

EXECUTIVE SUMMARY

SEPTEMBER 2011 | REBECCA COHEN

Local Policy Options to Support Sustainable and Equitable Development

Increasingly, local actors are recognizing the benefits of targeting infrastructure, housing, and economic development investments in a coordinated fashion to location-efficient areas. These are areas where residents can reduce the number and duration of necessary car trips, such as neighborhoods within walking distance of public transit stations or within walking, biking, or short driving distance of job centers, as well as village and town centers. Among many other benefits, policies to foster location-efficient development can generate:

- ▶ **Savings on public infrastructure costs** due to more intensive utilization of both existing and new infrastructure investments, such as water, sewer, and roadways
- ▶ **Reductions in energy use**, greenhouse gas emissions, commute times, and traffic congestion due to reductions in the number and frequency of necessary car trips
- ▶ **Increased ridership** to support public transit
- ▶ **Economic growth** arising from the clustering of people, jobs, and businesses

While desirable in many respects, the targeting of infrastructure investments to location-efficient areas can also have the unintended consequence of stimulating sizable increases in nearby land costs that price out the low- and moderate-income families who could benefit most from access to public transit and other amenities. Consider, for example, the impact of expanding a light rail transit system that provides good connectivity to jobs and other essential destinations in a community with a strong economic base. In many cases, developers will bid up the price of land around proposed stations based on the increased development potential of such well-located property. Similar price effects can sometimes be seen in neighborhoods undergoing more modest redevelopment activities as well.



Courtesy of Santa Clara VTA

Unless balanced by an effective affordable housing strategy, rising land prices will displace existing low- and moderate-income families, causing them to relocate to outlying locations. Higher housing prices may also reduce the share of the population that could be accommodated in location-efficient areas, undermining many of the energy and infrastructure costs savings associated with location-efficient development.

The solution to this dilemma is for local jurisdictions to encourage and support policies that ensure that new development near transit stations and job centers and in village and town centers is affordable to families of all incomes. Such policies can help to:

- ▶ **Provide equitable access** to public transit and location-efficient areas by families of all incomes, races, and ethnicities
- ▶ **Minimize displacement** of existing residents, preventing a flight to more remote areas that would undermine the environmental and ridership goals of location-efficient development
- ▶ **Increase the diversity** and vitality of these communities

Public agencies and officials can have a direct role in making available well-located sites for the development of affordable homes and mixed-income communities.

- ▶ **Advance public health goals** by expanding access to walkable neighborhoods and—by decreasing the combined costs of transportation and housing for low- and moderate-income families—increase the amount of funds such families have available to spend on nutritious food and health care.

Layering Subsidies to Ensure Deep Affordability

The tools described in this brief can be used to create and preserve housing options for low- and moderate-income families who would not otherwise be able to afford homes in high-demand areas, including near transit stations and job and town centers. Additional layers of assistance may be needed to reach the lowest-income families who do not earn enough to afford a rent that covers even basic operating costs, much less the cost of building or rehabilitating a new development. By combining the approaches discussed in this brief with other subsidy programs, communities can help to ensure that very low- and extremely low-income households have access to homes near public transportation and other amenities.

For example, federal Housing Choice Vouchers help to cover the gap between the amount extremely-low and very-low income families can afford to pay and the rent of a basic market-rate unit. Typically, families can use vouchers wherever they choose to lease up; however, the public housing agencies that administer the program can also attach up to 20 percent of their vouchers to specific developments, including those near transit and in other location-efficient areas. This authority to “project-base” vouchers can be used to ensure that very low-income families have access to well-located communities. Alternatively, local governments could condition eligibility for development or rehabilitation funds on a commitment to give voucher-holders first priority to rent a share of available units or build into funding award criteria a preference for projects that set aside units for voucher recipients.

This paper summarizes the policy options available to local officials interested in encouraging growth that is both equitable and location-efficient. These include steps to:

1. **Promote compact development patterns.** By modifying land use regulations to allow higher-density development, localities can foster the creation of location-efficient neighborhoods that accommodate enough residents to support a mix of uses and public transit service. Complementary affordable housing policies ensure that low- and moderate-income families are able to live in these areas.
2. **Create a supportive regulatory framework.** Unnecessarily rigid parking requirements, disproportionate infrastructure impact fees, and lengthy permitting and approvals processes increase the costs of development. Regulatory reforms to address these issues make it easier to provide affordable homes in well-located areas.
3. **Support the acquisition of well-located land for affordable homes.** Public agencies and officials can have a direct role in making available well-located sites for the development of affordable homes and mixed-income communities. Local agencies can sponsor programs to support the acquisition of sites near transit stations and other amenities or identify underutilized public land appropriate for residential development.
4. **Capture a portion of the value generated by market-rate development to support affordable homes.** Investment in a new transit station or other neighborhood amenities can stimulate an increase in nearby property values and spur additional improvements and development. Inclusionary housing policies, tax increment financing, and linkage fees are just some of the tools localities can use to ensure that families of all income levels benefit from new development.
5. **Preserve and extend the availability** of affordable homes in location-efficient areas. Preservation and long-term affordability requirements help to protect against the displacement of low- and moderate-income households as neighborhoods become popular destinations.

This memo is part of a series on the policy options available to state, regional, and local governments to ensure that development oriented around transit, job centers, and in village and town centers includes housing options affordable to families of all incomes. Additional memos that address tools available at the regional and state levels can be found at www.nhc.org/sustainable.html.

1 Promote Compact Development Patterns

“Compact development” is an approach to development in which single-family and multifamily homes are built at relatively higher densities to maximize the use of available land, in contrast to the low-density, large-lot development that characterizes many suburban and exurban areas. Allowable densities are governed by zoning codes set at the local level, which determine not only the intensity of development but also the types of activities that may occur in different parts of town. Zoning for compact neighborhoods often allows a mix of uses, including retail shops and commercial facilities, increasing the chances that residents can find the goods and services they need without driving long distances. The higher level of density also facilitates a range of transportation choices, including public transit, walking and biking.

Through planning commissions, zoning boards and other similar bodies, local officials have direct control over local zoning policies, which determine how and where development may proceed. Local authorities can use an array of tools to promote compact development in location-efficient areas. These include:

- ▶ “Upzoning” existing location-efficient areas to allow for higher-density development.



Scott Webb Architect/www.scottwebbarchitect.com/Project: West High Street

- ▶ Establishing overlay zones, which are applied on top of the existing zoning code within a designated district to achieve a public goal. An overlay zone can be created along a transit corridor, for example, to reduce parking requirements, streamline mixed-use development, and enable higher-density development.
- ▶ Adopting form-based codes, which establish basic requirements for the design and physical form of buildings, rather than their use. Form-based codes may regulate a building’s height or distance from the street,



While compact development has many benefits, it is not necessarily affordable development, especially in high-demand areas near transit and village and town centers.

rather than the type of activity permitted on a parcel. Among other benefits, form-based codes help to facilitate a mix of uses within location-efficient neighborhoods.

- ▶ Amend the zoning code to allow mixed-use development to occur “by right” in designated districts. Once a community decides that it wants to promote compact, mixed-use development in a specific neighborhood, it is often best to minimize the need for land owners or developers to obtain a zoning variance or other special permission to proceed. Eliminating this extra step will save communities and land owners time and money, reducing the cost of development and accelerating the development process.

Both outcomes can help to moderate the costs of buying or renting newly developed homes.

While compact development has many benefits, it is not necessarily *affordable* development, especially in high-demand areas near transit and village and town centers. Since the supply of homes in location-efficient areas rarely keeps up with the demand, such homes are often more expensive than in other communities. For this reason, complementary policies will frequently be needed to encourage or require the inclusion of homes affordable to low- and moderate-income families. Many of these policies are discussed on the following pages.

Cluster Zoning

Cluster zoning is a land use tool most commonly used by rural and exurban communities to preserve natural and agricultural areas as development encroaches. Normally, a parcel of land in an undeveloped residential district would be divided into individual lots, each reserved for a new home. Cluster zoning groups the same number of homes within a smaller portion of the parcel, leaving the rest of the land to remain protected as open space through a covenant, conservation easement or other temporary or permanent preservation program. Bethel Township, Pennsylvania, for example, used cluster zoning to develop the 53-acre Garnet Oaks neighborhood. Located on the site of a former farm, developers created 80 single-family homes while preserving 51 percent of the property as open space.¹ By allaying community concerns about the preservation of open space, cluster zoning also helps facilitate the approval of new development, enabling the market to keep pace with demand and keeping housing price pressures in check.



Ross Chapin Architects/Project: Conover Commons

2 | Create a Supportive Regulatory Framework

In addition to zoning code updates that lay the groundwork for higher-density compact development, communities can make additional updates to the local regulatory framework to support infill projects (new development or redevelopment on vacant or abandoned lots within an existing neighborhood) and transit-oriented development. These seemingly modest regulatory changes can have a significant impact on a project's bottom line, which can be of particular importance for developers of affordable and mixed-income housing. Examples include changes to:

- ▶ Provide expedited permitting and review for qualifying projects
- ▶ Reduce parking requirements in location-efficient areas
- ▶ Reduce or eliminate impact fees in areas already served by infrastructure

Provide Expedited Permitting and Review for Qualifying Projects

Transit-oriented development and infill projects often require the involvement of multiple agencies and stakeholders, resulting in a complicated and lengthy review and approvals processes that extends the development timeline, tying up developers' capital, pushing up soft costs, and making affordable homes more difficult to deliver. Delays may be particularly severe if the proposed development is located on a brownfield previously used for industrial purposes.²

To mitigate regulatory barriers to development within location-efficient areas, some communities provide expedited permitting and review for developments that meet certain criteria, including affordable or mixed-income projects. The City of San Diego's Affordable/In-fill Housing and Sustainable Buildings Expedite Program, for example, provides access to an expedited review process for a variety of project types, including urban infill developments. Eligible projects have 10 or more units, provide a greater number of dwellings than were previously available on the infill site and are affordable to households earning up to 150 percent of the area median income.³

Other communities work to remove duplicative requirements; for example, they may allow an environmental review completed for one agency to satisfy requirements for all relevant departments or conduct a master environmental review for a neighborhood that will help expedite and reduce the burden of individual environmental reviews of each proposed project.



Reduce Parking Requirements in Location-Efficient Areas

In most communities, local land use regulations specify a minimum number of off-street parking spaces that must be provided when various types of developments are constructed (e.g., each apartment must include one parking space per bedroom). In areas well-served by public transit, however, these minimum requirements may overstate demand and overestimate residents' rates of car ownership. Providing these excess spaces increases the cost of development, making it more difficult to deliver affordable homes and impacts the feasibility of infill development on small parcels where parking requirements cannot be satisfied. By reducing parking requirements to levels more appropriate for transit-accessible neighborhoods, communities can promote both affordability and infill development.

Reduce or Eliminate Impact Fees in Areas Already Served by Infrastructure

Localities assess impact fees on new development to cover the cost of roads, sewers, fire stations, and other infrastructure and public facilities needed to serve the new residents. Fees can range from a few hundred dollars to hundreds of thousands of dollars per home and are commonly applied at a uniform rate throughout an entire jurisdiction. While relatively simple to administer, uniform impact fees fail to reflect the actual infrastructure demand created by new development in different neighborhoods. For infill projects in already urbanized areas, for example, capital improvements to existing facilities may be the only investment needed to adequately serve new residents. In contrast, development in outlying areas often requires the extension of roads and sewer lines and construction of new schools or police stations. By reducing or eliminating impact fees in existing neighborhoods that already have adequate capacity to meet the demands of a growing population, communities can stimulate reinvestment in older downtowns and other targeted areas and lower the cost of infill projects, including homes for low- and moderate-income families.⁷



Scott Webb Architect /www.scottwebbarchitect.com/Project: West High Street

Options for Reforming Parking Requirements

Communities interested in reforming parking requirements to better reflect the needs of homes and businesses in location-efficient areas can:

- **Adjust parking requirements for specific uses and locations** – The City of Seattle, Washington, waives parking requirements for multifamily buildings located within one-quarter of a mile of a transit stop with frequent service.⁴ Communities may make similar adjustments for development

types likely to have lower car ownership rates, including senior housing and transitional housing developments.

- **Set maximum, rather than minimum, parking requirements** – The Downtown Transit-Oriented Development Strategy prepared for the City of San Leandro, California, recommends maximum parking allowances of 1 to 1.5 spaces per dwelling unit.⁵ Establishing parking maximums helps to avoid an oversupply of spaces.
- **Allow joint parking facilities** – Demand for parking varies over the course of the day and week. For example, banks and post offices mainly require parking spaces during normal business hours, whereas the parking needs of many bars and restaurants peak in the evening. Some communities, including Arlington, Texas, allow developers and property owners to jointly fulfill their parking requirements through shared off-site parking.⁶
- **Unbundle the cost of parking from housing** – In many developments, the rent or purchase price of a housing unit includes one or more parking spaces. Separating the cost of housing from the cost of parking enables residents who don't own a car to save money, and also provides an incentive to use fewer parking spaces. Communities can encourage local developers and property owners to consider unbundling parking in new or existing multifamily developments.



Bigstock Photo

3 | Support the Acquisition of Well-Located Land for Affordable Homes

The high cost of land in desirable neighborhoods near transit stations, job centers, and other location-efficient areas represents a major obstacle to the development of affordable homes. A number of tools implemented at the local level can help facilitate the acquisition of land for affordable rental or for-sale homes.

Use an Acquisition Fund and Land Bank to Support the Purchase of Strategic Sites

Land prices in areas near proposed transit stations or in infill neighborhoods experiencing significant public investment can quickly escalate to levels that are well beyond the budget of nonprofit or mission-driven developers. On the other hand, developers that act early to acquire location-efficient sites run the risk of incurring high holding costs while waiting until the local market can support new development and construction financing can be assembled. Acquisition funds and land banks work in tandem to address these obstacles by providing access to low-cost capital to cover predevelopment and land acquisition costs and a mechanism to hold sites for months or even years. Eligibility for either program may be limited to specified areas, such as along transit corridors or within targeted urban centers, and designated uses, including the creation of mixed-income housing or the acquisition and preservation of existing affordable rental homes.

Depending on how an acquisition fund is structured, the administrator may purchase property directly or issue low-cost loans to enable purchase by a third party. Either model involves significant risk. If the real estate market suffers an unexpected downturn or proposed projects fall through, program sponsors will bear the losses. For this reason, public funds play a critical role, often providing the initial capitalization of the fund and sitting in the top loss position, meaning that all other investors are repaid first should a project fail.⁸

Make Publicly Owned Land Available for Development of Affordable Homes

In many communities, public agencies own undeveloped, surplus, or underutilized land and buildings that could be re-purposed to accommodate higher-density mixed-use or residential development that includes affordable homes. Other opportunities to provide affordable homes in location-efficient areas may be found by looking creatively at new public development projects. For example, communities have successfully sited new affordable homes on top of libraries, medical centers, and fire stations.⁹ Local municipalities can also work with the regional transit agency to create homes for low- and moderate-income families through joint development projects on transit agency-owned land near transit facilities. The 180-unit mixed-income “Arborpoint at Woodland Station” development in Newton, Massachusetts, for example, was built in partnership with the Metropolitan Boston Transit Authority. A majority of the units—one-quarter of which are affordable—sit atop a two-story garage that provides parking for commuters at the adjacent Green Line Station.¹⁰ See the “Options for Regions” brief in this series to learn more about joint development.

Denver's TOD Fund

The 2004 approval of FasTracks, a regional transit system that will add more than 100 miles of commuter and light rail, 18 miles of bus rapid transit service, and almost 60 new rail stations in and around Denver, presented local officials with an opportunity to increase the supply of affordable, location-efficient homes.

The 2004 approval of FasTracks... presented local officials with an opportunity to increase the supply of affordable, location-efficient homes.

Denver's TOD Fund was created in 2009 to enable the acquisition of property within one-half mile of existing or planned light rail stations and one-quarter mile of high frequency bus stops. Eligible uses of land purchased through the fund include the development of new affordable homes and the preservation of existing below-market rentals, with an eventual goal of supporting the development or preservation of at least 1,200 homes. The Urban Land Conservancy, a local nonprofit organization, holds properties acquired through the fund for up to five years, allowing time for project sponsors to secure financing and for new transit stations to come online.

The fund was initially capitalized with a \$2.5 million contribution from the City of Denver, and as of August 2011, the fund's manager, Enterprise Community Partners, had assembled \$15 million in additional investments from local and national philanthropies and private banks.

4

Capture a Portion of the Value Generated by Market-Rate Development to Support Affordable Homes

Investment in a new transit station or other large-scale neighborhood amenities can stimulate an increase in nearby property values and spur additional improvements and development that lead to the displacement of existing low- and moderate-income families and reduced opportunities for other low- and moderate-income families to move into the neighborhood. Localities have a number of tools at their disposal to ensure that families of all income levels can afford to live in these neighborhoods, including: inclusionary housing policies, tax increment financing, and linkage fees.

Adopt an Inclusionary Housing Policy

Inclusionary housing policies, also called inclusionary zoning, require or provide incentives for the developers of new market-rate homes to set aside a percentage of units for low- and moderate-income families. Participating developers typically qualify for a variety of benefits to offset the cost of providing the affordable units, including expedited permitting and review processes, density bonuses—which allow the creation of more units on a site than would otherwise be

permitted by the underlying zoning code—and reduced parking requirements. When tailored to local conditions, inclusionary housing can be an effective tool to increase the availability of affordable homes in all growing communities; however, the most common cost offsets (density bonuses and reduced parking requirements) work especially well in areas near transit stations and in other compact, location-efficient neighborhoods that are characterized by higher-density housing and a mix of uses within walking or biking distance.

In 2007, the City of San Leandro, California, adopted a Downtown Transit-Oriented Development (TOD) Strategy that helps to preserve and expand the supply of affordable rental homes near the local Bay Area Rapid Transit (BART) station. The strategy built on an existing inclusionary housing ordinance that requires developers to set aside at least 15 percent of units in new market-rate developments for low-income families. The strategy stipulates that revenue from fees paid in lieu of providing affordable units on-site will be used to support the development of new affordable homes on transit-accessible sites identified in the strategy.¹¹

Long-Term Affordability

The affordability requirements built into many inclusionary housing programs expire after a relatively short period, sometimes only five or 10 years, after which units may be rented or sold at market rates. In contrast, fixed-rail transit systems are designed to operate for many decades, outlasting even the 15- or 30-year affordability requirements associated with federal housing subsidy programs. Once the below-market units are lost, the high cost of land around station areas will likely make it difficult to regain site control and create additional affordable homes. Building long-term affordability requirements into inclusionary housing and other affordable housing programs can help to limit the loss of these units over time, preserving affordable housing opportunities for future generations.





The most common offsets used in inclusionary housing programs work especially well near transit stations and in other compact, location-efficient neighborhoods.

Winslow Green, Winslow WA, photographed by Randall Arendt

Create Tax Increment Financing Districts Around New and Redeveloping Transit Stations with Set-Asides for Affordable Housing

Municipalities often create tax increment financing (TIF) districts to stimulate economic development within a targeted area. Upon designation of a TIF district, the locality establishes a base property tax level, based on the assessed value of existing properties within the district, and then invests in infrastructure improvements intended to catalyze additional private investment. Over the life of the TIF district, the incremental increase in property tax revenues (above the base) is used to repay the cost of the improvements. In the context of transit-oriented development, tax increment financing can be an effective tool for covering the cost of structured parking facilities, bike and pedestrian paths, and other infrastructure around new transit stations.

In addition to transit-related infrastructure, some communities, including Atlanta, Georgia, and Austin, Texas, set aside a portion of TIF proceeds to support the creation or preservation of affordable homes within the district.¹² The affordable housing funds help to ensure that families of all incomes can continue to live in these neighborhoods even as property values rise. Given the intense competition for TIF funds once they materialize, it is important to require the set-aside of TIF funds for affordable homes when the TIF is first established. See the *“Options for States”* brief in this series

to learn more about enabling legislation that may be needed to allow TIF revenue to be used for affordable housing and transit-specific improvements in non-blighted areas.

Assess Linkage Fees on Non-Residential Development

Linkage fees are modest charges levied on new non-residential construction to help ensure that the creation of affordable homes keeps pace with local economic development and job growth. Fee revenue typically is deposited into an affordable housing trust fund, for use in accordance with local needs and priorities. The Transforming Tysons plan for Fairfax County, Virginia, provides one notable example of how linkage fees can be applied in a transit-oriented context. The plan addresses the redevelopment of the Tysons Corner area, which is set to add several new transit stops and thousands of jobs and residents in the coming years, and includes a recommendation that developers of new nonresidential projects pay a linkage fee of \$3.00 per square foot. (County approval of rezoning requests to accommodate the redevelopment depends in large part on whether the requests conform to the recommendations in the plan.) Fee revenue will be used to create affordable housing opportunities in Tysons Corner, helping to meet the need for workforce housing projected to result from the new development and ensure that families of all incomes can afford to live in the area.¹³

5 | Preserve and Extend the Availability of Affordable Homes in Location-Efficient Areas

Rising property values in areas undergoing large-scale investments in transit and other infrastructure can threaten the continued affordability of existing rental homes and lead to property tax increases that make it difficult for low-income homeowners to afford their housing costs. Rising property values can also make it cost-prohibitive to replace newly developed affordable homes lost due to the expiration of affordability restrictions. Local communities can take steps to preserve existing affordable rental homes and create new homeownership and rental opportunities that will remain available to low- and moderate-income families over the long term.

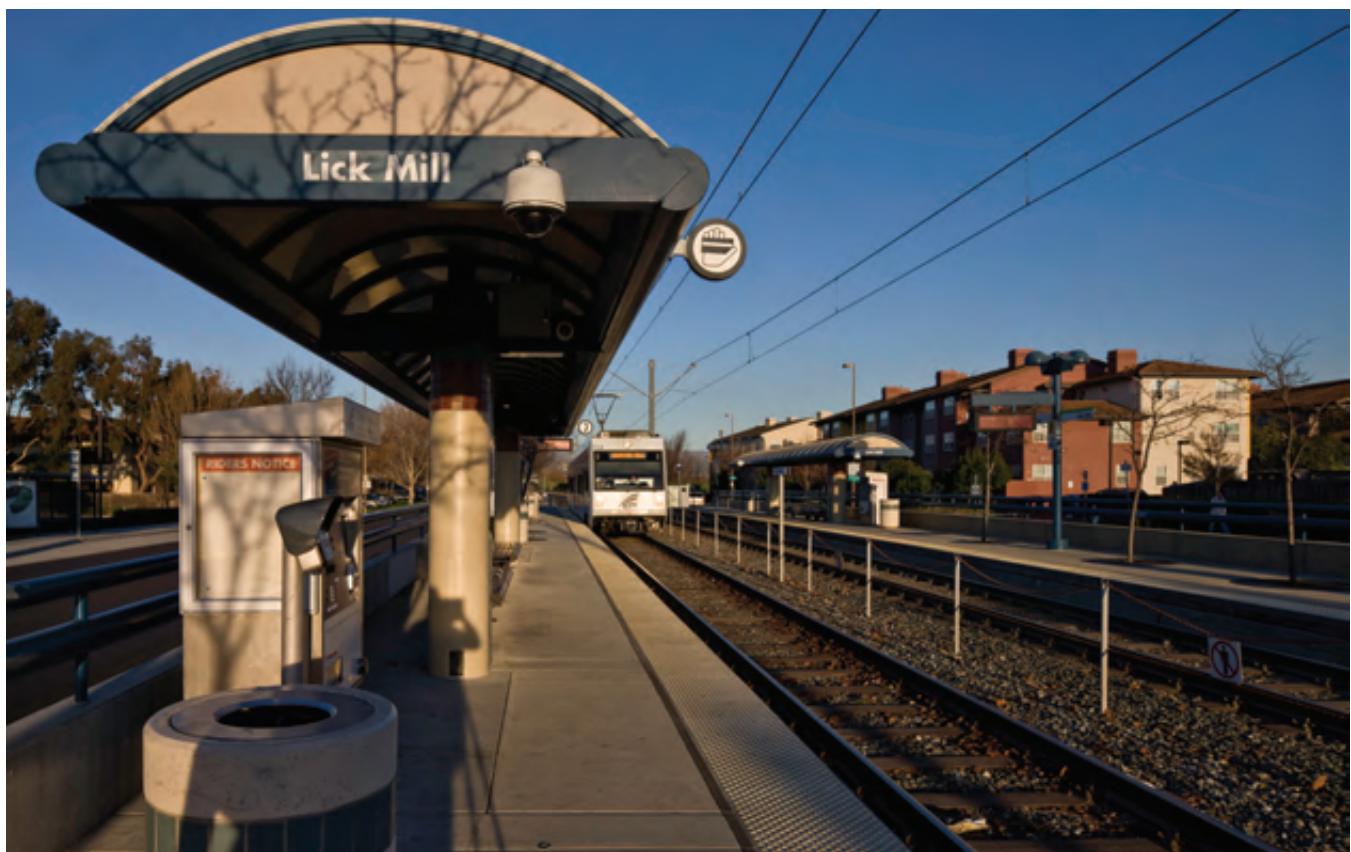
Preserve Existing Affordable Rentals

Whenever property values rise, there is a danger that owners of properties with federal housing subsidies may choose to opt out of their subsidy contracts and that owners of unsubsidized affordable rentals may raise rents or sell the buildings in preparation for conversion to luxury units or condos. Local communities can adopt a preservation strategy that specifically targets location-efficient areas to help avoid the loss of affordable rental homes in these hot-market areas. Specific elements of a preservation strategy may include (a) creating a “preservation catalog” to identify and track subsidized housing near transit stations that is at the highest risk of loss; (b) prioritizing the use of Low

Income Housing Tax Credits and other funding sources to recapitalize and modernize well-located affordable homes; and (c) creating tax incentives to encourage the preservation of affordable rentals. The Class S program in Cook County, Illinois, for example, helps to preserve subsidized rental properties by creating a special property tax classification for the owners of buildings that receive project-based Section 8 rent assistance in high-cost areas. Property owners who agree to renew their Section 8 contract through HUD’s Mark-up-Market program—which targets projects in strong markets—may have their property tax assessment reduced by as much as 33 percent.¹⁴

Create and Preserve Affordable Homeownership Opportunities

“Shared equity” programs bring the cost of homeownership within reach of low and moderate-income families using a formula that balances the goals of long-term affordability and individual asset accumulation. Put simply, shared equity programs work by providing an initial subsidy to lower the cost of a home and then splitting any price gains realized upon resale of the home between the seller and the local government or housing program sponsor. The sponsor’s share of the appreciation either stays with the home, keeping it affordable for the next qualified buyer, or is returned to the program sponsor to allow the sponsor to offer a



Arbolera de Vida: A Location-Efficient Community Land Trust

In 1999, Sawmill Community Land Trust in Albuquerque, New Mexico, began developing *Arbolera de Vida*, a mixed-use, mixed-income community on 27 acres of abandoned land near the historic Old Town area. Sawmill CLT owns the land under the homes, while the dwelling units are primarily sold to families earning up to 80 percent of the area median income. Upon resale, homeowners sell their homes according to a formula that preserves long-term affordability while also allowing them to benefit from a portion of home's appreciation. When complete, the community will consist of 93 affordable for-sale housing units, as well as 106 rental units. All homes in *Arbolera de Vida* are within walking distance of museums, restaurants, recreation areas, and on-site amenities, including public transportation. More information about *Arbolera de Vida* and Sawmill Community Land Trust is available at <http://www.sawmillclt.org/arbolera.html>.¹⁵



Courtesy of Sawmill Community Land Trust

larger loan to the next homebuyer. Homeownership programs that incorporate shared equity mechanisms are particularly useful for creating and preserving affordable homes in areas where new transit stations or other neighborhood improvements are expected to contribute to long-term home price increases. Common forms of shared equity homeownership include community land trusts, deed-restricted housing, and limited equity cooperatives.

Some communities also take steps to ensure that existing low-income homeowners can afford to remain in their homes as property values increase. As the demand for certain neighborhoods grows following the opening of a new transit station or introduction of retail or commercial development, current residents can get hit with a sizable increase in their assessed home values, leading to increases in required property taxes. Those living on a limited or fixed income may be unable to find room in their budgets to cover these added costs. "Circuit breaker" programs provide tax relief by freezing the assessed home value at an earlier level or freezing or reducing the overall tax bill to prevent dramatic increases. While these programs commonly target disabled households and elderly homeowners, some communities have broadened eligibility to include all low-income households.

Public Sector Roles

Transit-oriented and location-efficient development requires coordination and cooperation among many actors, including public officials at all levels of government. Each jurisdiction has a different role to play:

Local jurisdictions act mainly as a direct implementer of the land use policies that make location-efficient development possible. Localities are also typically responsible for responding to and managing relationships with the various stakeholders involved in a project, including local residents and business owners.

Regional organizations, including Councils of Government (COGs) and metropolitan planning organizations (MPOs), assist local communities in collecting data and creating plans to guide future growth. COGs and MPOs also often serve as a vehicle for coordinating local actors. MPOs also serve a critical role as the conduit through which federal funding for transportation projects is allocated.

State government is responsible for creating a vision for future growth, establishing overarching priorities and laying the ground rules for action at the regional and local levels. States also have state-generated financial resources to offer as incentives or to fund high-priority projects.

As the research affiliate of the National Housing Conference (NHC), the Center for Housing Policy specializes in developing solutions through research. In partnership with NHC and its members, the Center works to broaden understanding of the nation's housing challenges and to examine the impact of policies and programs developed to address these needs. Combining research and practical, real-world expertise, the Center helps to develop effective policy solutions at the national, state and local levels that increase the availability of affordable homes.

Ideas for Housing Policy and Practice

The Ideas series summarizes research on key housing policy topics in a format designed to be accessible to a wide range of readers.



This brief was prepared by staff of the Center for Housing Policy with funding from the Fund for the Environment and Urban Life. Any opinions or conclusions expressed, however, are those of the author alone.

Resources

In September 2011, the Center for Housing Policy released an online policy guide, *Promote Sustainable and Equitable Development*. The guide, available through the www.HousingPolicy.org Toolbox, provides detailed information on many of the policy tools described in this brief. HousingPolicy.org is the Center's "one-stop shop" for information on state and local housing policy and includes additional policy guides on a range of topics, including increasing the availability of affordable homes and improving residential energy efficiency.

Mixed-Income Transit-Oriented Development Action Guide. 2011. Prepared by Reconnecting America and the Center for Transit-Oriented Development. Available at: <http://www.mitod.org>.

Sustainable Communities Boot Camp: A Resource Guide for Leaders. 2011. Prepared by Living Cities and the Institute for Sustainable Communities. Available at: http://www.iscvt.org/who_we_are/publications/SCBC_Resource_Guide.pdf.

Endnotes

¹ More information on Bethel Township is available on the National Association of Home Builders Smarter Growth Case Studies website at: <http://www.nahb.org/generic.aspx?genericContentID=493>.

² Brownfield sites are abandoned, idled, or underused industrial and commercial properties where expansion or redevelopment is complicated by actual or perceived environmental contamination.

³ The San Diego Council's policy statement is available at <http://www.sandiego.gov/development-services/news/pdf/cp600-27.pdf>.

⁴ The Seattle Municipal Code is available at <http://clerk.ci.seattle.wa.us/~public/code1.htm>; see code section number 23.54.015.

⁵ Download the Downtown San Leandro Transit-Oriented Development Strategy at: <http://www.sanleandro.org/depts/cd/plan/polplanstudies/downtownplan/todoview.asp>.

⁶ Arlington's Off-Premise Parking Agreement form is available at: http://www.arlingtontx.gov/planning/pdf/forms/ZBA/zba_offparking_agreement.pdf.

⁷ See, for example, Bridgeville, Delaware, where, in 2011, the minimum charge for residential sewer service in infill areas was \$1,080 per dwelling unit, compared with \$7,500 for non-infill residential areas. Bridgeville's impact fee schedule is available on the town's website at <http://www.townofbridgeville.net/index.cfm?ref=45681>.

⁸ Other funding sources may include state sponsors, regional transit agencies, and private philanthropic organizations and financial institutions. Learn more about acquisition funds and land banks on HousingPolicy.org at http://www.housingpolicy.org/toolbox/strategy/policies/control_land.html?tierid=113433.

⁹ See, for example, the Bookmark Apartments in Portland, Oregon where 19 affordable and 28 market-rate apartments are sited on top of a public library and café. More information about the development is available at: <http://library.oregonmetro.gov/files/hollywoodlibrarycs.pdf>.

¹⁰ More information about the Arborpoint at Woodland Station development is available on Mass Housing's website at https://www.masshousing.com/portal/server.pt?open=514&objID=2466&parentname=CommunityPage&parentid=17&mode=2&in_hi_userid=2&cached=true.

¹¹ More information is available in the 2010 Dukakis Center for Urban and Regional Policy report, *Maintaining Diversity in America's Transit-Rich Neighborhoods: Tools for Equitable Neighborhood Change*, available at http://www.northeastern.edu/dukakiscenter/publications/transportation/documents/TRN_Equity_final.pdf, and on the City of San Leandro website at <http://www.sanleandro.org/depts/cd/plan/polplanstudies/downtownplan/todoview.asp>.

¹² More information about Atlanta's Tax Allocation Districts is available at: <http://www.beltline.org/Funding/TaxAllocationDistrictTAD/tabid/1731/Default.aspx>; more on Austin's Homestead Preservation Districts is available at: http://www.ci.austin.tx.us/council/martinez_homestead.htm.

¹³ More information about the Transforming Tysons initiative is available on the Fairfax County website at: <http://www.fairfaxcounty.gov/tysons/>.

¹⁴ More information is available via the Cook County Assessor's website at <http://cookcountyassessor.com/forms/clssb.pdf>.

¹⁵ More information about Arbolera de Vida and the Sawmill Community Land Trust is available at <http://www.sawmillclt.org/arbolera.html>.