



# CITY of BRISBANE

## Affordable Housing Subcommittee Agenda

---

Thursday, July 22<sup>nd</sup>, 2021 at 1:00 PM • Virtual Meeting

---

*This meeting is compliant with the Governors Executive Order N-08-21 issued on June 11, 2021 allowing for deviation of teleconference rules required by the Brown Act. The purpose of this is to provide the safest environment for staff, Subcommittee Members and the public while allowing for public participation. The public may address the council using exclusively remote public comment options.*

*The Subcommittee may take action on any item listed in the agenda.*

### TO ADDRESS THE SUBCOMMITTEE

The meeting will be an exclusively virtual meeting. The agenda materials may be viewed online at [www.brisbaneca.org](http://www.brisbaneca.org) at least 72 hours prior to the meeting.

### REMOTE PUBLIC COMMENTS

Meeting participants are encouraged to submit public comments in writing in advance of the meeting. The following email and text line will be monitored during the meeting, and public comments received will be read into the record during Public Comment or during an Item.

**Email:** [aibarra@brisbaneca.org](mailto:aibarra@brisbaneca.org)

**Text:** 415-407-2675

**Call-in number during the meeting for oral communications:** 1-669-900-9128

Meeting ID: 919 3093 8799 (After entering the meeting ID and pressing #, simply press # a second time to enter the meeting waiting room. No participant code is required. Please wait on the call until a Subcommittee or Staff Member announces that the phone line is open. Dial \*6 to mute/unmute and dial \*9 to "raise hand")

### PUBLIC MEETING VIEWING

Public Meetings may be viewed live by joining the Zoom Meeting listed below. Please follow guidelines above for Public Comments.

Join Zoom: <https://zoom.us/j/91930938799?pwd=ekUwTzkyakdnTUNKejRpYmRMNUtNUT09>

Meeting ID: 919 3093 8799

Passcode: 123456

To listen to the meeting if not using computer audio, dial: 1-669-900-9128

### SPECIAL ASSISTANCE

If you need special assistance to participate in this meeting, please contact Angel Ibarra at (415) 508-2109. Notification in advance of the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting.

**SUBCOMMITTEE MEMBERS:**

Mayor Pro-tem Lentz, Councilmember Davis

**PRESENTATIONS AND DISCUSSION ITEMS**

- A. Meet with ECONorthwest to Receive their Affordable Housing Strategic Plan Proposal

**PUBLIC COMMENT****ADJOURNMENT**

A.

**File Attachments for Item:**

A. Meet with ECONorthwest to Receive their Affordable Housing Strategic Plan Proposal



# AFFORDABLE HOUSING STRATEGIC PLAN

CITY OF BRISBANE  
COMMUNITY DEVELOPMENT DEPARTMENT

July 2, 2021

PREPARED BY:

**ECON**orthwest  
ECONOMICS • FINANCE • PLANNING

## TABLE OF CONTENTS

1	Cover Letter
2	Project Understanding
4	Work Program
9	Project Schedule
10	Budget
11	Statement of Qualifications
15	References
	Appendix A: Resumes



John Swiecki, Community Development Director  
 City of Brisbane  
 Community Development Department  
 50 Park Place  
 Brisbane, CA 94005

July 2, 2021

*RE: Request for Proposals - Affordable Housing Strategic Plan*

Dear John Swiecki and members of the selection committee,

Brisbane's housing market is at a critical place, with housing prices continuing to increase, growing substantially faster than incomes. Housing is becoming increasingly unaffordable for both owners and renters, with no end in sight. These trends are evident in the data, as 62 percent of Brisbane renters and 33 percent of homeowners are spending more than 30 percent of their income on housing. Simultaneously, long-time residents feel that their way of life is threatened as new development occurs, while newer residents and lower income residents struggle to find affordable housing near their workplaces.

The Request for Proposals (RFP) made it clear that Brisbane wants to develop a strategy for affordable housing production to identify additional steps the City can take to support development of housing that is affordable to residents and workers in Brisbane. This strategy should be focused on a few key strategies and partnerships to support and catalyze affordable housing development, with a clear implementation plan for putting the strategies into action.

The timing couldn't be better for Brisbane to take on this laudable challenge. State and federal administrations have taken note of a national housing crisis, transforming the policy and funding environment. At the same time Brisbane is planning its own transformation. The reimagining of the Baylands promises an urban district that will create a new generation of opportunity for Brisbane residents. This presents both an opportunity and a responsibility for civic leaders to ensure equitable access to an opportunity created by catalytic public investment in the Baylands.

For more than two decades, ECONorthwest has been committed to helping local governments plan for housing in ways that increase access to affordable housing. We have worked with many cities across the nation and in California to develop strategies to support affordable housing production. This work has already brought us to Brisbane, where we are currently advising on housing production strategies through our role on the consulting team for the 21 Elements Consortium. ABAG is currently expanding our work on middle housing to a much larger geography throughout the region. And in the Central Valley we are assisting the City of Bakersfield develop a comprehensive Affordable Housing Strategy.

Affordable housing is a multi-dimensional challenge, requiring an understanding of housing markets, housing need and the interaction of these factors within a broader regional context. The RFP makes it clear that the City is looking for a consultant who understands these dimensions and has a demonstrated track record of completing similar projects. The ECONorthwest Team has exactly that experience.

We are pleased to submit this proposal and look forward to furthering a strong working relationship with the City. Please do not hesitate to reach out to us with any questions at 213-291-9444 or blakney@econw.com.

Sincerely,



Chris Blakney

“The challenges that Brisbane faces, and the range of solutions that are available to address them, are not new to us.”

PROJECT UNDERSTANDING

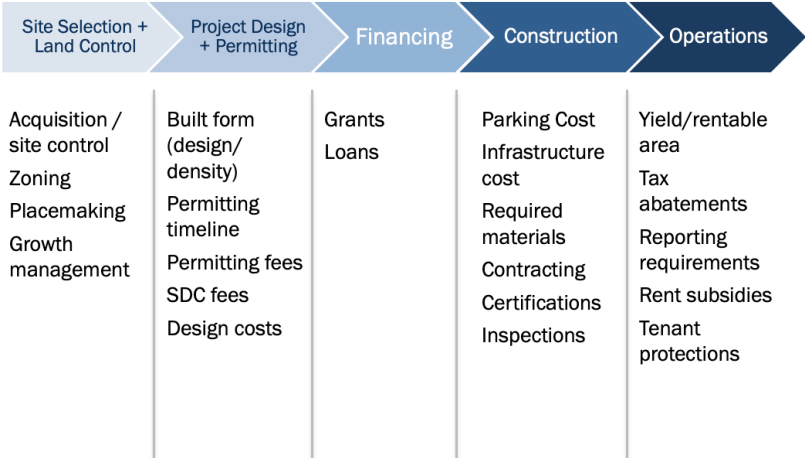
The strategies needed to address the affordable housing crisis require multi-dimensional solutions built upon an understanding of the housing market, housing demand, housing affordability, economic development, land-use and zoning, and the interaction of these factors within a broader regional context.

Housing prices and rent cost continue to rise quickly in Brisbane and the gap between the cost of housing and what residents can afford continues to grow. Population and household growth continues to happen in Brisbane, with the population aged from 20-34 years, people who are of Asian descent, people who are of Hispanic/Latino descent, people who are seniors, single-parent households, and larger households accounting for an outmeasured share of need. These trends imply that Brisbane will have an increased need for a multitude of new housing types to ensure that all residents have access to adequate and affordable housing.

The challenges that Brisbane faces, and the range of solutions that are available to address them, are not new to us. Alongside our partners in the 21 Elements Consortium, we have been working to understand the impact of land use and policy alternatives on housing production in Brisbane. For example, our early findings suggest the changes to the City’s IHO could be calibrated with a broader range of alternatives to drive desired outcomes.

To be effective, the Affordable Housing Strategic Plan should consider solutions that reduce barriers to new housing supply, promote access to affordable homes, align and leverage existing funding resources, and formulate partnerships to create and preserve dedicated affordable homes. It must also acknowledge the unique challenges, opportunities and sociopolitical factors of each neighborhood. Nowhere is this more apparent than the opportunity and challenges presented by the Baylands. As the city plans for the future of this promising district, the Affordable Housing Strategic Plan will guide the City’s decisions in how to leverage resources and ensure the Baylands is developed with a mix of housing types suitable for all income levels.

Exhibit 1: Policy Levers and Incentives for Housing Affordability



Source: ECONorthwest  
“Housing Markets and Affordability in Hood River”  
Presentation to the City of Hood River, February 8th, 2021.

While getting the policies and strategies right is crucial to maximizing their effectiveness, we recognize that those policies and strategies cannot be designed and achieved without appropriate outreach both internally (staff, subcommittee, and council) and externally (the public and developers). We believe internal outreach and engagement is crucial to the success of external outreach and engagement as staff, subcommittees, and council can provide insights into local nuances and recommend partners and resources that can broaden the project's audience.

As evident by this solicitation, Brisbane is already thinking critically about its actions and role in facilitating affordable housing development through zoning, funding, and programmatic strategies. As Brisbane looks to grow as a community and the city looks to procure more deed-restricted homes, it is important that the work program is designed in a way to ensure that affordable housing programs within the community balances need, resources, and impact. The work program below outlines how we plan to achieve this objective.



## Task 0

### WORK PROGRAM

#### SCOPING AND KICK-OFF AND PROJECT MANAGEMENT

We routinely initiate our projects with a project kickoff meeting and find this to be an invaluable step. Along with making introductions and officially beginning the project, this kickoff meeting helps us ensure that the project assumptions, key goals, and potential pitfalls are all discussed before we dive in. This allows us the opportunity to refine the scope in partnership with the client and focuses our efforts toward answering the key questions driving this project. Based on the kick-off meeting discussion, we will prepare a final agreed upon work plan that refines the tasks and timeline included in this proposal.

Given the short timeline for this project, ongoing project management will include weekly check-in meetings with city staff for the duration of the project or as necessary.

## Task 1

#### ESTABLISH MANAGEMENT PROCESSES

Staff at the City of Brisbane have operational responsibilities associated with existing affordable housing programs. These responsibilities may expand further based on the strategies deployed through this plan. For this reason, we propose that this task be moved to the back half of the project schedule so that the prospect of new responsibilities can be appropriately considered. This task would begin with interviews with staff to document the range of operational responsibilities and existing practices. There is no point in doing additional work in this task if it is feasible for a partnership or expert contractor to take on this administration. We will explore the market for firms and organizations with the capacity and expertise to provide identified services to the City. We will engage with up to three firms to discuss the city's needs and get a rough order of magnitude cost estimate.

If the city determines this to be an appropriate path, we will advise how to structure an agreement and end the task. If the City chooses to retain this administrative function internally, we will evaluate existing practices and offer additions and modifications. We will organize these procedures into a guidebook for staff training and reference.

## Task 2

#### AFFORDABLE HOUSING STRATEGY FOR THE BAYLANDS SUBAREA

The calibration of affordable housing strategies to the needs of the community requires an understanding of these needs. We already have a foundational understanding of local conditions through our existing work with the City. The City is also in the process of updating its Housing Element, which will document in detail current housing need. In this task we will begin by synthesizing existing information to build an understanding of existing affordable housing need in the community. Input from community engagement will be strongly incorporated in this effort. This summary of contextualized housing need would include a summary of:

- Cost burden and overcrowding
- Special housing need
- Prevailing market conditions
- Socioeconomic and demographic trends
- Anecdotal examples of lived experiences among community members

### Developer Engagement

A critical outcome of this task is developing policies that find an equilibrium of the amount of affordable housing that can be supported by development in the Baylands without becoming a constraint on development. A distinguishing characteristic of our team is our experience working with developers on projects similar to the Baylands. In this subtask we will review the draft Baylands Specific Plan and meet with BDI to gather insights into market factors driving development. We will discuss how affordable housing strategies may coalesce with planned development patterns in the subarea.

### Identify and Revise Strategies

Building on this foundation, we will then identify, evaluate, and revise strategies to support affordable housing development in the Baylands and throughout Brisbane. The development of strategies begins with identification of goals for affordable housing development, focusing on unmet housing needs in Brisbane and the potential for need in the Baylands. Within each of these goals, we will work with City staff to identify a range of potential strategies for consideration. These strategies may include:

- Incentives to encourage the private market to produce housing of specific types, locations, and/or price points that better meet the City's needs or to reduce costs for affordable housing development.
- Approaches to support development of income-restricted publicly subsidized housing.
- Regulatory changes the City could implement to remove obstacles to development.
- Measures to support equitable access to housing opportunities.
- Regulatory measures addressing housing stability or barriers to housing access.
- Identification or implementation of locally controlled funding sources (also addressed in Task 4).

## IDENTIFY PRIORITIES FOR THE USE OF ITS LOW/MODERATE INCOME HOUSING FUND

It is important that the City of Brisbane make thoughtful and efficient use of the resources it has. The output of this task will serve as a guidebook for how the Low/Moderate Income Housing Fund along with new funding streams identified in Task 4 can be leveraged to achieve affordable housing goals. This will be accomplished by:

## Task 3



## Task 4

**Identification of Goals.** The effective use of resources begins with an understanding of goals or objectives. For example, should strategies be designed to maximize housing production? Should they target a specific underserved population? Should they prioritize long-term wealth building or near-term assistance? We will work with the Steering Committee and incorporate community input to clearly define these guiding principles.

**Identify Synergies.** A part of this task is understanding how programs interact with each other, other policies and programs (i.e., IHO, density bonus), and leverage other potential funding sources.

**Recommended Strategy.** We will summarize affordable housing policies, tools, additional funding sources, and synergies and evaluate their effectiveness in meeting defined goals. We will prepare a comprehensive but concise report that highlights the overall strategic approach to addressing housing affordability challenges along with analytic findings and implementation steps for the city to take in partnership with the community, other agencies, and housing partners. This strategy will include strategic elements such as: lead agency or organization, prioritization (e.g., near term or long term), as well as considerations on the fiscal impact and the impact on department staff.

### IDENTIFY FUNDING STREAMS

The dissolution of Redevelopment in California left many jurisdictions genuinely looking to encourage infill, redevelopment, and below market rate housing with a dearth of resources for implementation. The funding landscape has improved in recent years with recent and potential legislation both at the state and federal level promising much needed resources. The City has already started to explore some local strategies and fee alternatives. The purpose of this task would be to identify a feasible funding and implementation structure to increase and stabilize the revenue streams available to the city to fund and implement affordable housing strategies. This task links directly to Task 2, as the development of the Baylands serves as a potential source of revenue but also a need for equitable access to new high-opportunity development areas. In this task we will develop a preliminary list of resources available under current state law. We will work with City staff and stakeholders to refine it and organize the most promising paths into a decision-making framework. This framework will assess each source by its ease of implementation, legality, political palatability, revenue generating potential, and limitations on use. Based on feedback from the city and stakeholder we will recommend the best mix of resources to pursue.



## Task 5

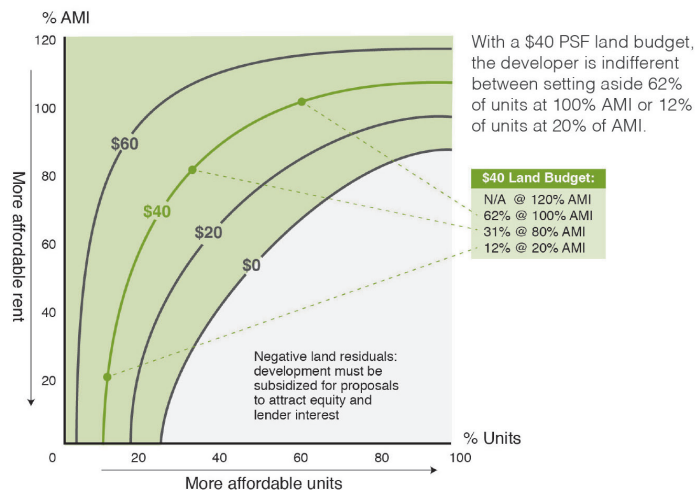
### IHO AND DENSITY BONUS POLICY REVIEW

Through an Inclusionary Housing Ordinance (IHO), cities require or encourage developers to create below-market rental apartments or for-sale homes in connection with the local zoning approval of a proposed market-rate development project. An IHO policy is complicated because it aspires to harness the ever-changing dynamics of market-rate real estate development to achieve a fixed policy objective. Our research has found that the single most important factor for an Inclusionary Zoning (IZ) policy to achieve its goals is

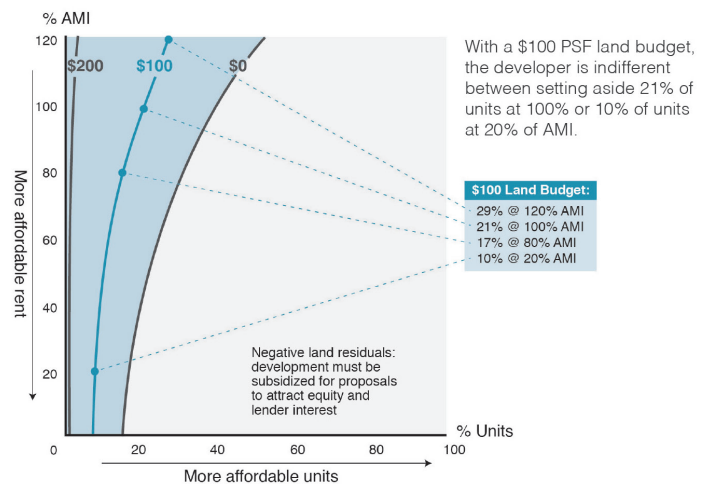
a significant and sustained level of market-rate development stakeholders. Secondly, in most cases jurisdictions need to provide development incentives to ensure the feasibility of development projects affected by an IHO policy. Our existing work in Brisbane through 21 Elements identified strong regional market dynamics that are generally supportive of IHO policy effectiveness. However, the updated IHO may influence the mix of affordable and market rate units but could result in a net decline in overall production due to deep requirements and a lack of offsetting incentives.

In this task we will evaluate the proposed IHO and density bonus in the context of factors that are supportive of IHO effectiveness. We will assess the extent that the density bonus acts as an offsetting incentive and make recommendations on the potential for other incentives and “alternatives” to make affordable housing development under the IHO more effective. Based on the RFP we interpret this task as a policy level review based on anecdotes from outreach with the development community, best practices, and existing research. However, we have deep experience evaluating IHO policies at the development feasibility/pro forma level. If this level of analysis is appropriate for this project we can adjust accordingly during initial scoping.

### Scenario 1: Land Residuals (Stacked Flats)



### Scenario 2: Land Residuals (4 over 1)



Source: ECONorthwest, ULI Economics of Inclusionary Zoning

## Task 6

### ENGAGEMENT

To be effective, the City's Affordable Housing Strategy needs to be understood by community members and shaped by their input. Key stakeholders also have important perspectives, experience and expertise that need to be heard and considered in the design of the strategy and its initiatives. We have found that community engagement plans are best organized in cooperation with the client team. We expect these to be refined through early dialogue with City staff to ensure they build on recent and current city engagement efforts and that they provide cost-effective and meaningful opportunities for people to learn about and give input on the proposed strategy and supporting programs.

**Public Outreach.** Due to the concentrated timeline of the project, outreach with the community at large will have to be initiated early and with targeted purpose. We will organize at least two community meetings designed to facilitate dialogue and gain insights that can help ensure proposed policies and programs are responsive to community concerns and priorities. Initial outreach will be focused on public education and direction setting.

**Steering Committee.** The City has already assembled an Affordable Housing Steering Committee that will advise on the project. The steering committee will be responsible for reviewing interim deliverables and providing feedback. Based on the content of the major task deliverables, we would expect two to three meetings with the Steering Committee.

**Developer Outreach.** Task 2 includes detail on outreach with Baylands Development Inc. As the project requires we may do additional interviews with active developers in the community and region.

**City Council.** Two meetings with the City Council will include a project mid-point study session once preliminary concepts from Task 2 through 4 are assembled. A second meeting will be a presentation of the plan as a part of adoption. Additional meetings may be added as necessary during project scoping.

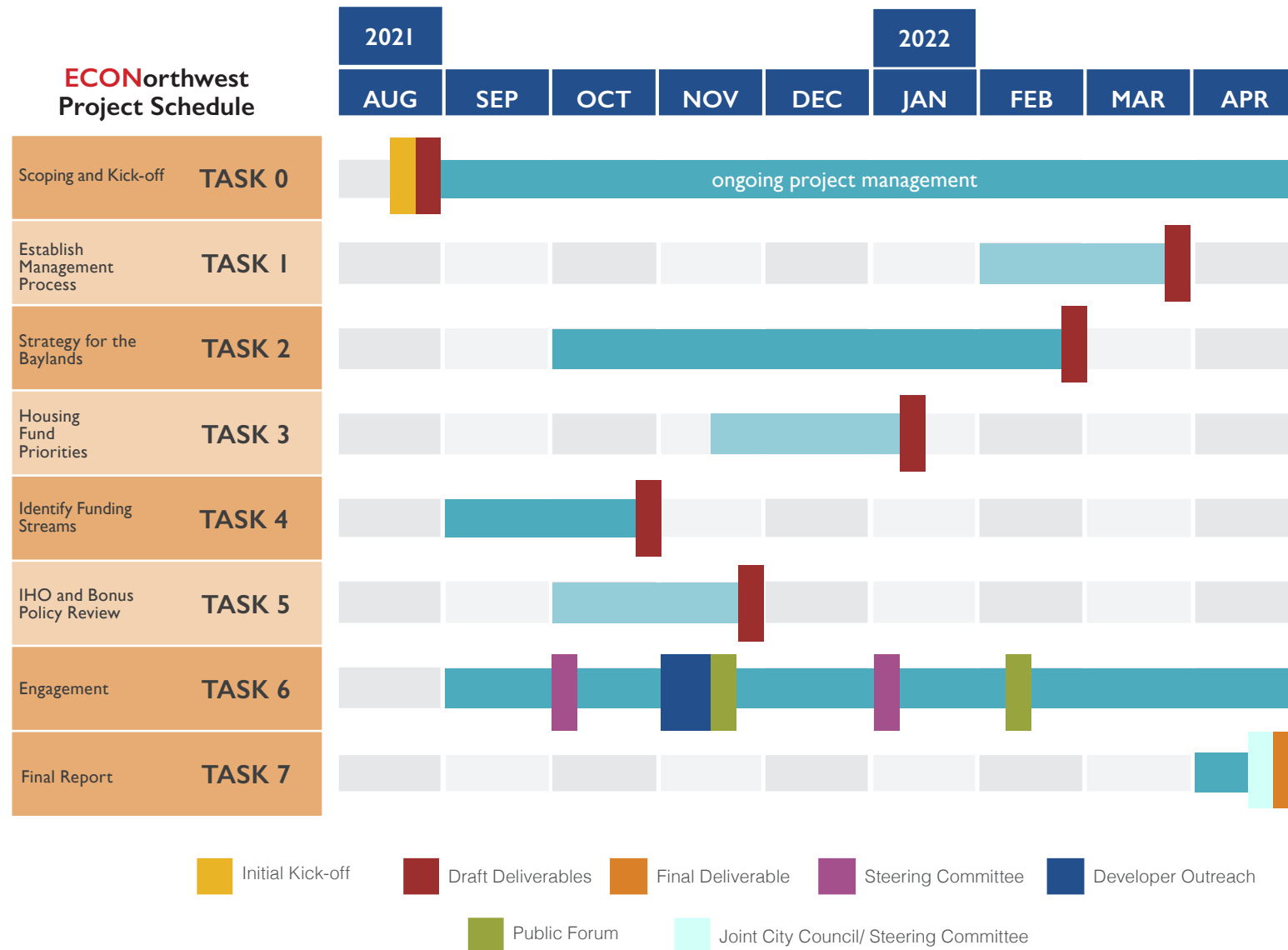
## Task 7

### FINAL REPORT

Based on the results of the preceding analysis, feedback from staff, community input, and the steering committee, we will develop a final report encompassing supporting analysis, methodology, and recommendations. This report will prioritize a set of strategies for implementation, lay out the actions required to implement those strategies, and develop the final Affordable Housing Strategic Plan. This task will coincide with a meeting with the steering committee and an adoption meeting with the City Council.

## PROJECT SCHEDULE

The RFP reports a desired preference for the project to be completed within six months. In our opinion, sequential task dependencies, a need for thoughtful engagement, and an uncertain adoption period would make six months an aggressive lower bound target. Our approach targets eight to nine months as a more reasonable project period to preserve quality and detail in the work and ensure meaningful engagement.





## PROJECT BUDGET

The table below documents our initial proposed cost schedule for this project. We have separated costs by labor and non-labor categories. The baseline professional fee for this project is \$72,800. This fee includes identified expenses based on the scope of work as proposed.

### HOURS BY TASK

		Task 0	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	TOTALS		
Labor Expenses	\$ / Hour	Scoping and Kick-off	Establish Management Process	Strategy for the Baylands	Housing Fund Priorities	Identify Funding Streams	IHO and Bonus Policy Review	Engagement	Final Report	Hours	Labor Totals	Budget %
ECONorthwest												
Chris Blakney, Project Director	220	6	4	10	2	4	4	30	4	64	\$14,080	19%
Roderick Hall, Project Manager	145	22	10	44	14	16	0	48	8	162	\$23,490	32%
Ian Carlton, Strategic Advisor	260	0	0	6	6	0	8	4	2	26	\$6,760	9%
Emmanuel Lopez, Associate	135	6	18	30	16	4	16	36	16	142	\$19,170	26%
Analyst	110	0	12	26	4	24	0	0	4	70	\$7,700	11%
Sub-Total		34	44	116	42	48	28	118	34	464	\$71,200	98%
Non-Labor Expenses											Exp. Totals	Budget %
Travel		\$0	\$0	\$0	\$0	\$0	\$0	\$1,200	\$0		\$1,200	2%
Production/ Printing		\$0	\$0	\$0	\$0	\$0	\$0	\$200	\$0		\$200	0%
Computer/Data Expense		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0	0%
Miscellaneous		\$0	\$0	\$0	\$0	\$0	\$0	\$200	\$0		\$200	0%
Total		\$0	\$0	\$0	\$0	\$0	\$0	\$1,600	\$0		\$1,600	2%
Totals by Task		Task 0	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Summary of Expenses		
Total Labor		\$5,320	\$6,080	\$17,050	\$6,630	\$6,380	\$5,120	\$19,460	\$5,160	Total Labor	\$71,200	98%
Direct Expense		\$0	\$0	\$0	\$0	\$0	\$0	\$1,600	\$0	Total Budget	\$72,800	100%
Total by Task		\$5,320	\$6,080	\$17,050	\$6,630	\$6,380	\$5,120	\$21,060	\$5,160			
% of Total Budget		7%	8%	23%	9%	9%	7%	29%	7%			

## STATEMENT OF QUALIFICATIONS

### FIRM DESCRIPTION

ECONorthwest is a West Coast based consulting firm that specializes in economics, finance, and planning. Incorporated in 1974, we understand that businesses and governments face difficult decisions about how to make the best use of limited resources. We help our clients make thoughtful, data-driven decisions using tools and methods that meet the highest standards of best practice. At the core of everything we do is applied microeconomics. This perspective allows us to fully understand—and effectively communicate—the benefits, costs, and tradeoffs associated with any decision.

Our staff of 58 have advanced degrees in a variety of fields, including economics, planning, and public policy; and work on projects ranging from strategy to implementation. On these projects, we provide a range of services, including business economics and modeling, natural resource economics, fiscal and economic impact analysis, land-use planning, policy analysis, urban and regional planning.

### HOUSING AND IMPLEMENTATION

Decisions about affordable housing policies and programs happen in environments of competing resources and urgency for action. We help cities, states, and non-profit and private developers navigate these dynamics. We document demand, forecast long-range housing needs, craft implementation strategies, and analyze the impacts and tradeoffs of policy and funding options. Our work includes analysis of how zoning, land availability, and changes in the housing market affect affordability. We have designed local government action plans to increase access to housing, assessed the need for new land to accommodate growth, and evaluated how the sharing economy affects housing affordability.

### DISPLACEMENT ANALYSIS

As a firm we understand how inequitable processes and policies have lasting negative effects on communities. Our firm brings expertise and tools that can help to highlight the impacts of legacy inequities, as well as the ability to analyze the financial challenges of implementing equitable solutions. Our cross-disciplinary expertise in social and fiscal policy, real estate economics, and land use and transportation highlights the impacts of inequitable processes and policies through varied project experience. Underscoring this work is a rigorous analytic approach to identifying where displacement risk currently exists and evaluating impacts of potential policy or regulatory changes that can increase displacement pressures for the most vulnerable in our communities.

### PUBLIC ENGAGEMENT

Translating technical analysis into clear findings, messages, or recommendations for the public and decision-makers is the crux of ECONorthwest's work. We are experienced at presenting to a variety of audiences and distilling conclusions across written and graphic formats and have developed communications tools that help illustrate key economic

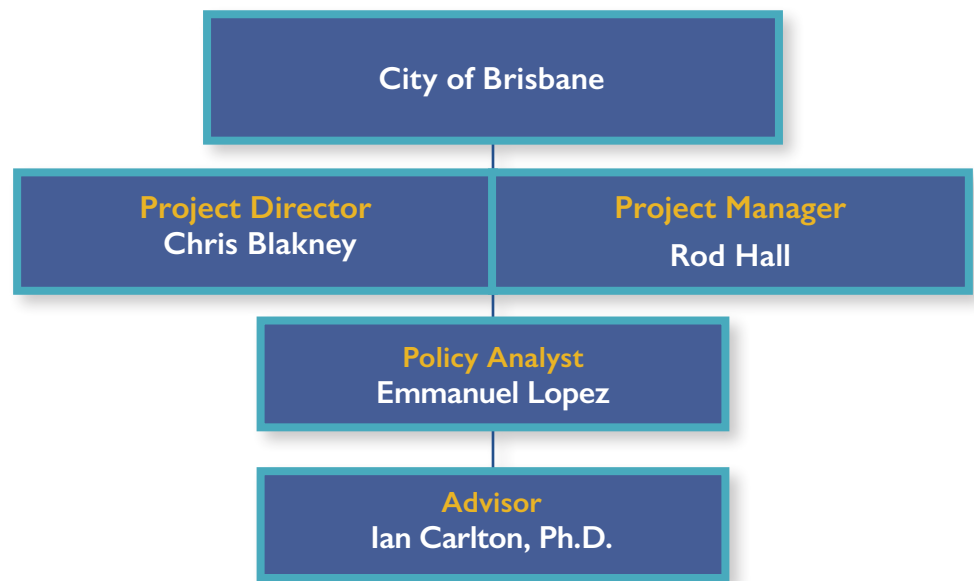


**“At the core of everything we do is applied microeconomics. This perspective allows us to fully understand—and effectively communicate—the benefits, costs, and tradeoffs associated with any decision.”**

concepts at the appropriate level of detail for a public audience. We aim for a public engagement process that is equitable and accessible to the entire community. By successfully engaging with the public and building project support from the onset, we are able to ensure that community values are integrated into our recommendations which limits potential obstacles in the approval and adoption process.

PROJECT STAFFING

ORGANIZATIONAL CHART



KEY PERSONNEL

Chris joined ECONorthwest as a Project Director in 2019. Chris’ professional expertise is established at the cross-section of development economics and economic development. Chris works with a range of public and private sector clients to develop strategic actions that address challenging policy questions around affordable housing, land use, economic development, and growth management.

Prior to joining ECONorthwest, Chris served as an in-house economist for a leading Architecture & Engineering firm advising architects on the economics of design alternatives. Chris has been an active member of the International Economic Development Council and the Commercial Real Estate Development Association (NAIOP).



**Chris Blakney,**  
**Project Director**  
B.A. Economics, Pacific  
Lutheran University  
Certificate in Economic  
Development,  
University of Oklahoma  
Economic Development  
Institute

Roderick (Rod) Hall is a project manager at ECONorthwest with a background in research and data analytics, affordable housing finance, and community organizing and public engagement. Rod joined ECONorthwest in 2021 and oversees a range of projects that include housing policy and planning, displacement risk analysis and anti-displacement strategy, real estate and development feasibility, and structural inequities. In 2021, Rod presented at the National American Planning Association Conference on data-driven innovation to modernize zoning for equity for the City of Los Angeles, emphasizing the role of redlining and spatial racism as the underlying factors to a multitude of problems in American cities. Rod also serves on the board of directors and the policy committee for Up for Growth Action, the leadership body for A Way Home America, and the advisory body for Los Angeles Neighborhood Land Trust. In 2021, the Los Angeles chapter of the American Planning Association awarded Rod an award of merit for the Outstanding Young Planner category.



**Roderick Hall,  
Project Manager**

M.C.R.P. Community  
and Regional Planning,  
University of Oregon  
B.S. Philosophy and  
Political Science, East  
Carolina University  
Associate of Arts,  
Southeastern Community  
College  
Associate of Science,  
Southeastern Community  
College

Emmanuel is passionate about the intersection of data science and housing policy. He hopes to build transparent and reproducible systems of analysis for local governments so that staff can decrease time in the office and increase time with community members. He believes that the only success you can achieve is the one you are able to track and evaluate, which is why approachable data science methodologies are crucial to his mission. Prior to joining ECONorthwest, Emmanuel worked for the Center for Community Innovation at UC Berkeley, where his research focused on how planners utilize and interpret housing data.

After transferring from Mt. San Antonio College, he joined the University of California: San Diego, where he received his B.A. in Political Science: International Relations and a minor in Economics. He also holds a Master's of City and Regional Planning Degree (M.C.P.) from UC Berkeley.



**Emanuel Lopez,  
Associate**

M.C.P. Housing,  
Community, and  
Economic Development,  
University of California,  
Berkeley  
B.A. Political Science:  
International Relations;  
Minor: Economics,  
University of California,  
San Diego La Jolla



**Ian Carlton, Ph.D.,  
Strategic Advisor**

Ph.D. City and Regional  
Planning, University of  
California Berkeley

M.A. City Planning, UC  
Berkeley

M.S. Transportation  
Engineering, UC Berkeley

B.S. Architecture &  
Certificate in Land  
Development, Georgia  
Institute of Technology

Dr. Ian Carlton is a Project Director at ECONorthwest and the cofounder of MapCraft.io. In addition to directing the customization of MapCraft's web applications, Ian develops analyses to aid policymaking, urban planning, and investment decision making. Ian's project work considers land use planning, real estate investment, transit planning, equitable transit-oriented development (TOD), affordable housing, economic development, land use modeling, public finance, and value capture.

With a specialization in integrated transportation and land use planning, Ian's work often considers the complex and context-specific relationships between transit investments and urban development, especially the implementation of equitable transit-oriented development. Ian's research sponsors and consulting clients have included private and public sector entities: local governments, transit agencies, regional planning organizations, federal agencies, nonprofits, landowners, and real estate developers.

Ian leverages his prior professional experiences in policy development, residential real estate, economic development, and business strategy consulting to carry out his advisory work.

## REFERENCES

### **21 ELEMENTS CALIFORNIA RHNA SUPPORT—SAN MATEO COUNTY, CA (ONGOING)**

Working with Baird + Driskell Consulting and MapCraft, ECONorthwest is evaluating the potential housing unit production and fiscal impacts of 10 different land use and zoning policy changes for 18 jurisdictions in San Mateo County, California. This evaluation includes site-specific pro forma analyses across the county to estimate the development feasibility of these different policy options. We will compare the market-feasible housing unit capacity and fiscal impacts of each policy to prioritize the strategies that are most helpful to meet each jurisdiction's RHNA allocations as they update their Housing Elements next year.

21 Elements is an award-winning, innovative, county-wide collaboration in San Mateo County. The project develops tools and best-practice research that can be used by partner jurisdictions in their housing element updates. The program actively engages stakeholder groups, nonprofits, government agencies, and other community representatives to facilitate an inclusive housing element update process. Stakeholders provide input through meetings, presentations, and surveys to suggest policies to study for potential adoption. This process ensures that policy prescriptions are aligned with community vision.

### **CITY OF BAKERSFIELD AFFORDABLE HOUSING STRATEGY—BAKERSFIELD, CA (ONGOING)**

For the City of Bakersfield California, ECONorthwest and Baird + Driskell Community Planning are developing a comprehensive set of housing programs and an affordable housing strategy through the City's SB2 planning grant. This multi-year project includes a housing finance and development plan, a preliminary housing sites inventory for the City to use when it updates its Housing Element, a recommended structure and implementation plan for establishing an affordable housing trust fund, and the creation of an incentive program to encourage the development of affordable accessory dwelling units ADU in low-density areas of the City.

#### **Reference Contact:**

**David Driskell**

Baird + Driskell  
607-227-037  
driskell@dbplanning.com

#### **Reference Contact:**

**Cecilia Greigo**

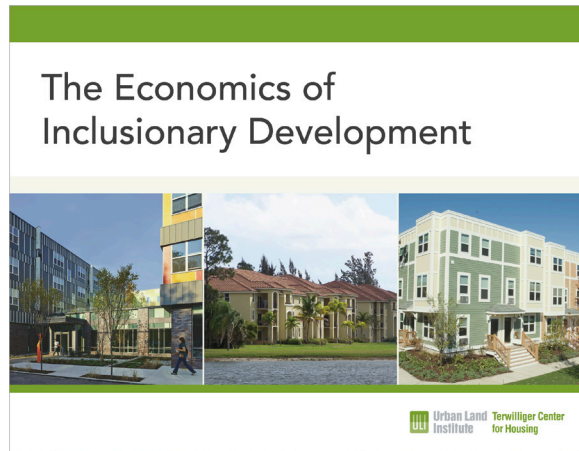
Principal Planner  
City of Bakersfield  
661-326-3788  
cgriego@bakersfieldcity.us



**Reference Contact:**  
**Stockton Williams**

National Council of State  
Housing Agencies  
202-624-7710  
swilliams@ncsha.org

**ECONOMICS OF INCLUSIONARY DEVELOPMENT FOR THE  
URBAN LAND INSTITUTE—WASHINGTON, DC (2016)**



A growing number of communities are turning to their zoning authority to boost workforce and affordable housing supply through inclusionary zoning, which allows cities to require developers to provide affordable housing units as part of their market rate development projects. The Urban Land Institute's Terwilliger Center for Housing contracted with

ECONorthwest to conduct a study of the development incentives that local governments often provide to offset negative impacts on development that result from inclusionary requirements. The evaluation tested the potential impacts of different incentives on development feasibility across building types and market conditions. This document will serve as a guide to understanding the impacts of public policies on development feasibility.

**Reference Contact:**  
**Jordan Lyons**

Missoula County  
406-529-0533  
jlyons@missoulacounty.us

**AFFORDABLE HOUSING STRATEGY—MISSOULA, MT (2021)**

For Missoula County, Montana, ECONorthwest is preparing a housing strategy to help the County and its partners ease the affordability challenges facing the area's residents. Work would include data analysis, public engagement, and a recommendations report.

**Reference Contact:**  
**Renee Elias**

UC Berkely  
renee.roy.elias@gmail.com

**SILICON VALLEY FOUNDATION RENT CONTROL ANALYSIS—  
BERKELEY, CA (ONGOING)**

The goal of this project was to understand how different policy configurations of rent control could impact potential housing production so that communities can understand the potential impacts of their policies and also develop programs that could help to mitigate negative impacts. ECONorthwest completed a study for the Silicon Valley Community Foundation about the potential impacts of rent control policies on real estate development. This research evaluated the hypothetical implications of three different rent control policy configurations that might be implemented in the Bay Area, focusing specifically on factors influencing the viability of developing new housing. ECONorthwest completed a first of its kind study of rent control's impacts on housing supply by creating an econometric model to measure the impact of rent control on property valuation, with a specific focus on how the policy's configuration affects development feasibility.

### **ROADMAP HOME STATEWIDE POLICY EVALUATION— STATEWIDE, CA (ONGOING)**

California Housing Partnership and Housing California are leading California's Roadmap HOME 2030, an initiative to set the course to create "a California with homes for all." This initiative will develop and implement a 10-year policy blueprint for statewide housing and homelessness solutions. The analysis considers the geographic distribution of market-rate and affordable housing capacity to understand whether policy specifications lead to concentration of development, particularly affordable units, in areas of high-opportunity, more or less diverse areas, historically red-lined areas, environmentally sensitive areas, or geographies with concentrations of minority populations. As a part of the project ECONorthwest is developing a web-based dashboard to streamline monitoring and will make data publicly available.

#### **Reference Contact: Dan Rinzler**

Senior Policy Analyst  
California Housing Partnership  
510-407-0975  
drinzler@chpc.net

### **MIDDLE HOUSING ANALYSIS—PACIFIC GROVE, CA (2021)**

ECONorthwest is evaluating potential zone changes and changes to development regulations to allow several middle housing types in specific neighborhoods within the City of Pacific Grove, CA. The analysis will provide an initial indication of development feasibility for middle housing in those areas to help determine whether the proposed rezoning will deliver the desired results of redevelopment of single-family properties to "multiplex" products allowed under the new zoning and to inform next steps and further study.

#### **Reference Contact: Terri Schaefer**

Housing Manager  
City of Pacific Grove  
831-648-3182  
tschaeffer@cityofpacificgrove.org

### **SOUTH KING COUNTY SUB-REGIONAL HOUSING ACTION PLAN FRAMEWORK—SOUTH KING COUNTY, WA (2020)**

For the Cities of Auburn, Burien, Federal Way, Kent, Renton, and Tukwila, ECONorthwest prepared a comprehensive Housing Action Plan Framework to assess existing and future housing demand and inform future development of affordable housing. ECONorthwest led a team of consultants in gathering and analyzing data on housing development trends and policy effectiveness, conducting public engagement with the community, and in developing a web-based policy analysis tool that is informing the development of individual Housing Action Plans for several of the cities. The regional Framework helps to demonstrate the development impacts of various policies on housing supply in the sub-region.

#### **Reference Contact: Hayley Bonsteel**

Long Range Planning Manager  
City of Kent  
Planning Services and  
Economic & Community  
Development  
253-856-5441  
hbonsteel@kentwa.gov

Reference Contact:  
Megan Bolton

Assistant Director of Research  
Oregon Housing and  
Community Services  
503-986-2133  
megan.bolton@oregon.gov

OREGON HOUSE BILL 2003 REGIONAL HOUSING NEEDS  
ANALYSIS (2019)

The Oregon Legislature enrolled HB 2003 in 2019, which directed the Department of Oregon and Community Services to develop a methodology for a regional housing needs analysis (RHNA) for the state of Oregon. ECONorthwest provided services to craft a methodology, and then implement it for regions across the state. The methodology took several factors into consideration including trends in density and the average mix of housing types, demographic and population trends, economic trends and cycles, and the equitable distribution of publicly supported housing within a region. Stakeholders and state departments provided feedback, consultation, and key data to inform the analysis. Ultimately, the study documented the process, outcomes, and lessons learned of implementing a RHNA in Oregon. It recommended a framework for a potential “Oregon Method,” which was built off of the lessons learned in developing a RHNA. The body of work helped the state and Legislature think deeply about how they can best (1) support and enable the construction of sufficient units to accommodate projected household growth and (2) reduce geographic disparities in access to housing (especially affordable housing).

Background: Oregon’s Legislature directed Oregon Housing and Community Services (OHCS) to develop a statewide methodology for conducting regional housing needs analysis to document housing shortages in cities across Oregon. ECONorthwest worked with OHCS to develop and implement such a methodology for all cities across the State. The project required investigation of other states’ methodologies, most notably California; evaluation of existing data availability and issues; identification of needed data sets; identification of existing and future unmet housing needs (such as cost burdened households); and analysis to better describe housing inequities. The Legislature will consider the results and recommendations of the analysis to determine whether to use regional analysis as a way to help better address the unmet housing needs of Oregonians.

Version 2 Example: Methodology Changes

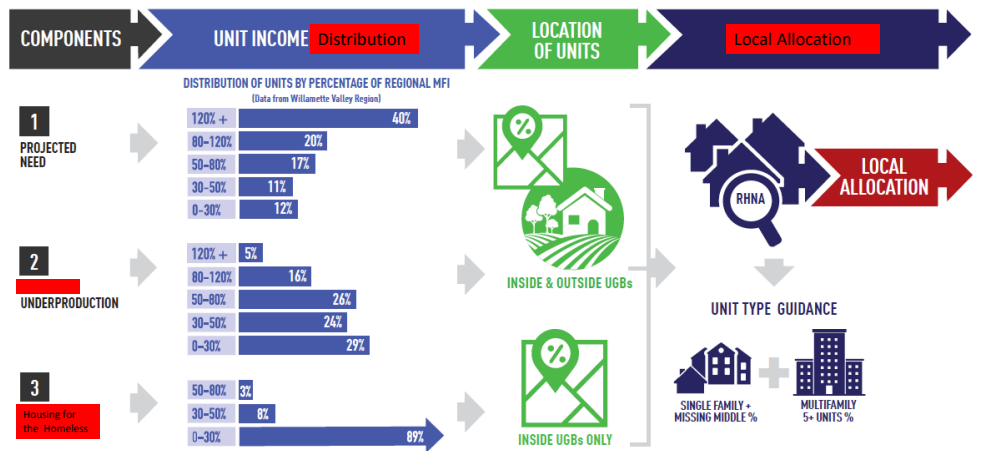


Image: Oregon RHNA  
Methodology for unit  
allocation

### **AFFORDABLE HOUSING STRATEGY—BELLEVUE, WA (2017)**

In December of 2015, the City of Bellevue launched its Affordable Housing Strategy to assess the City's regulatory approach toward affordable housing. ECONorthwest is currently working with the City to evaluate the successes and shortcomings of the policy tools currently in place, review best practices from other jurisdictions, and assist in the identification of any additional tools that might help Bellevue meet its housing goals. ECONorthwest is using research and financial analytic tools to identify barriers and guide the implementation of the right tools to support the realization of the city's Affordable Housing Strategy. The analysis explicitly examines the financial impact of parking requirements on project feasibility and (e.g., off-street parking) and parking form (i.e., surface, structured, underground) on development feasibility and the incentives offered by the City.

#### **Reference Contact:**

**Chuck DePew**

National Development Council  
206-419-3904  
cdepew@ndconline.org

### **DEVELOPER REAL ESTATE ADVISORY SERVICES FOR LARGE DEVELOPMENT SUBAREAS—NATIONWIDE (ONGOING)**

ECONorthwest works with both public and private sector clients to develop and analyze the feasibility of large subareas. Our work with private developers provides unique insights into how housing policies interact with development feasibility. Current project examples for private developers include:

#### **Lanterman Development Area, Cal Poly Pomona, Pomona, CA**

ECONorthwest is assisting a development team led by Creative Housing Associates and Republic Metropolitan to evaluate the redevelopment of the 309-acre Lanterman development area. The former hospital campus is being reimagined as a mixed-use district including commercial and flex uses alongside student, workforce, and market-rate housing.

#### **University Village Subarea, University of Redlands, Redlands, CA**

ECONorthwest is assisting a development team led by Creative Housing Associates and Republic Metropolitan to develop the 30-acre University Village Subarea at the University of Redlands. The site will be served by an extension of the Arrow Rail Line and is envisioned as a mixed-use university district.

#### **Rossman Landfill Redevelopment Area, Oregon City, OR**

The Rossman development area is a 75-acre former landfill site. ECONorthwest is assisting SDG Development Partners to study development feasibility for a mixed-use neighborhood that would include affordable and market rate housing, commercial retail, and entertainment uses.

#### **Reference Contact:**

**Jorge Looor**

Project Manager  
Creative Housing Associates  
305-336-8546  
jloor@challc.com

This page left intentionally blank

## APPENDIX: RESUMES



## Education

B.A. Economics (Cum Laude)  
Pacific Lutheran University  
(Emphasis in Mathematics  
and Domestic Policy)

Certificate in Economic  
Development, University of  
Oklahoma Economic  
Development Institute

Years at ECONorthwest: 1

Years in Industry: 16

## Areas of Expertise

Economic Opportunities  
Analysis

Economic Impact Analysis

Real Estate Market Analysis

Industrial Lands Inventory

Employment Site Analysis

Economic Development

## Chris Blakney, Project Director

Chris joined ECONorthwest as a Project Director in 2019. Chris' professional expertise is established at the cross-section of development economics and economic development. Chris works with a range of public and private sector clients to develop strategic actions that address challenging policy questions around affordable housing, land use, economic development, and growth management.

Prior to joining ECONorthwest, Chris served as an in-house economist for a leading Architecture & Engineering firm advising architects on the economics of design alternatives. Chris has been an active member of the International Economic Development Council, the Urban Land Institute, and the Commercial Real Estate Development Association (NAIOP).

## REPRESENTATIVE PROJECTS

*Chris has served as Project Director on the following projects, unless otherwise noted:*

- **2021–2029 Housing Element Update—Alhambra, CA(Ongoing).** ECONorthwest was recently selected to complete the 6th Cycle Housing Element Update for the City of Alhambra. Serving as Project Director of the analysis, Chris will lead stakeholder outreach and oversee the project. The project will assist the City in developing a housing plan to meet its RHNA allocation for all income categories.
- **King City TSP and Land Use Refinement—King City, OR (2020–Ongoing).** On a team led by DKS, ECONorthwest prepared a market analysis of commercial and residential uses in the King City UR6D Expansion Area. The market study informed the broader TSP study by confirming the market potential and densities for uses identified in the area's Concept Plan.
- **TriMet Southwest Corridor Planning—Portland, OR (2018–Ongoing).** TriMet is currently planning the alignment of a new light rail connection extending from downtown Portland through the southwest quadrant of the metro area. As a part of a larger planning effort to study TOD opportunities along the preferred alignment, Chris assisted in writing a white-paper evaluating the feasibility of utilizing the sale of air-rights to catalyze higher density development in station areas.

## PRE-ECONORTHWEST EXPERIENCE

- **St. Helens Industrial Business Park Market Analysis and Parcelization Framework—St. Helens, OR (Ongoing).** On a team led by 3J Consulting, Chris assisted in performing a market analysis for industrial and marine dependent uses at the City's 230-acre industrial park. The market assessment informed a parcelization strategy. In the second phase of the project, Chris worked to create a phasing plan and infrastructure funding strategy.
- **Portland Marine Industrial Land Analysis—Portland, OR (Ongoing).** In support of the City's periodic Economic Opportunities Analysis, Chris is currently leading a study of the demand for marine-dependent industrial land along the Columbia and Willamette Rivers. Our analysis includes an evaluation of marine cargo trends and their influence on land demand characteristics alongside an analysis of the Portland Harbor Land's competitiveness in meeting identified demand.
- **Private Development Market Analysis (2004–Ongoing).** Over a 15-year career Chris has conducted over 100 residential and commercial market studies for private sector development projects in Washington, Oregon, California, Idaho, and Nevada. Chris' experience with private sector development brings valuable insights into the nuances of development feasibility. Key clients include American Assets Trust, Holland Partners, Majestic Realty, and Trammell Crow.
- **North Urban Clackamas Enterprise Zone Re-designation—Clackamas County, OR (2019).** Assisted Clackamas County in the Re-designation of the North Urban Clackamas Enterprise Zone. The project involved exploring boundary alternatives to bring the zone into compliance by serving economically challenged areas.
- **Rural Broadband Plan—City of Goldendale, WA (2019).** Conducted a market analysis for resident and commercial broadband services as a component of the Rural Broadband Plan for the City of Goldendale.
- **South Waterfront Redevelopment Highest & Best Use—Portland, OR (2019).** Completed a market-based evaluation of candidate development forms for a redevelopment site in Portland's South Waterfront District.
- **East Junction Subarea Employment Capacity Assessment—Ridgefield, WA (2019).** Evaluated the employment development capacity of the East Junction Subarea in support of the City's federal grant application for infrastructure funding through U.S. Economic Development Agency.
- **Yakima Products Surplus Land Disposition Strategy—Lake Oswego, OR (2018).** Evaluated the feasibility of development alternatives, emphasizing multifamily housing uses, on surplus land at the company's Lake Oswego headquarters.
- **Central Eastside Adaptive Reuse Impacts—Portland, OR (2017).** On behalf of Mackenzie Engineering Chris developed a model assessing the marginal impact of investments in adaptive reuse development on development forms in Portland's Central Eastside Industrial District. The model predicted market inflection points translating to transitions into higher density development forms.

## Education

MCRP University of Oregon,  
Community and Regional  
Planning BS East Carolina  
University, Political Science  
and Philosophy

Years in Industry: 2

## Areas of Expertise

Housing and Land Use,  
Strategic Planning, Data  
Analytics, Public  
Engagement and Education

## Roderick Hall, Project Manager

Roderick (Rod) Hall is a project manager at ECONorthwest with a background in research and data analytics, affordable housing finance, community organizing, and public engagement. Rod joined ECONorthwest in 2021 and will be overseeing a range of projects that include housing policy and planning, displacement risk analysis and anti-displacement strategy, real estate and development feasibility, and structural inequities. In 2021, Rod presented at the National American Planning Association Conference on data-driven innovation to modernize zoning for equity for the City of Los Angeles, emphasizing the role of redlining and spatial racism as the underlying factors to a multitude of problems in American cities. Rod also serves on the board of directors and the policy committee for Up for Growth Action, the leadership body for A Way Home America, and the advisory body for Los Angeles Neighborhood Land Trust. In 2021, the Los Angeles chapter of the American Planning Association awarded Rod an award of merit for the Outstanding Young Planner category.

## REPRESENTATIVE PROJECTS

*Roderick name has served as Project Manager on the following projects, unless otherwise noted:*

## PRE-ECONORTHWEST EXPERIENCE

- **Pacific Urbanism (2021).** Designed and managed research projects related to urban planning, design, and development. Researched and wrote urban planning briefs to explain, interpret, and discuss statistical and pertinent research data and visualize relevant data. Managed the Journal for the Center of Pacific Urbanism, including editing and publication of the Journal. Developed coalitions and strategies to ensure a successful understanding of urban planning and design policy and research. Developed and implemented revenue generation strategies to procure projects.

- **Abundant Housing LA (2021). Director of Organizing.** Launched and built the organizing division and successfully developed digital infrastructure to transition that division online. Managing staff/interns to plan and host outreach events, volunteer training opportunities, educational events, and advocacy opportunities. Creating self-sustaining local groups that recruit and train volunteers to organize and advocate for housing policies and housing development projects. Curated and facilitated the Undesign the Redline exhibit, as well as the “When Black Excellence Meets Redlining” virtual art exhibit for Black History Month.
- **Institute for Policy Research and Engagement (2019).** Collaborated with the Project Director to develop a project scope of work, managing a \$62,000 grant, and managing a four-person consulting team to develop a parks master plan. Assisted in the managing of ground-up projects, including programming, design, and project goals and objectives, schedule creation and management, and project budget. Worked with clients to execute the engagement strategies, community outreach data collection, and research plan regarding the park’s master plan. Provided guidance on several concept plans, a financial feasibility analysis, and project goals and objectives to ensure timely progression of parks master plan. Analyzed city budgets to determine the feasibility of capital improvement projects and to identify funding strategies and how to raise revenue to cover capital improvement projects.
- **Institute for Policy Research and Engagement (2018). Strategic Planning Consultant.** Conducted an organizational audit to identify strengths, weaknesses, opportunities, and threats (SWOT analysis). Designed and implemented engagement strategies to identify strategic and long-range goals, including career development for the organization. Integrated Strategic Doing to develop action item modifiers and to facilitate intra-organizational leadership development. Developed an ease and impact rating to develop prioritization strategies to facilitate effective and efficient implementation of the strategic plan.

## Education

M.C.P. Housing, Community, and Economic Development, University of California, Berkeley

B.A. Political Science: International Relations; Minor: Economics, University of California, San Diego La Jolla

## Emmanuel Lopez, Policy Analyst

Emmanuel is passionate about the intersection of data science and housing policy. He hopes to build transparent and reproducible systems of analysis for local governments so that staff can decrease time in the office and increase time with community members. He believes that the only success you can achieve is the one you are able to track and evaluate, which is why approachable data science methodologies are crucial to his mission. Prior to joining ECONorthwest, Emmanuel worked for the Center for Community Innovation at UC Berkeley, where his research focused on how planners utilize and interpret housing data.

After transferring from Mt. San Antonio College, he joined the University of California: San Diego, where he received his B.A. in Political Science: International Relations and a minor in Economics. He also holds a Master's of City and Regional Planning Degree (M.C.P.) from UC Berkeley.

## REPRESENTATIVE PROJECTS

### PRE-ECONORTHWEST EXPERIENCE

- **Center for Community Innovation—Berkeley, CA (Ongoing) Graduate Student Researcher.** Developed statewide data use survey to understand how planners utilize housing data • Managed project surrounding California's obligation to AB-1483 in a ten-year housing data strategy. Facilitated meetings, focus groups, and interviews for qualitative data analysis.
- **Data for Housing—Berkeley, CA (2021) Communication and Curriculum Manager.** Lead outreach campaign for state and local government officials to utilize Python to analyze housing data. Built Jupyter notebooks for workshop students to be able to learn how to use Python to build efficiencies in analyzing data for their respective organizations
- **Terner Center for Housing Innovation—Berkeley, CA (2019) Graduate Student Researcher.** Created datasets and performed analysis on Concentrations of Poverty in the U.S. • Built python scripts to pull Census, ACS and BLS Data via API.

- **Fair Trade USA—Oakland, CA (2019) Program Analyst.** Optimized data collection through use of python scripts and automated cleansing ·Involved with creation of data models for Enterprise Data Warehouse. Created library of best practices for data collection and manipulation for Enterprise Data Warehouse. Built custom dashboards using R, Python, and Tableau to have staff optimize strategy pipelines ·Analyzed transactional and audit data to ensure licensed partner compliance to Fair Trade USA standards. Wrote data informed stories and data visualizations of farmer and worker premium dollar spending
- **CivicSpark: An Americorps program by LGC—Los Angeles, CA (2017) Climate Action Fellow.** Collaborated with Climate Resolve’s Technical Assistance with the Affordable Housing and Sustainable Communities program. Built GIS platform to perform targeted outreach to cities for Climate Action Planning synergies ·Assisted in creating AHSC Toolkit to understand the program and increase competitiveness for stakeholders in SCAG region



## Education

Ph.D. City and Regional Planning, University of California Berkeley

M.A. City Planning, University of California Berkeley

M.S. Transportation Engineering, University of California Berkeley

B.S. Architecture & Certificate in Land Development, Georgia Institute of Technology

Years at ECONorthwest: 5

Years in Industry: 21

## Areas of Expertise:

Land Use Planning

Real Estate Investment

Transit Planning

Equitable TOD

Affordable Housing

Economic Development

Land Use Modeling

Public Finance

Value Capture

## Ian Carlton, Ph.D., Project Director

Dr. Ian Carlton is a Project Director at ECONorthwest and the co-founder of MapCraft.io. In addition to directing the customization of MapCraft's web applications, Ian develops analyses to aid policymaking, urban planning, and investment decision-making. Ian's project work considers land-use planning, real estate investment, transit planning, equitable transit-oriented development (TOD), affordable housing, economic development, land-use modeling, public finance, and value capture.

With a specialization in integrated transportation and land use planning, Ian's work often considers the complex and context-specific relationships between transit investments and urban development, especially the implementation of equitable transit-oriented development. Ian's research sponsors and consulting clients have included private and public sector entities: local governments, transit agencies, regional planning organizations, federal agencies, nonprofits, landowners, and real estate developers.

Ian leverages his prior professional experiences in policy development, residential real estate, economic development, and business strategy consulting to carry out his advisory work.

## REPRESENTATIVE PROJECTS

*Ian has served as Project Director or Research Lead on the following projects, unless otherwise noted:*

- **ODOT Transit and Housing Study—Portland, OR (Ongoing).** In response to a request from Oregon State Legislature, ECONorthwest is working with HDR to engage housing agencies, developers, transit providers, local and tribal governments across Oregon to identify policies and actions that improve access to attainable housing and reliable convenience transit. The study is intended to provide information that will help many stakeholders—like developers, affordable housing agencies, and advocacy groups—find cooperative solutions to meet local needs.

- **Silicon Valley Foundation Rent Control Analysis—San Francisco, CA (Ongoing).** In collaboration with UC Berkeley’s Urban Displacement Project and sponsored by the Silicon Valley Community Foundation, conducting analyses of the financial implications of rent control policy variants on real estate development. ECONorthwest completed a first-of-its-kind study of rent control’s impacts on housing development feasibility by creating an econometric model to measure the impact of rent control on property valuation, with a specific focus on how the policy’s configuration affects development feasibility. And ECONorthwest conducted interviews with developers and lenders that provided further inputs into an assessment of rent control policies’ potential impacts on new housing supply. Findings are being shared with jurisdictions to help them understand policy impacts and potential mitigations.
- **21 Elements California RHNA Support—Portland, OR (Ongoing).** Working with Baird + Driskell Consulting and MapCraft, ECONorthwest is evaluating the potential housing unit production and fiscal impacts of 10 different land use and zoning policy changes for 18 jurisdictions in San Mateo County, California. This evaluation includes site-specific pro forma analyses across the county to estimate the development feasibility of these different policy options so that jurisdictions can prioritize housing production strategies that best help them achieve their RHNA allocations in updated Housing Elements.
- **California Senate Bill 50 Housing Analysis—Bay Area and Los Angeles County, CA (2019).** CA YIMBY asked MapCraft Inc to evaluate how much additional housing development capacity, both market-rate and affordable inclusionary housing units, might be enabled by the proposed policy compared to current policies. ECONorthwest produced submarket demand data and parcel-specific data for MapCraft, which helped MapCraft evaluate market-feasible housing capacity on millions of parcels in the Bay Area and Los Angeles County.
- **Los Angeles TOD under Senate Bill 50—Los Angeles, CA (2019).** MapCraft engaged ECONorthwest to produce submarket demand data and parcel-specific data for characteristics that influence development potential as part of an evaluation of how SB 50 might have interacted with the Transit Oriented Communities Program in the City of Los Angeles, a successful, equitable housing development policy with similarities to SB 50. With the help of UC Berkeley’s Urban Displacement Project and ECONorthwest, MapCraft assessed market-feasible housing capacity, both market-rate and affordable inclusionary housing units, on thousands of parcels in Los Angeles.
- **Regional Supportive Housing Impact Fund—Portland, OR (2019).** Contributed to a comprehensive strategic plan and implementation guide to create a Regional Supportive Housing Impact Fund to reduce chronic homelessness in the Portland region. This strategic plan describes the need that can be addressed by the fund and walks local healthcare, business, and philanthropic funders through the impact fund development process.
- **Up For Growth—Portland, OR (2017–Ongoing).** Providing research, data, and analysis related to reducing obstacles to housing supply. Evaluated federal and state policy proposals that would enable multifamily development, particularly TOD. Estimated policy impacts of 2019’s Senate Bill 10 in Oregon, which would have upzoned areas surrounding high-frequency transit services in major metropolitan areas.

# ECONorthwest

ECONOMICS • FINANCE • PLANNING

[www.econw.com](http://www.econw.com)

**OREGON**  
Koin Center  
222 SW Columbia, Suite 1600  
Portland, Oregon 97201  
503-222-6060

**WASHINGTON**  
Park Place  
1200 Sixth Avenue, Suite 615  
Seattle, WA 98101  
206-823-3060

**CALIFORNIA**  
706 South Hill  
Suite 1100  
Los Angeles, CA 90014  
213-218-6740

**IDAHO**  
Eagles Center  
223 North 6th Street, Suite 430  
Boise, ID 83702  
208-918-0617