitality industry is the leader in water conservation efforts – its water use has decreased by almost 50% since 1988-1989, by far a more dramatic decrease in water use than by any other group of water consumers. Because of the critical need for regional economic revitalization and development, the hospitality industry must not only survive but also be able to expand.

The Monterey County Hospitality Association therefore supports the following:

1. Any timely and cost-effective efforts and projects to ensure a safe, sufficient, stable and secure water supply.
2. Allocations of available water through a fair and equitable process that recognizes the critical importance of water to the Hospitality industry and its critical importance to the region's economy.
3. Continued programs of water conservation and water conservation education for owners, operators, employees, patrons and visitors.
4. Promotion of programs or projects that address existing and anticipated future water shortages, accommodate the needs of local general plans, and provide adequate water for lots of record and business/commercial interests.

FISCAL ISSUES

The Hospitality Industry is an increasingly important component of our region's economy. The Hospitality Industry is well established, well developed and environmentally friendly. Public entities increasingly look to this industry as an important source of tax revenue. Therefore, fiscal issues are a concern of the Hospitality Industry.

The Monterey County Hospitality Association believes the following are important to the preservation, enhancement and expansion of the Hospitality Industry:

1. Local transient occupancy tax (TOT) rates should not be increased as a means to enhance General Fund revenues. Any future increases to TOTs should be dedicated in major part to tourism promotion.
2. Local governments should re-invest existing TOT dollars to promote tourism to this area. Tourism results in significant tax revenue for local jurisdiction general funds.
3. No state transient occupancy tax (TOT) or hotel occupancy tax (HOT) should be imposed. California must be mindful that we compete with other destinations and that other states are increasingly competitive and supportive of the tourism industry in their respective areas.
4. No new or increased hospitality-related taxes, fees or assessments should be imposed if the proceeds are not to be spent for the support of Monterey County tourism. (Examples: Admissions Taxes, Parking Fees, Sanctuary User Fees, Diver Air Fill Fees). Local jurisdictions must remember that the Hospitality Industry is fundamental to the overall economic health of the county and competition from other areas is constantly increasing.
5. MCHA supports reform of the state-local fiscal relationship that restores the ability of local government to pay for local projects and programs (such as transportation system maintenance, repair and improvement).

WORKERS' COMPENSATION INSURANCE, OCCUPATIONAL HEALTH AND SAFETY

The Monterey County Hospitality Association recognizes the importance of providing a safe and healthy work environment for all employees and supports reasonable benefits for those injured on the job. Many substantive improvements were made to the Workers' Comp system in 1993 and 1994, but not again until 2003 and early 2004. The legislature must enact more substantive reforms. Employer and system costs remain among the highest in the nation with the result that Californian continues to be at a serious competitive disadvantage with other states.

The Monterey County Hospitality Association therefore supports:

1. Establishment of Illness and injury prevention programs in occupations with documented risks. MCHA strongly opposes any legal presumption of employer fault for illness or injury.
2. Workplace safety requirements of employers should be based on contemporary industry standards and practices. Contrary requirements should be repealed or amended.
3. Further reform efforts by the state legislature and regulatory agencies should be made to ensure cost reductions, elimination of system abuse and provision of reasonable compensation to injured employees. Increases in benefits must be tied to employer cost reductions as agreed by the legislature and the executive branch in 1994.

The Monterey County Hospitality Association further believes that prior to any new legislation or regulation requiring business compliance with new health and safety standards (e.g. by OSHA or CAL/OSHA), businesses should be given adequate time to adopt employer-designed and –controlled solutions before mandated programs are imposed.

HEALTH CARE

The Hospitality Industry is an increasingly important component of the California and Monterey County economies. The Hospitality Industry is labor-intensive; in Monterey County, the Hospitality Industry provides approximately 24,000 jobs and is second only to agriculture as an employer and source of entry-level jobs. The Hospitality Industry is sensitive to any factor that increases the cost of providing and maintaining jobs.

The Monterey County Hospitality Association recognizes the need for decent, affordable health care and access to that health care and recognizes the need for affordable health care coverage.

MCHA therefore supports:

1. A moratorium on attempts by the state or local jurisdictions to place financial burdens on local businesses that create undue hardship and decrease competitiveness with other states or as between destinations within the state.
2. All reasonable efforts to make access to affordable health care broadly available (included, but not limited to an increased access to, and use of, wellness and preventative health care programs) while not placing undue financial burdens on the business community. These efforts must include local leaders in the process.
3. Initiatives that streamline government regulations to increase efficiency and reduce overall health care administrative burdens.
4. Federal and state reforms that allow small businesses to obtain group coverage through larger purchasing pools, or other mechanisms that can mitigate insurance risks in order to improve the ability of employers and employees to purchase reasonable levels of insurance coverage.
5. Increased competition in local health insurance.

MANDATED WAGE LEVELS

MCHA believes California's minimum wage should not be higher than the federal minimum wage. Otherwise it is an unfair burden on businesses within the state in their competition with businesses located elsewhere. A higher California minimum wage discourages outside industry from locating here and severely limits business expansion within the state. Any minimum wage calculation must take into account, and allow credit for, tips earned by employees.

MCHA opposes establishment of minimum or so-called living wage levels at the local level. Attempts to establish local wages based on local living costs are fraught with erroneous calculations and based on the faulty logic that any particular job is worth more in wages simply because living costs are high. Local costs of living are driven by economic and legislative factors not related to wages.

MILITARY AND FEDERAL ORGANIZATIONS AND FACILITIES

The Monterey County Hospitality Association recognizes the economic, educational, social, and cultural contributions made by the U.S. Department of Defense and other federal personnel and facilities throughout our region. Other federal facilities and programs including the U.S. Coast Guard and the National Oceanographic and Atmospheric Administration augment the Naval Postgraduate School and the Defense Language Institute. They also contribute to the economy, culture, and welfare of our community.

The Monterey County Hospitality Association supports:

1. Retention, expansion and further integration of military and federal facilities into our community.
2. The Fort Ord Reuse Authority as the threshold governing authority for the redevelopment and reuse of Fort Ord.
3. Coalition on Research and Education (CoRE) and similar efforts to retain, restructure, and expand the respective roles and functions of D.L.I. and N.P.S.

The Monterey County Hospitality Association opposes any further closures or downsizing of area federal facilities.

Appendix A

MONTEREY COUNTY HOSPITALITY ASSOCIATION

Housing Policy

MONTEREY COUNTY HOSPITALITY ASSOCIATION Housing Policy • Summary and Briefing Points

The Monterey County Hospitality Association recognizes there is an acute housing problem in Monterey County and its cities. The lack of affordable housing, broadly understood, adversely affects the hospitality industry, other businesses, community organizations and local governments and schools. Employee retention and recruitment at all work levels - from entry level up through senior management - are increasingly difficult due to the price of ownership and rental housing. Lack of broadly affordable housing is a problem throughout much of California due to decades of under-production of housing. Lack of broadly affordable housing is especially critical in coastal areas such as ours. The central problem is the lack of housing production - of all kinds - at a level that keeps pace with increases in population, jobs and household formation. Even if wages are competitive, as is generally the case in Monterey County, housing affordability problems persist due to lack of an adequate supply of housing of all types. The vitality and long-term viability of the Monterey County Hospitality Industry is threatened like never before. Housing solutions must be found.

MCHA suggests the following policy changes to alleviate the critical housing problems we face. All jurisdictions within Monterey County must do everything possible to help with the housing problem and not leave solutions to two or three jurisdictions. Wherever constraints to housing production exist such as water or traffic, those constraints must be dealt with and problems solved. MCHA urges all jurisdictions examine their policies and practices and make the following changes if applicable.

- ✓ Eliminate maximum densities in favor of minimum densities.
- ✓ Reduce or eliminate minimum lot sizes and eliminate floor area ratios and similar impediments to creative housing production.
- ✓ Rezone properties upward to increase densities, encourage compactness, land use efficiency, and adjust upward height restrictions to allow more storeys that can be used for housing.
- ✓ Rezone commercial/professional and administrative/light industrial areas to include housing/multifamily housing as permitted/allowed uses in those areas.
- ✓ Rezone so as to permit mixed use structures that include housing (for instance, residential over commercial, residential over retail, residential over parking and so on).
- ✓ Rezone existing but vacant or underused commercial/industrial structures and property to allow conversion of part or all of existing vacant/underused structures to housing/residential use.
- ✓ Permit zero-lot line housing and common wall housing to promote compactness and land use efficiency.
- ✓ Permit secondary units (including multiple units in some cases) on existing housing sites. Revise policies with respect to existing non-conforming structures, particularly secondary units, so those units can be rehabilitated or repaired for residential use
- ✓ Reduce or eliminate impact fees and other fees that add to the cost of housing.
- ✓ Declare a housing emergency and use whatever legal power thereby conferred to shorten housing projects processing and approval time.
- ✓ Maximize application for and use of state, federal and foundation housing and infrastructure grants and programs.
- ✓ Fast track projects that will sell/rent for a range of prices affordable to the 84% or more of residents who cannot afford housing.
- ✓ Grant significant density bonuses for housing projects with significant affordable housing components.
- ✓ Use government-owned land (including school district parcels) for housing, possibly on a long-term lease basis tied to long-term affordability.
- ✓ Work with Congressman Sam Farr to a) secure more and faster federal funding for former Fort Ord base clean up and b) resolve inter-agency conflicts so as to accelerate the availability of housing/housing production opportunities on former Fort Ord.
- ✓ Work with our state representatives to revise building codes to decrease housing costs and revise housing-related CEQA processes to shorten the processing/approval time involved in housing and “brownfield” redevelopment projects.
- ✓ Inclusionary policies of all jurisdictions should be re-examined and revised to accomplish the goal of producing significant amounts of affordable housing while minimizing the shift of costs to non-inclusionary housing and other housing in the area.

MONTEREY COUNTY HOSPITALITY ASSOCIATION

Housing Policy

The Monterey County Hospitality Association recognizes there is an acute housing problem in Monterey County and its cities. The lack of affordable housing, broadly understood, adversely affects the hospitality industry, other businesses, community organizations and local governments and schools. Employee retention and recruitment at all work levels - from entry level up through senior management - are increasingly difficult due to the price of ownership and rental housing.

This lack of broadly affordable housing is a problem throughout much of California, as recently confirmed by a report of the Construction Industry Research Board that demonstrates California consistently under-produces housing. While a statewide problem, underproduction of housing is especially critical in coastal areas such as ours. We must all keep in mind the central problem is the lack of housing production - of all kinds – at a level that keeps pace with increases in population, jobs and household formation. Even if wages are competitive, as is generally the case in Monterey County, housing affordability problems persist due to lack of an adequate supply of housing of all types.

The quality of life of our Monterey County communities is at stake. When local businesses, community organizations, local governments and local schools cannot retain or recruit essential employees, as is increasingly the case, services to and for residents decline. Recent statistics indicate 84% or more of Monterey County households cannot afford to purchase a home at current median prices. Renters face rapidly increasing rents and fewer options or choices with respect to types and locations of housing.

The vitality and long-term viability of the Monterey County Hospitality Industry is threatened like never before. Housing solutions must be found; otherwise, the gradual erosion of the Hospitality Industry will have deleterious consequences to residents and local governments throughout the county.

In light of these facts, MCHA offers the following recommendations to alleviate the critical housing problems we face. These recommendations are listed in no particular order or priority; they are generic in the sense they may not apply to each jurisdiction. Nevertheless, MCHA believes all jurisdictions within Monterey County must do anything they can to help with the housing problem and not leave solutions to two or three jurisdictions.

Each local government will be updating its General Plan Housing Element in the next several years. MCHA urges the County of Monterey and all twelve cities to assign the highest possible priority to housing production. Absent a fundamental commitment to housing and the political will to accomplish increased housing production, no solutions will be realized. Government policies that may have been established with good intentions but have the unfortunate effect of aggravating the broad issues of housing unaffordability and restricting consumer choice must also be changed. The planning and zoning policies that contribute to housing unaffordability and unavailability fall generally into two broad categories, the most critical of which fairly can be described as exclusionary policies. Wherever constraints to housing production exist, such as water scarcity or traffic congestion, those constraints must be dealt with and problems solved. MCHA urges all jurisdictions to examine their own policies and practices and make the following changes if applicable.

RECOMMENDED CHANGES TO POLICIES THAT EXCLUDE HOUSING OR INCREASE HOUSING COSTS

1. Eliminate maximum densities in favor of minimum densities. Setting maximum densities encourages a 'bargaining' process in which the number of housing units is reduced in the name of compromise; the result is less housing and higher housing costs.
2. Reduce or eliminate minimum lot sizes and eliminate floor area ratios and similar impediments to creative housing production. Too frequently, the basis for these policies is appeasement of existing residents or imaginary aesthetics rather than rational concern for safety. These policies drive up the cost of housing.
3. Rezone properties upwards to increase densities and encourage compactness and land use efficiency (for instance, rezone from single family housing to multifamily housing, from R-3 to R-5, etc.); adjust upwards height restrictions to allow more storeys that can be used for housing.
4. Rezone commercial/professional and administrative/light industrial areas to include housing/multifamily housing as permitted/allowed uses in those areas.
5. Rezone so as to permit mixed use structures that include housing (for instance, residential over commercial, residential over retail, residential over parking and so on).
6. Rezone existing but vacant or underused commercial/industrial structures and property to allow conversion of part or all of existing vacant/underused structures to housing/residential use.
7. Permit zero-lot line housing and common wall housing to promote compactness and land use efficiency.
8. Permit secondary units (including multiple units in some cases) on existing housing sites. Revise policies with respect to existing non-conforming structures, particularly secondary units, so those units can be rehabilitated or repaired for residential use. Allowing construction or rehabilitation of secondary units provides more affordable housing without undue impacts to existing neighborhoods or existing infrastructure; the rent income derived from such units will help owners with the problem of principal residence mortgage affordability. In most cases these secondary units are/would be close to employment and, because relatively small, would be relatively affordable.
9. Reduce or eliminate impact fees and other fees that add to the cost of housing.
10. Reexamine 100-year flood plain maps and related development restrictions to determine whether housing development opportunities might exist due to outdated or incorrect information in the maps.

RECOMMENDED CHANGES TO OTHER POLICIES

1. Declare a housing emergency and use whatever legal power thereby conferred to shorten housing projects processing and approval time.
2. Maximize application for and use of state, federal and foundation housing and infrastructure grants and programs.
3. Fast track projects that will sell/rent for a range of prices affordable to the 84% or more of residents who cannot afford housing.
4. Grant significant density bonuses for housing projects with significant affordable housing components.
5. Use government-owned land (including school district parcels) for housing, possibly on a long-term lease basis tied to long-term affordability.
6. Work with Congressman Sam Farr to a) secure more and faster federal funding for former Fort Ord base clean up and b) resolve inter-agency conflicts so as to accelerate the availability of housing/housing production opportunities on former Fort Ord.
7. Work with our state representatives to revise building codes to decrease housing costs and revise housing-related CEQA processes to shorten the processing/approval time involved in housing and “brownfield” redevelopment projects.
8. The inclusionary housing policies in existence do not result in the production of significant amounts of affordable housing but do add substantially to the cost of non-inclusionary housing produced. Further, the increases in price that arise due to the shift of costs to non-inclusionary housing tend to raise the price of all other housing in the area. Inclusionary policies of all jurisdictions should be re-examined and revised to accomplish the goal of producing significant amounts of affordable housing while minimizing the shift of costs to non-inclusionary housing and other housing in the area.