

# Tools for Addressing Imbalances in Jobs, Housing, and Transportation Capabilities

Imbalances among, housing, jobs, and available transportation capabilities frequently represent symptoms of deeper underlying problems and challenges with the overall quality of life being sustained by a urban area or region . Many of the policies and strategies that can be used to address the imbalances, however, will also help address the underlying problems facing the community.

Many of these tools help structure and manage the nature and scope of growth that occurs in an area. They are not intended, in and of themselves, however, to promote or require growth in order to be successful. They can work equally well as part of redevelopment or ongoing renewal.

The following tables present many of these tools. They are organized by the type of problem they are designed to address, including:

- Increasing housing in jobs-rich areas;
- Increasing jobs in housing-rich areas;
- Focusing development in transportation-capable areas;
- Mitigating the impacts of existing imbalances; and
- Coordinating decisions and development.

## ***Increasing Housing in Jobs-Rich Areas***

Tool	Near	Mid	Long
Allow housing on existing commercial/industrial parcels (“pyramid” zoning, overlays, etc.)			
Assistance for housing development, rehab, conversion, etc.			
Change Proposition 13			
Cooperative housing			
Density bonuses			
Development impact fees on new commercial/industrial projects, to be used for workforce housing assistance.			
Educate neighborhoods and communities on the advantages of infill and mixed-use development			
Expedited review process; faster and more certain outcomes			

Give preference to homebuyers for such factors as holding an existing job and currently commuting from another area.			
Housing Trust Fund			
Identify vacant land available for housing			
Inclusionary housing			
Infill housing			
Limit commercial/industrial development until housing catches up			
Match housing to the income levels and needs of current employees			
Mixed use development: e.g., residential uses on upper floors of existing and new commercial buildings; no more office parks without also developing housing			
Promote choices among housing types, to ensure condominiums, town homes, patio homes, and other less land-intensive housing types are available			
Promote cluster development			
Property tax transfers			
Revision to Proposition 13			
Second Units—facilitate by reducing utility hook-up fees, etc.			
Secondary units (such as “granny flats”)			
Streamline permitting (e.g., minimize permitting requirements, entitle properties in advance, assign staff to shepherd beneficial projects)			
Tax/revenue policies that encourage the development of housing			
Upzoning/increased density			
Use public land for housing			
Workforce housing requirements on new and existing development			

## **Increasing Jobs in Housing-Rich Areas**

<b>Tool</b>	<b>Near</b>	<b>Mid</b>	<b>Long</b>
Cooperative economic development: instead of a business expanding or moving from the South Coast to Austin or somewhere else out of the region, provide incentives to move to Western Ventura County or northern Santa Barbara County			
Create “ladder” jobs in those fields where substantial numbers of people are commuting			
Economic development at both the community level (to utilize the local work force) and the regional level (to increase, for example, knowledge-based firms that can often be relatively insensitive to traditional land and labor cost factors)			
Encourage employers to open satellite employment branches near their employees’ homes			
Enterprise zone; free-trade zone; etc.			
Fiber optic cable investments			
Financial/revenue policies that encourage the development of needed jobs			
Flexible development standards			
Focus service and infrastructure improvements in core areas (community centers, civic buildings, etc.)			
Grant intensity bonuses for jobs-creating development			
Identify and reserve vacant land suitable for commercial/office development			
Infrastructure improvement incentives for ‘job poor’ areas			
Match economic development efforts (for attracting new employers) to the skills of the area’s residents			
Pre-approve/entitle sites to facilitate beneficial projects			
Rezoning existing parcels to commercial/industrial			
Small business incubation efforts in predominately residential areas.			
Targeted education and research			
Tax increment financing and abatement for brownfield development			
Telecommuting			
Workers Compensation reform			
Workforce training tailored to local employee needs			

## **Focusing Development in Transportation-Capable Areas**

<b>Tool</b>	<b>Near</b>	<b>Mid</b>	<b>Long</b>
Agricultural and conservation easements (which reduce financial pressures to develop farmland)			
Build and upgrade road and utility infrastructure in existing urban areas as opposed to greenfield locations			
Facilitating transit, bike, and pedestrian transportation and access			
Higher density housing development located near employment centers			
Minimum density standards			
Land banking / land trust			
Open space districts that can purchase and set land aside			
Transfer development rights (TDRs) from rural to urban areas, in order to preserve open space on urban fringes and intensify land use within existing development areas			
Transit-oriented development (TOD--mixed-use, affordable housing, station area parking, etc.)			
Urban growth boundaries			
Urban villages (i.e., converting aging strip centers into lively urban village centers)			

## **Mitigating the Impacts of Existing Imbalances**

Tool	Near	Mid	Long
Alternative work schedules that space out commute traffic, rather than concentrating that traffic during the current a.m. and p.m. peaks			
Commuter assistance, including van pools, commuter busses, dial-a-ride, etc.			
Employer-subsidized transit assistance, carpools, etc.			
Encourage employers to view free employee parking as a benefit and provide equal benefits to employees using alternative transportation modes.			
Farmworker housing			
Freeway and road improvements			
Increase incomes to increase the percentage of existing residents who can afford existing housing			
Integrate and link transportation modes			
Limiting free or easy access to large areas of no-cost parking			
Mass transit and other alternative transportation options			

## **Coordinating Decisions and Development**

<b>Tool</b>	<b>Near</b>	<b>Mid</b>	<b>Long</b>
Concurrent phasing of commercial/industrial/retail development with residential development			
Coordinated community land-use planning that helps accomplish regional goals			
Development permit reservation system—to control housing and/or commercial-industrial growth; in a jobs rich community, for example, a ceiling could be imposed on commercial-industrial growth, based on the housing units approved or built in the previous year.			
Direct transportation funding to projects within urban areas that reduce dependence on cars			
Encourage/Assist/Incentivize/Require communities to develop and adopt strategies for redressing jobs/housing imbalances (e.g., in their General Plan housing elements)			
Impact mitigation fees for developments increasing commute congestion			
Integrated local and regional transportation, economic development, and housing planning			
Periodic estimation by each community of future supply and demand for housing and jobs			
Requirements for communities to provide an x-year supply of land for housing			
Tax revenue sharing			