

## 7. GOALS, POLICIES, AND ACTIONS

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This chapter of the Housing Element describes the City's strategy for the period 2007-2014 for meeting the housing needs of all Oakland residents.

### A. CONTEXT FOR THE CITY'S GOALS AND POLICIES

The goals and actions described in the Housing Element are organized to comply with the requirements of State law and guidelines; however, the City has been developing its housing strategy on an ongoing basis, and the policies contained in the Housing Element are part of a broad effort guided by the following four major strategic plans and initiatives:

- Update of the Zoning Code to implement the General Plan
- Targeting New Housing Near the City's Downtown and along Major Corridors
- Promotion of Sustainable Development Policies and Practices
- Affordable Housing Strategy
  - Consolidated Plan 2005
  - Blue Ribbon Commission on Housing (Findings submitted to City Council September 2007)
  - Mayor's Housing Policy Proposals (City Council Public Hearing February 2008)

### General Plan Land Use and Zoning Update

A major overall theme of Oakland's General Plan *Land Use and Transportation Element*, adopted in 1998, is to encourage the growth of new residential development in Oakland and to direct it to the City's major corridors, to downtown Oakland, to transit-oriented districts near the City's BART stations, along the waterfront, and to infill projects that are consistent with the character of surrounding areas. New land use strategies and policies are set forth to actively encourage urban density and mixed-use housing developments in these locations, as they can accommodate significant increases in intensity and are well-served by transit. Growth and change in these areas is envisioned to occur through a number of strategies including reuse of existing built space, construction on vacant infill sites and sites in interim uses such as surface parking, and the redevelopment of underutilized and obsolete sites and structures into new uses. Land use designations, densities of development, and transportation systems are coordinated and planned to support increased densities in these designated areas.

The *Land Use and Transportation Element* sets forth a range of land use classifications and density designations that encourage higher-density housing to meet the needs of a growing population while also respecting the character of established neighborhoods throughout the City. In many areas, former commercial classifications have been replaced with new mixed-use classifications that specifically identify the intent to encourage and allow residential development along the major corridors, in downtown, and along the waterfront. The strategy removes uncertainty about the desirability and acceptability of new residential development, particularly higher-density

development, by encouraging such growth and directing it to specific areas of the city. The sub-area objectives behind the Element's overall residential strategy and land use designations are summarized below.

**Major Corridors.** The City contains long corridors that serve as major thoroughfares for travel between different parts of the City. Many of these former commercial corridors were bypassed by development of region-serving freeways and have become neglected and are not viable in some stretches. Some also include old, obsolete industrial facilities. *The Land Use and Transportation Element* includes strategies to bring the corridors back into full use. It envisions the concentration of commercial areas in viable nodes of activity along the corridors linked by segments of new, multifamily housing developed in proximity to existing neighborhoods and to the transit systems that serve these streets. Through the zoning update process, a new Urban Residential Mixed Use Corridor zone is being created. Development incentives such as increased height, increased density, and reduced parking are proposed for mixed use projects with retail on the ground floor and higher density housing above.

**Downtown Oakland.** General Plan land use policies and strategies reinforce the pre-eminence of Oakland's downtown and offer generous opportunities for high-density residential development along with high-intensity office, entertainment, commercial, retail, and educational uses and development. The objectives are to increase housing opportunities downtown so as to create a better sense of community, to provide for a range of housing types and densities, to provide added support for retail shopping, and to encourage housing as a vital component of a 24-hour downtown. To further increase the supply of housing, the City has enacted an ordinance which allows the conversion of existing non-residential buildings to residentially-oriented joint living and working quarters.

**Transit-oriented Districts.** Land use strategies and policies are designed to promote residential and mixed-use development in pedestrian-oriented settings so as to take advantage of opportunities presented by Oakland's region-serving BART stations and multiple AC Transit lines. Higher-density housing types are encouraged around Oakland's eight BART stations along with supporting commercial and service uses; the S-15 Transit Oriented Development zone is adopted and mapped around the West Oakland and Fruitvale BART stations, with developments in the planning stages for major new projects at Fruitvale and MacArthur BART stations. As part of the zoning update process restarted in 2008, changes to the zoning code which encourage increased heights, increased density and reduced parking are being considered and debated publically for mixed use projects on the major streets and commercial corridors of the City.

**Waterfront.** *The Land Use and Transportation Element* encourages the development of mixed-use areas along the Estuary shoreline, and the Estuary Policy Plan directs the type and variety of that development into specific areas of the waterfront. Higher-density residential densities are permitted where design and development intensity allow for public views, vistas, open space, and waterfront access. The integration of housing with other compatible uses is desired to add to the overall vitality of the waterfront. A Specific Plan is under development (2009) for the Central Estuary Area that will provide the guiding vision, mix of land use types and implementation plan to transform this area into a vibrant, regional mixed-use district.

These strategies are already being implemented, as exemplified by the housing projects already completed, under construction, and in the predevelopment process in Oakland. The City's overall residential land use strategy, as described in the *Land Use and Transportation Element*, underlies the analysis of potential densities on sites suitable for housing development presented in Chapter 4, as well as many of the goals and actions described in this chapter.

Adoption of Oakland's General Plan Land Use and Transportation Element in 1998 included changes to the city's land use map, and new policies about how and where development should occur that

created inconsistencies between the General Plan and the Zoning Code. Although piecemeal changes to the Zoning Code have been made over time, it has not been comprehensively amended since 1965. Bringing the zoning into alignment with long-range plans is a top priority of the Mayor and City Council. It is an important step toward revitalizing our economy, protecting our neighborhoods, and creating job and housing opportunities for Oakland residents.

As of 2007, the City completed updating the open space and industrial zones, as well as the transitional zones on the edges of the city's industrial areas, in which a mix of housing and businesses are allowed. Zoning for the downtown area (or Central Business District) was initiated in late 2007 and is expected to be considered by the Planning Commission in the near future. Three components to the remaining work to complete the Citywide Zoning Update include new zoning for residential, commercial, and institutional zoning. The update of the residential and commercial zoning regulations will occur concurrently, beginning in September 2008. Preparation of zoning text for areas with the General Plan Institutional designation will commence in mid 2009, after the residential and commercial zoning update is well underway.

## **Sustainable Oakland**

The City of Oakland is committed to becoming a model sustainable city. – a community in which all people have the opportunity to live safe, healthy and fulfilling lives. Protecting a clean and ecologically healthy environment; growing a strong economy; maintaining quality housing affordable and accessible to Oakland residents; and fostering a safe, equitable and vibrant community are all critical components of this vision.

The Sustainable Oakland program, launched by the Oakland City Council as the Sustainable Community Development Initiative in 1998, works to advance Oakland's sustainable development through innovative programs and practices addressing social equity, improved environmental quality, and sustainable economic development. Program activities include: fostering inter-agency cooperation to address key sustainability problems and opportunities and improve performance; tracking and reporting on sustainability performance; promoting Oakland's sustainability story; advising on opportunities to improve sustainability performance; performing community outreach; fostering communication between the Citywide stakeholders; and seeking innovative ways to finance sustainability improvements.

In recognition of the leadership and actions of the Oakland community, Oakland ranked 9th among the largest 50 U.S. cities in 2008 in overall sustainability performance<sup>38</sup>. The City of Oakland has adopted a range of significant policies and implemented a number of programs and projects that help to reduce climate pollution, green the city and move us toward our goal of becoming a model sustainable city. Individual choices, resourceful collaborations, and the tremendous dedication and efforts of community members all contribute to help conserve energy, curb global climate change, reduce our dependence on oil and polluting vehicles, create green jobs, grow green businesses, reduce waste, enhance our built environment, restore creeks, and green the natural environment in which we live.

## **Affordable Housing Strategies**

Affordable housing is a major policy priority for the City of Oakland. The City has had an active housing development program for nearly 25 years, and has assisted in the development of thousands of units of newly constructed and substantially rehabilitated housing for very low, low and moderate

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<sup>38</sup> See Sustainlane, <http://www.sustainlane.com/us-city-rankings/>

income families, seniors and people with special needs. The City has also devoted substantial resources to preservation of the existing housing stock, including homes owned by low income families, and to expanding opportunities for low income renters to become homeowners.

The City's affordable housing strategy is outlined in the Consolidated Plan for Housing and Community Development prepared in May 2005. The Consolidated Plan – which is required as part of the City's federally-funded housing and community development programs – sets forth the City's needs, market conditions, strategies, and actions for addressing the housing needs of very low and low income households. The plan is designed to achieve the following goals:

- Increase and maintain the supply of affordable supportive housing for low-income and special needs populations, including the homeless,
- Create a suitable living environment through neighborhood revitalization and improvements in public facilities and services, and
- Expand economic opportunities for lower income households.

Key components of this strategy are outlined below.

#### **Expand the supply of affordable rental housing (Rental Housing Production).**

The City provides funding to nonprofit and for profit developers to develop affordable housing through new construction and substantial rehabilitation. Major funding sources include Oakland Redevelopment Agency tax increment funds and the federal HOME program. The City also provides funding to nonprofit developers for certain predevelopment expenses.

#### **Preserve the supply of affordable rental housing.**

The City provides funding to nonprofit and for profit developers to preserve existing affordable housing at risk of converting to market-rate housing. Funding will be provided from HOME and Redevelopment Agency funds to the extent that the Federal and State funding sources are insufficient for this purpose. Use restrictions are extended for the maximum feasible period, and owners will be required to commit to renew project-based rental assistance contracts so long as renewals are offered. The City supports efforts to secure Federal, State and private funding for these projects.

#### **Expand the supply of affordable ownership housing (Ownership Housing Production).**

The City provides funding to nonprofit and for profit developers to develop affordable homeownership units. Major funding sources include Oakland Redevelopment Agency tax increment funds and the federal HOME program. The City generally seeks to make such housing permanently affordable by imposing recorded resale controls. It is possible that the specific affordability mechanisms will be modified to respond to changing market conditions and to balance long term affordability with the objective of allowing homebuyers to retain sufficient equity to move up in the housing market at a future date, thus making the assisted units available to more first-time homebuyers. Regardless of the specific mechanisms, the City will strive to ensure that new ownership housing remains affordable for at least 45 years.

#### **Expand ownership opportunities for first time homebuyers (Homebuyer Assistance).**

The City is engaged in a variety of efforts to provide opportunities for first-time homebuyers to purchase homes. The Mortgage Assistance Program provides deferred payment second mortgages to low and very low income homebuyers. Another program provides down payment assistance to low and moderate income public safety employees (police and fire) and to Oakland teachers. Other programs provided by the City and by organizations with whom the City has developed partnership include counseling and education for first-time homebuyers, and efforts to provide new and innovative mortgage products.

### **Improve existing housing stock (Housing Rehabilitation)**

Much of Oakland's housing stock is old and in need of repair and renovation. The City uses CDBG, HOME and Redevelopment tax increment funds to assist moderate, low and extremely low income homeowners to rehabilitate their homes. Funds are targeted to the City's Community Development Districts to stimulate revitalization of low and moderate income neighborhoods. The City's Housing Rehabilitation include programs to correct major code deficiencies, make emergency and minor repairs, and abate lead-based paint hazards.

### **Provide rental assistance for extremely and very low income families (Rental Assistance).**

For very low income households, especially those with incomes less than 30 percent of median income, capital subsidies alone are insufficient. The City actively supports efforts by the Oakland Housing Authority to obtain additional Section 8 vouchers, and to find new ways to make those vouchers more effective, including the provision of project-based assistance.

### **Implement a "Housing First" homeless strategy via Oakland's Permanent Access to Housing Plan (PATH Plan).**

This program is run in parallel to an Alameda County-wide program called the EveryOne Home plan. Both EveryOne Home and PATH are based on a "Housing First" model that emphasizes rapid client access to permanent housing rather than prolonged stays in shelters and transitional housing. What differentiates a Housing First approach is that the immediate and primary focus is on helping individuals and families quickly access and sustain permanent housing. The City of Oakland uses a combination of Federal, State and local funds for PATH plan implementation.

### **Develop housing with supportive services for seniors and people with disabilities.**

The City provides financial assistance (with HOME and Redevelopment tax increment financing), primarily to augment federal assistance, such as HUD 202 and Section 811, to develop new affordable housing with appropriate supportive services for seniors and for people with disabilities. The City also administers Federal grant funds such as CDBG-funded Access Improvement Program and for the Oakland metropolitan area under the Housing Opportunities for Persons With AIDS (HOPWA) program.

### **Remove impediments and promote fair housing and expanded housing choices (Fair Housing).**

The City provides financial support to organizations that provide residents with counseling, information, and legal advice and referrals. The City's Fair Housing programs are targeted to moderate, low and extremely low income residents. As a part of this effort, investigation of fair housing complaints and enforcement of fair housing laws will continue to be funded as part of the

**CITY OF OAKLAND  
HOUSING ELEMENT 2007-2014**

effort to expand fair housing choices. Fair Housing programs support minorities, persons with disabilities, seniors, families with children and other protected classes.

In 2006, a Blue Ribbon Commission (BRC) was convened by the City Council to develop recommendations for a comprehensive housing strategy to ensure that housing (both rental and ownership) is affordable to all income levels within the City. The BRC made six recommendations (note that these policy recommendations have not yet been implemented but will continue to be discussed during Housing Element planning period):

1. Adopt an inclusionary housing ordinance for new ownership housing with more than 20 units with a phase in of inclusionary percentages from 5 to 20% over a three year period and depending if it is on-site or off-site inclusionary units;
2. Increase the Redevelopment Agency's contribution to the Low and Moderate Income Housing Fund from 25 to 35% within 2 years and up to 50% within 5 years;
3. Adjust affordability targeting requirements to households at or below 60% area median income (AMI) with a preference for 30% AMI;
4. Sponsor and support a ballot measure to issue a general obligation bond in the amount of \$200 million to assist with the development of rental and ownership housing;
5. Encourage support for a policy that requires that real estate transfer taxes generated from new housing construction be used to support affordable housing;
6. Two alternatives for a condominium conversion policy were proposed since there was no consensus on a single policy proposal.

In February 2008, Mayor Dellums proposed a comprehensive housing policy based on findings from the 2006-07 Blue Ribbon Commission. The Mayor's Housing Policy Proposal contains the following elements (note that these policy recommendations have not yet been implemented but will continue to be discussed during Housing Element planning period.):

Inclusionary Zoning: Establish an Inclusionary Zoning Ordinance to ensure that low and moderate income households benefit from market rate development, and to promote economic integration in new developments. (Inclusionary percentages and phase-in proposals were similar to BRC.)

Condominium Conversions: Modify the City's existing Condominium Conversion Ordinance to ensure that conversions provide affordable homeownership opportunities for Oakland renters while protecting the City's supply of rental housing.

Rent Adjustment Program: Simplify provisions of the Rent Adjustment Program and eliminate current loopholes that lead to substantial rent increases for existing tenants.

Return Foreclosed Properties to Housing Supply: Establish a program to ensure that foreclosed properties do not become a blighting influence on neighborhoods and that these housing resources are occupied again as soon as possible. This will require additional funds from an increase to the Low and Moderate Housing fund set-aside or by using non-housing redevelopment funds.

Expand Existing Homebuyer and Homeowner Rehabilitation Programs: Expand and improve existing City programs to provide assistance to moderate income homebuyers and homeowners to allow them to remain in their homes.

Expand Funding Resources for Affordable Housing and Homelessness: Increase the amount of redevelopment agency tax-increment funds dedicated to affordable housing and target those funds to the most serious housing needs.

## Resource Constraints

The analysis contained in previous chapters has shown the tremendous magnitude of unmet housing needs in Oakland and the gap between the market cost of housing and the ability of low- and moderate-income households to pay for housing. The Housing Element is intended to complement the strategies in the City's Consolidated Plan, which focuses on the needs of very low- and low-income households; redevelopment project area plans, which address a range of land use, transportation, environmental, and economic issues; and other City initiatives, such as the Downtown and Major Corridors housing program and the Oakland Sustainable Community Development Initiative, the staff of which is preparing an Energy and Climate Action Plan to reduce Greenhouse gas emissions in Oakland.

As noted in Chapter 4, the City has limited resources with which to address these needs and only a small fraction can be addressed during the time frame of this Housing Element. The amount of assistance required per household is much higher for those with the lowest incomes. This is particularly true for housing programs that produce housing that will remain affordable for many years. The City attempts to maximize the impact of these resources by leveraging other funds wherever possible, particularly from private sources and other public sources. To the extent possible, the City also provides local resources to address housing needs.

The City focuses its limited financial resources on programs that assist households with the greatest needs. In addition, most of the funding sources for the City's programs carry restrictions on who can be assisted. This means that very low-income and low-income households receive the highest priority for most housing assistance programs. Seniors, persons with disabilities, large families, and immigrant populations also have particularly high priority needs for which special programs and funding sources are targeted.

On the other hand, the City uses a variety of planning and regulatory tools to promote housing for all economic levels and household types. While some of these tools are designed specifically to encourage affordable housing, others are intended to promote the development of housing for moderate and above-moderate income households, too. The City's zoning update process is intended to craft regulations which encourage the construction of new housing near transit and along the major commercial corridors. The policies outlined below contain a mix of financial and regulatory tools.

## B. GOALS AND POLICIES

### Goal 1: Provide Adequate Sites Suitable for Housing for All Income Groups

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#### Policy 1.1 DOWNTOWN AND MAJOR CORRIDOR HOUSING PROGRAM

The City will target development and marketing resources in the downtown and along the City's major corridors that are easily accessible to transit, jobs, shopping and services.

##### *Action 1.1.1 Site Identification*

Conduct an inventory of vacant and underutilized land along the San Pablo, Telegraph, Foothill/Bancroft, International and MacArthur corridors, identify sites suitable for housing, including estimates of the number of housing units that those sites can accommodate, and make that information available to developers through a variety of media.

##### *Action 1.1.2 Assist Developers with Site Assembly*

Assist developers in assembling underutilized parcels within redevelopment project areas to create more viable sites for future housing development. For affordable housing developments, financing for site acquisition and predevelopment may be available (see actions 2.1.2 and 2.1.3). In some instances, the Agency will consider the use of its power of eminent domain to acquire individual parcels needed to complete the assembly of sites for downtown housing projects.

##### *Action 1.1.3 Expedited Review*

Continue to expedite the permit and entitlement process for housing developments with more than 50 units in the Downtown by assigning them to the Major Projects Unit for priority permit processing, management tracking of applications, and scheduling of public hearing for completed applications.

##### *Action 1.1.4 Sale of Agency-Owned Property for Downtown Housing*

The City's Redevelopment Agency will make Agency-owned sites available for redevelopment. The Agency will solicit Requests for Proposals (RFPs) from interested developers to construct housing on the Agency-owned sites. RFPs will be posted on the City's web site and distributed directly to developers, including nonprofit housing providers.

##### *Action 1.1.5 Homeless and Supportive Shelters*

To comply with the requirements of SB 2, the City will start a public rezoning process to identify the appropriate zoning district(s) where emergency shelters could be located without a Conditional Use Permit or other planning-related discretionary permit. This process will result in public hearings before the Planning Commission and City Council. The City will, within one year of the adoption of the Housing Element, adopt new regulations for siting emergency shelters.

This Housing Element does not dictate the zone where emergency shelters will be allowed; rather, it contains four options of potential zones where emergency shelters could be permitted without a conditional use permit. The following four options identify potential zones and characteristics of the zones where emergency shelters could be outright permitted.

### 1. CIX-1 or I-O

CIX-1 Commercial Industrial Mix: (278 parcels located in near the Port of Oakland in west Oakland)

I-O Industrial Office Zone (102 parcels located in east Oakland near the Hegenberger/ I-880 interchange.)

There is a sufficient capacity in either CIX-1 (278 parcels) or I-O (102 parcels) to accommodate the need for emergency shelters. These new zoning districts, adopted in 2008, conform to the City's General Plan and are located near transit. CIX-1 permits a wide variety of businesses and related commercial and industrial establishments. Similarly, I-O is intended to create and support areas of the City that are appropriate for a wide variety of businesses and related commercial and industrial establishments in a campus-style setting. Based on the mix of uses encouraged by these zones, it may be appropriate to operate an emergency shelter in such a mix of uses.

### 2. New Commercial Zoning Districts

The Strategic Planning Division is undergoing a Citywide Zoning update which will create zones that implement the General Plan. Potential new commercial zones, which have not yet been adopted, might be appropriate for emergency shelter: a regional commercial zone (comparable to C-36), or a zone where light industrial uses are permitted (comparable to existing C-60 zones, or C-45 zones, which currently conditionally permits emergency shelters).

C-36 Gateway Boulevard Service Commercial (67 parcels located near Hegenberger Road in east Oakland)

C-45 Community Shopping Commercial (151 parcels located near downtown and the 580 freeway, and small portions of the waterfront.)

C-60 City Service Commercial (81 parcels located near downtown and the I-580 freeway)

Based on the number of parcels in the existing zoning for regional commercial (67) or light industrial commercial (a total of 232), and assuming that the new zoning will be roughly equivalent in terms of area and location, there would be sufficient capacity to accommodate the need for emergency shelters.

### 3. Permit emergency shelters in a zone where they are conditionally permitted currently

All existing higher density residential zones (R-60 through R-90) conditionally permit emergency shelters, as do the majority of commercial zones (C-5, C-10, C-25, C-27, C-28, C-30, C-31, C-35, C-40, C-45, C-51, C-52, C-55, and HBX-1, 2, & 3). Through the zoning update process, we will identify a zone that is appropriate for emergency shelters. The criteria would include zones with a light industrial mix of uses, or located downtown or in regional commercial destinations. Additional criteria would be demonstrated capacity. The potential zone would have to have a minimum number of parcels with development potential.

### 4. Permit emergency shelters in M-40 Heavy Industrial Zone.

There are 121 parcels in this Heavy Industrial zone, located in areas along Oakland's waterfront, demonstrating sufficient capacity. The City's winter emergency shelter is operated in this zone.

As part of the public rezoning process to comply with SB 2, staff will spell out the criteria used for evaluating the appropriate zone or zones to be recommended for the new shelter regulations. This criteria could include: presence of environmental contamination; access to transit; adjacent uses; and/ or the compatibility with the surrounding neighborhood. In the future SB 2 rezoning, staff will also propose objective development standards for facilities which might be built as a result of the rezoning, including maximum number of beds, provision of onsite management, length of stay, and security. However, per state law, emergency shelters can only be subject to development and management standards that apply to residential or commercial uses within the same zoning district.

*Action 1.1.6 Streamline Environmental Review*

Advocate for new strategies to streamline the environmental review process under the California Environmental Quality Act (CEQA).

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**Policy 1.2 AVAILABILITY OF LAND**

Maintain an adequate supply of land to meet the regional housing share under the ABAG Regional Housing Needs Allocation.

*Action 1.2.1 Update the City's Zoning Planning Code and Zoning Map*

Update the Planning Code and Development Control Maps (Zoning Maps) to be consistent with the General Plan Land Use and Transportation Element adopted in 1998 to ensure that there is an adequate supply of residentially zoned land at sufficient densities to accommodate existing and future housing needs. Density increases will be directed toward the Growth and Change Areas as depicted on the General Plan Strategy Diagram (Figure 3, Land Use and Transportation Element).

*Action 1.2.2 Interim Development Guidelines*

Until completion of the zoning update, continue to implement the "Guidelines for Determining Project Conformity with the General Plan and Zoning Regulations" which provide the rules and procedures for determining allowable uses and densities ("best fit" zones) when the current zoning is inconsistent with the General Plan. Often these determinations result in buildings with higher density than current zoning permits.

*Action 1.2.3 Land Inventory (Opportunity Sites)*

Develop a list of vacant and underutilized sites potentially suitable for higher density housing, particularly affordable housing, and distribute that list to developers and nonprofit housing providers upon request. The availability of the site inventory will be posted on the City's web site after the City Council adopts the Housing Element.

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**Policy 1.3 APPROPRIATE LOCATIONS AND DENSITIES FOR HOUSING**

Consistent with the General Plan Land Use and Transportation Element adopted in 1998, review and revise the residential development regulations with the intent of encouraging and sustaining a diverse mix of housing types and densities throughout the City for all income levels.

*Action 1.3.1 Residential Densities*

As specified in the General Plan, update the Planning Code to increase residential densities along major transit corridors, around selected BART stations, in the Central Business District, and in the Jack London waterfront district and encourage the production of housing for all income levels.

*Action 1.3.2 Mixed-Use Development*

Consistent with the General Plan Urban Residential land use classification, update the Planning Code and Development Control Map to rezone designated commercial areas along San Pablo Avenue, Telegraph Avenue, MacArthur Boulevard, Foothill Boulevard and International Boulevard to higher density residential uses or to urban residential mixed use zoning districts to allow mixed use developments that include a combination of retail, office, and residential uses in the same project or on the same site. See Action 7.5.1.

*Action 1.3.3 High Density Residential Development Standards*

As part of the Planning Code update, development standards which incorporate design standards will be reviewed to ensure high quality design of multi-family and high density residential development. Conditional Use Permit (CUP) thresholds for multi-family housing will be reviewed. In many zones the existing thresholds for major and minor CUP requirements are set too low. Where appropriate, and as recommended in earlier chapters of the Housing Element, CUP requirements will be modified to raise the thresholds for minor and major CUPs. Open space and parking standards for multi-family development will also be reviewed and modified where appropriate.

*Action 1.3.4 Transit Oriented Development*

City will evaluate the existing S-15 Transit Oriented Development zone, and determine if its development standards for areas near transit stations or major transit nodes are achieving their stated intent of allowing higher density housing with commercial development in close proximity to the West Oakland and Fruitvale BART stations. The City will undertake a Specific Plan for the area around the Lake Merritt BART station, and will study the possibility of higher density housing in this area. (repeated in Action 7.3.4).

*Action 1.3.5 Promote new housing opportunities in the Estuary Area.*

With the start (in 2009) of the planning process for a Central Estuary Specific Plan, and the possibility of resolution of the legal challenges to the Oak to Ninth project, new housing might be built in the timeframe of the Housing Element where former industrial uses predominate.

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**Policy 1.4 SECONDARY UNITS**

Support the construction of secondary units in single-family zones and recognize these units as a source of affordable housing.

*Action 1.4.1 Secondary Unit -Parking Solutions*

Explore parking solutions (tandem parking, compact parking spaces, etc.) for secondary units to enable more secondary units as part of the Planning Code update.

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**Policy 1.5 MANUFACTURED HOUSING**

Provide for the inclusion of mobile homes and manufactured housing in appropriate locations.

*Action 1.5.1 Mobile Homes and Factory-Built Housing*

Continue to implement City adopted regulations that allow mobile homes and manufactured housing in single-family residential districts.

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**Policy 1.6 ADAPTIVE REUSE**

Encourage the re-use of industrial and commercial buildings for joint living quarters and working spaces.

*Action 1.6.1 Live/Work Conversions*

Allow the conversion of existing industrial and commercial buildings to joint work/live units in specific commercial and industrial locations while considering the impacts on nearby viable businesses.

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**Policy 1.7 REGIONAL HOUSING NEEDS**

The City of Oakland will strive to meet its fair share of housing needed in the region.

*Action 1.7.1 Accommodate at Least 14,629 New Housing Units*

Designate sufficient sites, use its regulatory powers, and provide financial assistance to accommodate at least 14,629 dwelling units between January 2007 and June 2014. This sum represents the City's share of the region's housing needs as estimated by ABAG. The City will encourage the construction of at least 7,140 units for very low-, low-, and moderate-income households.

**Goal 2: Promote the Development of Adequate Housing for Low- and Moderate-Income Households**

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**Policy 2.1 AFFORDABLE HOUSING DEVELOPMENT PROGRAMS**

Provide financing for the development of affordable housing for low- and moderate-income households. The City's financing programs will promote a mix of housing types, including homeownership, multifamily rental housing, and housing for seniors and persons with special needs.

*Action 2.1.1 New Construction and Substantial Rehabilitation Housing Development Program*

Issue annual Notice of Funding Availability (NOFA) reports for the competitive allocation of affordable housing funds. Points will be assigned for addressing City priorities to ensure that funds are used to further policy objectives.

*Action 2.1.2 Housing Predevelopment Loan and Grant Program*

Provide loans to nonprofit housing organizations for predevelopment expenses such as preparation of applications for outside funding.

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**Policy 2.2 AFFORDABLE HOMEOWNERSHIP OPPORTUNITIES**

Develop and promote programs and mechanisms to expand opportunities for lower-income households to become homeowners.

*Action 2.2.1 First Time Homebuyer Programs*

Continue to operate the Mortgage Assistance Program and Public Safety Officers and Teachers Down Payment Assistance Program to provide financial assistance for first-time homebuyers.

*Action 2.2.2 Section 8 Homeownership*

Work with the Oakland Housing Authority to develop an effective program to utilize Section 8 assistance for homeownership. The City will determine if this new federal program is feasible given the market cost of housing in Oakland and the low incomes of program participants.

*Action 2.2.3 Scattered-Site Single Family Acquisition and Rehabilitation Program (Neighborhood Stabilization Program)*

The City of Oakland proposes to address vacant or abandoned housing due to foreclosures by using HUD's Neighborhood Stabilization Program funding to address blight caused by abandoned foreclosed homes. Once funds have been secured, they will be used to purchase and rehabilitate single family homes for re-sale or rental.

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**Policy 2.3 DENSITY BONUS PROGRAM**

Continue to refine and implement programs to permit projects to exceed the maximum allowable density set by zoning, if they include units set aside for occupancy by very low-, low-, and moderate-income households and/or seniors.

*Action 2.3.1 Density Bonus Ordinance*

Continue to implement the City's density bonus. Currently, the City permits density bonuses of 25 percent for projects that provide at least:

- 20 percent of their units for low income households, or
- 10 percent of their units for very low income households, or
- 50 percent of their units for seniors, or
- 50 percent of their units for persons of moderate income and 10 percent of their units for persons of low incomes, or
- at least 20 percent of the total units of a residential condominium housing development for moderate income households.

The City may conditionally permit density bonuses between 25 and 100 percent for projects that provide additional affordable units.

Oakland has levels of affordability for the density bonus, as defined in Section 17.107.020 of the Planning Code, which are different from state law; the City's practice is nevertheless to follow state law. The City plans to adopt amendments to the Planning Code to codify its practice and the state law requirements (Government Code Section 65915) within a year of the adoption of this Housing Element.

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**Policy 2.4 SUPPORT MAYOR AND CITY COUNCIL'S DISCUSSION OF  
ADOPTING A COMPREHENSIVE HOUSING POLICY**

The City will continue to consider a comprehensive housing policy that addresses concerns from all constituents. Policy elements will include those discussed in the February 2008 Housing Policy Proposals submitted by the Mayor and members of the City Council. Those include the following:

*Action 2.4.1 Inclusionary Zoning*

Work to achieve agreement between the private development community and Oakland citizens to include affordable units in redevelopment areas and other large market-rate housing developments. Areas of negotiation might include determining inclusionary requirement and phase-in timelines, amount of in-lieu fees, types of income targeting, framework for affordable rents and pricing, and a system of monitoring and enforcement.

*Action 2.4.2 Revision of Condominium Conversion*

Consider modifications to the Condominium Conversion Ordinance with possible goals that include the promotion of ownership and protection of existing rental housing stock.

*Action 2.4.3 Revision of other existing Housing Programs*

Consider modifications to the following programs: Modify Rent Adjustment Program (see Policy Goal 5.3), Expand the Homebuyer and Homeowner Rehabilitation Programs (see Policy Goals 2.2 and 4.1), and Expand Resources for Affordable Housing and Homelessness (Policy Goals 2.1 and 2.10).

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**Policy 2.5 PERMANENTLY AFFORDABLE HOMEOWNERSHIP**

Develop mechanisms for ensuring that assisted homeownership developments remain permanently affordable to lower-income households to promote a mix of incomes.

*Action 2.5.1 Community Land Trust Program*

Consider a program for a citywide community land trust to acquire and own land for development of owner-occupied housing for lower-income families. Ownership of the land by a community-based land trust will ensure that the housing remains permanently affordable.

*Action 2.5.2 Resale Controls*

Continue to utilize in financing agreements for City-assisted development projects to ensure that units remain permanently affordable through covenants running with the land.

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**Policy 2.6 SENIORS AND OTHER PERSONS WITH SPECIAL NEEDS**

Assist and promote the development of housing with appropriate supportive services for seniors and other persons with special needs.

*Action 2.6.1 Housing Development Program*

Provide financial assistance to developers of housing for seniors and persons with special needs to supplement funding available through HUD's Section 202 and Section 811 programs.

*Action 2.6.2 Housing for Persons with AIDS/HIV*

Provide housing and associated supportive services for persons with AIDS/HIV through a combination of development of new housing, project-based assistance in existing affordable

housing developments; and tenant-based assistance to allow households to find their own housing in the private market. Enhance outcomes via housing first model under the Alameda County EveryOne Home Plan.

*Action 2.6.3 Accessible Units in New Federally-Assisted Housing*

All housing assisted with Federal funds (such as HOME and CDBG) must comply with HUD's accessibility requirements, which require that five percent of all units be made accessible for persons with mobility limitations, and an additional two percent be made accessible for persons with sensory limitations (sight, hearing). The City will ensure that these requirements are met in all projects that receive Federal funds from the City as part of project review and funding approval.

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**Policy 2.7 LARGE FAMILIES**

Encourage the development of affordable rental and ownership housing units that can accommodate large families.

*Action 2.7.1 Housing Development Program*

Provide points in competitive funding allocations for projects that include a higher proportion of units with three or more bedrooms. The City will award points in the ranking process for projects with an average number of bedrooms exceeding the minimum specified in the program guidelines.

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**Policy 2.8 EXPAND LOCAL FUNDING SOURCES**

Increase local funding to support affordable housing development and develop new sources of funding.

*Action 2.8.1 Consider Increase Redevelopment Housing Set-Aside*

In 2001, the Redevelopment Agency increased the amount it contributes to the Low and Moderate Income Housing Fund to 25% of tax increment revenues, an increase from the statutorily-mandated 20%. As noted above, the City's Blue Ribbon Commission on Housing and the Mayor have proposed further increasing this contribution. Also, starting in 2012, a number of the redevelopment project areas in Oakland will be reaching their time limits on the effectiveness of their redevelopment plans; in order to extend these time limits by another 10 years, as permitted under Health and Safety Code Section 33333.10, the Redevelopment Agency will be required to increase its contribution to the Low and Moderate Income Housing Fund to 30%, and to limit the amount of Low and Moderate Income Housing Funds that are used to subsidize moderate income housing.

*Action 2.8.2 Jobs/Housing Impact Fee*

Continue to implement existing Jobs/Housing Impact Fee by collecting fees from new office and warehouse/distribution facilities.

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**Policy 2.9 RENTAL ASSISTANCE**

Increase the availability of rental assistance for very low-income households.

*Action 2.9.1: Expansion of Section 8 Vouchers*

Work with the Oakland Housing Authority to obtain additional funding from the federal government for more Section 8 rental assistance for very low-income renters through documentation of need for additional housing vouchers and contacting decision-makers at HUD if appropriate.

**Policy 2.10 PATH STRATEGY FOR THE HOMELESS**

Implement the City's Permanent Access to Housing (PATH) Strategy to end and prevent homelessness and to increase housing opportunities to the homeless through acquisition, rehabilitation and construction of over 7,000 housing, master leasing and short-term financial assistance.

*Action 2.10.1 Provide outreach programs to those who are homeless or in danger of becoming homeless*

The City will continue to provide the Homeless Mobile Outreach Program (HMOP), which provides outreach services to people living in homeless encampments. In addition to providing food and survival supplies, and counseling and case management, the HMOP strives to encourage those living in these encampments to access available programs for housing and other necessary assistance to aid in attaining more stable living situations. The City will also continue to encourage outreach as part of the services of providers who are funded through City's Permanent Access to Housing (PATH) Strategy to end homelessness.

*Action 2.10.2 Support programs that help prevent renters and homeowners from becoming homeless*

The City will support organizations that operate programs that prevent homelessness by providing emergency loans or grants for first and last month's rent for renters, and that provide counseling, legal assistance, advocacy and other prevention services for those dealing with default and delinquency housing issues. Prevention services and programs will be funded under the City's newly adopted PATH Strategy to End Homelessness.

*Action 2.10.3 Provide shelter programs to the homeless and special needs populations*

The City will continue to fund programs that are in line with the City's PATH Strategy to End Homelessness. These agencies will provide housing and/or housing services that result in an outcome of obtaining and maintenance of stable permanent housing for the homeless and near homeless population of Oakland. PATH is inclusive of the special needs populations such as those with HIV/AIDS, mental illness, and victims of domestic violence.

*Action 2.10.4 Provide transitional housing programs to those who are ready to transition to independent living*

The City will continue to fund and support as part of the PATH Strategy, transitional housing programs with services to homeless families and homeless youth. By providing housing with services for up to 24 months, the program's tenants are prepared for more stable and permanent housing. Services provided assist the tenants with issues that prevent them from obtaining or returning to self-sufficiency.

*Action 2.10.5 Support development of permanent housing affordable to extremely low income households*

The City will continue to seek ways to provide housing affordable to extremely low income households, including those moving from transitional housing, by supporting funding from the state and federal levels, including project-based Section 8 rental assistance. The City will also take actions to address barriers to the development of such housing. The City will continue to participate in the Alameda County-wide efforts that have evolved from a County-Wide Continuum of Care Council to the Alameda County EveryOne Home Plan, a road map for ending homelessness.

*Action 2.10.6 Coordinate actions and policies that affect the extremely low income population of Alameda County*

The City will continue to participate in the Alameda County-wide efforts that have evolved from a County-wide Continuum of Care Council to the Alameda County EveryOne Home Plan. The EveryOne Home Plan is a coordinated regional response seeking to streamline use of the county's resources and build capacity to attract funding from federal, state and philanthropic sources.

*Action 2.10.7 Advocate for policies beneficial to the extremely low income and homeless populations of Oakland*

The City continues to advocate for an expansion of Federal funding for the Section 8 program. The City is an active partner in the implementation of a county-wide housing and services plan (EveryOne Home Plan) for extremely low income and homeless persons

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**Policy 2.11 PROMOTE AN EQUITABLE DISTRIBUTION OF AFFORDABLE HOUSING THROUGHOUT THE COMMUNITY**

The City will undertake a number of efforts to distribute assisted housing widely throughout the community and avoid the over-concentration of assisted housing in any particular neighborhood, in order to provide a more equitable distribution of households by income and by race and ethnicity.

*Action 2.11.1 Provide incentives for location of City-assisted developments in areas of low concentration of poverty*

In its annual competitions for the award of housing development funds, the City and Redevelopment Agency will give preference to projects in areas with low concentrations of poverty.

*Action 2.11.2 Reduce concentrations of poverty in large public housing developments*

The City will continue to work with the Oakland Housing Authority to use HOPE VI financing to redevelop the most troubled of its large public housing developments. Dependent on funding, existing developments will be demolished and replaced with new developments that contain a mix of income levels and housing types, including public housing for extremely low and very low income households, assisted rental units for very low and low income households; and homeownership for low and moderate income households. Potential developments include completion of Lion Creek Crossing (formerly Coliseum Gardens) and Tassafaronga.

*Action 2.11.3 Continue to use Section 8 vouchers to assist very low income families obtain housing in a wider range of neighborhoods*

The Oakland Housing Authority will continue its outreach efforts to encourage broader participation by property owners in the Section 8 tenant-based voucher program. Vouchers provide very low income families with the opportunity to rent housing in areas that normally would not be affordable to them.

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**Policy 2.12 AFFORDABLE HOUSING PREFERENCE FOR OAKLAND RESIDENTS AND WORKERS**

Implement the policy enacted by the City Council in 2008 granting a preference to Oakland residents and Oakland workers to buy or rent affordable housing units assisted by City of

Oakland and/or Oakland Redevelopment Agency funds provided through its annual Notice of Funding Availability process.

*Action 2.12.1 Oakland Resident and Worker Housing Preference Policy Resolution*

Households with at least one member who qualifies as a City of Oakland resident or worker will get first preference. All other households will get second preference. There is no minimum length or residency or employment in Oakland to qualify for the resident or worker preference. The owner, developer, or leasing agent of each housing development will be required to verify residency and/or employment by collecting a Certification of Eligibility with the required documentation. The preference policy will be applied only if and to the extent that other funding sources for the housing project permit such a policy.

### **Goal 3: Remove Constraints to the Availability and Affordability of Housing for All Income Groups**

#### **Governmental Constraints**

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#### **Policy 3.1 EXPEDITE AND SIMPLIFY PERMIT PROCESSES**

Continue to implement permit processes that facilitate the provision of housing and annually review and revise permit approval processes.

*Action 3.1.1: Allow Multifamily Housing*

Continue to allow multifamily housing by right (no conditional use permit required) in specified residential zones and by conditional use permit in specified commercial zones.

*Action 3.1.2: Special Needs Housing*

Continue to allow special needs housing and shelter by conditional use permit in specified residential and commercial zones. The City intends to process amendments to the Planning Code to comply with the provisions of SB 2 within a year of adoption of the Housing Element.

*Action 3.1.3: Discretionary Permits*

Continue to implement discretionary permit processes (design review, conditional use permits, etc.) in a manner that includes explicit approval criteria and approval procedures that facilitate the development of multifamily and special needs housing in appropriate areas of the City. The City is intends to process amendments to the Planning Code to comply with the provisions of SB 2 (specifically the provision to review transitional or other supportive housing in the same manner as multi-family housing), within a year of adoption of the Housing Element.

*Action 3.1.4: "One-Stop" Permit Process*

Continue the "one-stop" permit process that provides coordinated, comprehensive, and accurate review of residential development applications. Ensure coordination between different City departments, provide for parallel review of different permits associated with projects, and provide project coordinator services to expedite project review when needed.

*Action 3.1.5: Assign Priority to Affordable Housing*

Continue to assign priority to the review of affordable housing projects through an expedited review process and other techniques.

*Action 3.1.6: Expedite Environmental Review*

Reduce the time and cost of environmental review by using CEQA exemptions, the City's Standard Conditions of Approval, and focused and tiered Environmental Impact Reports, as appropriate. .

*Action 3.1.7: Secondary Units*

Continue to encourage the construction of new secondary units and the legalization of existing non-conforming secondary units to bring those units into compliance with current zoning and building standards.

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**Policy 3.2 FLEXIBLE ZONING STANDARDS**

Allow flexibility in the application of zoning, building, and other regulations.

*Action 3.2.1 Alternative Building Code Standards*

Continue the use of alternative accommodations and equivalent facilitation of the California Building Codes to address the special housing needs of persons with disabilities and to facilitate the rehabilitation of older dwelling units. (See Actions 4.1.1 and 4.1.2 for housing rehabilitation actions and Action 6.2.1 for reasonable accommodations for persons with disabilities).

*Action 3.2.2 Planned Unit Development Zoning*

Maintain the provisions in the Planning Code for planned unit developments on sites where the strict application of zoning standards could make development less feasible. Consider reducing the minimum lot area requirement for residential planned unit developments (PUD).

*Action 3.2.3 Flexible Parking Standards.*

Study and consider implementing reductions in the parking standards in the proposed Planning Code revision.

*Action 3.2.4 Flexible Open Space Standards*

To increase the residential density and to reduce per-unit development costs, study and consider reducing the amount of open space required in high density Downtown projects in the Planning Code revision.

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**Policy 3.3 DEVELOPMENT FEES AND SITE IMPROVEMENT REQUIREMENTS**

Reduce the cost of development through reasonable fees and improvement standards.

*Action 3.3.1: Project Review Process and Development Agreements*

Continue to require only those on- and off-site improvements necessary to meet the needs of projects and to mitigate significant on- and off-site environmental impacts.

*Action 3.3.2: Development Fees*

Consider impact fees to mitigate actual impacts on City infrastructure and services, while balancing the need to minimize costs for new housing development.

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**Policy 3.4 INTERGOVERNMENTAL COORDINATION**

Promote intergovernmental coordination in review and approval of residential development proposals when more than one governmental agency has jurisdiction.

*Action 3.4.1: Multiple Agency Reviews*

Continue to coordinate multiple agency reviews of residential development proposals when more than one level of government is required for project review.

**Non-Governmental Constraints**

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**Policy 3.5 FINANCING COSTS**

Reduce financing costs for affordable housing development.

*Action 3.5.1: Access to Low-Cost Financing for Development*

Continue to assist affordable housing developers in obtaining financing for their projects. (See actions under Goal 2.)

*Action 3.5.2: Access to Low-Cost Financing for Home Purchase*

Continue to implement homebuyer assistance programs for low- and moderate-income households. (See Actions 2.2.1 through 2.2.3.)

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**Policy 3.6 ENVIRONMENTAL CONSTRAINTS**

Explore programs and funding sources to assist with the remediation of soil contamination on sites that maybe redeveloped for housing.

*Action 3.6.1 Remediation of Soil Contamination*

Explore possible funding sources and other ways to assist prospective housing developers in addressing soil contamination on potential housing sites. If appropriate funding can be identified, develop and implement a remediation assistance program.

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**Policy 3.7 COMMUNITY OUTREACH AND EDUCATION**

Increase public acceptance and understanding of affordable development and issues through community outreach.

*Action 3.7.1 Community Outreach Program*

Continue to periodically meet with housing advocacy groups and neighborhood organizations to educate the public on affordable housing and reduce community opposition to affordable housing developments.

**Goal 4: Conserve and Improve Older Housing and Neighborhoods**

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**Policy 4.1 HOUSING REHABILITATION LOAN PROGRAMS**

Provide a variety of loan programs to assist with the rehabilitation of owner-occupied and rental housing for very low and low-income households.

*Action 4.1.1 Rehabilitation Loan Programs for Owner-Occupied Housing*

Provide loans for correction of code violations, repair to major building systems in danger of failure, abatement of lead-based paint hazards, minor home repairs for seniors, and emergency repairs, using the following programs:

- HMIP Deferred Loan Program
- Alameda County Minor Home Repair Grant Program
- Emergency Home Repair Program
- Lead Hazard Control and Paint Program
- Seismic Safety Incentive Program
- Neighborhood Housing Rehabilitation Program
- Access Improvement Program
- Central City East Homeownership Program
- Neighborhood Stabilization Program

*Action 4.1.2 Rehabilitation Loans for Owner-Occupied Buildings with 2 to 4 Units*

Use the City's HMIP Loan Program for owner-occupied buildings of 1-4 units. In structures with 2 to 4 units, the rental units may also be rehabilitated using funds from this program.

*Action 4.1.3 Vacant Housing Acquisition and Rehabilitation Program (V-HARP – West Oakland Only)*

Modify the existing V-HARP program to fund with West Oakland Low/Mod Housing Funds for use on properties in West Oakland. The program provides loans for the acquisition and rehabilitation of vacant buildings of 1 to 20 units or the construction of 1 to 20 units of new housing on vacant, blighted properties. Rehabilitated units will be made available for ownership or rental housing for lower-income households.

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**Policy 4.2 BLIGHT ABATEMENT**

To improve housing and neighborhood conditions, the City should abate blighting conditions through a combination of code enforcement, financial assistance, and public investment.

*Action 4.2.1 Anti-Blight Programs*

Implement a variety of programs to reduce blighting conditions that can lead to disinvestment and deterioration of the housing stock. These include enforcement of blight regulations, graffiti abatement, boarding up of vacant buildings, and a Clean Oakland Program.

*Action 4.2.2 Housing Code Enforcement*

Enforce housing codes to ensure decent, safe, and sanitary housing conditions. Orders to abate will be followed up with additional actions. The City may correct deficiencies itself and then place a lien against the property for the cost of the repairs.

*Action 4.2.3 Problem Properties Program*

City Staff will resolve public nuisance housing through joint enforcement actions of Code Enforcement, Police, Fire, and Alameda County Department of Environmental Health. Enforcement actions will include financial penalties and incentives.

*Action 4.2.4 Vacant Building Registration Program*

Pending approval of Oakland City Council, program will address foreclosure actions by requiring owners and others who control vacant residential and non-residential buildings to register properties that have been vacant for more than 45 days. Requiring early identification of vacant buildings will incentivize owners to maintain their properties and will allow Code Enforcement to pro-actively monitor neighborhoods before the accumulated effects of trespassers, blight, pollutants, and vectors impact these areas. A situational database will also assist Police and Fire when responding to emergency calls for service. Enforcement actions will include financial penalties and incentives.

*Action 4.2.5 Tax Default Foreclosure Sales Program*

City staff is working with the Alameda County Tax Collector, to auction properties that are both tax defaulted and that have extensive Code Enforcement liens. The program takes advantage of the City's first right of refusal to purchase such properties. This program allows for City to leverage its investment of Code Enforcement dollars by targeting third party purchases to small local developers of vacant problem properties. The goal of this program is to quickly rehabilitate housing stock for resale to affordable housing qualified applicants.

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**Policy 4.3 HOUSING PRESERVATION AND REHABILITATION**

Support the preservation and rehabilitation of existing housing stock with an emphasis on housing occupied by senior citizens, people with disabilities, and low-income populations. Encourage the relocation of structurally sound housing units scheduled for demolition to compatible neighborhoods when appropriate land can be found. Assist senior citizen and people with disabilities with housing rehabilitation so that they may remain in their homes. Continue to implement the two-year Mills Act program.

*Action 4.3.1 Property Relocation Assistance*

Notify the public of the opportunity to purchase and relocate a home, prior to the sale of any homes acquired for any public improvement project.

*Action 4.3.2 Housing Repairs for Seniors and People with Disabilities*

Support programs in select Redevelopment program areas and possibly city-wide operated by local nonprofit organization to assist low-income seniors and people with disabilities to remain independent by rehabilitating their homes. After 7/1/09 city-wide services are contingent upon award of funding.

*Action 4.3.3 Senior Counseling Programs (Home Equity Conversion)*

Support programs operated by local nonprofit organizations to assist seniors to remain in their homes through home equity conversion loans and home sharing programs. After 7/1/09 services are contingent upon award of funding.

*Action 4.3.4 Access Improvement Program*

Provide grants to owners of rental and owner-occupied housing to make accessibility modifications to accommodate persons with disabilities.

*Action 4.3.5 Acquisition and Rehabilitation of Foreclosed Properties (Neighborhood Stabilization Program)*

The City of Oakland proposes to acquire and rehabilitate abandoned housing due to foreclosures by using HUD's Neighborhood Stabilization Program funding to address blight caused by abandoned foreclosed homes. Once funds have been secured, they will be used to purchase and rehabilitate housing for re-sale or rental.

*Action 4.3.6 Continuing Implementation of Mills Act contracts*

In 2009, the City will continue to market and publicize the program in the second year of its two-year pilot; the City will offer 20 Mills Act contracts to stimulate the restoration of historic properties.

## **Goal 5: Preserve Affordable Rental Housing**

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### **Policy 5.1 PRESERVATION OF AT-RISK HOUSING**

Seek to preserve the affordability of subsidized rental housing for lower-income households that may be at-risk of converting to market rate housing.

*Action 5.1.1 Monitoring and Preservation*

Monitor the status of federally assisted projects to identify those at-risk of converting to market rate housing. Monitoring will include analysis of HUD data, a survey of building owners and managers to determine the likelihood that a building will convert, and consultation with the California Housing Partnership Corporation. Under California State Law, owners must provide tenants and the City with 12 months advance notice of an intent to terminate use restrictions on assisted housing.

*Action 5.1.2 Contact with Owners of At-Risk Buildings*

Contact owners to advise them of new notification requirements under State law, to offer to assist them in pursuing higher Section 8 rents from HUD, and to encourage them to work with the City to facilitate preservation purchases of their properties by interested parties.

*Action 5.1.3 Financial Assistance for Preservation Projects*

Award preference points under the City's Housing Development Program for funding for projects that preserve existing rental housing that is at risk of loss to the affordable housing supply. Support applications for Federal, State and private funding for preservation.

*Action 5.1.4 Project Based Section 8 Assistance*

Collaborate with the Oakland Housing Authority to secure project-based Section 8 assistance to preserve at-risk housing both to enhance affordability and to provide additional income that can leverage private capital for repairs and improvements.

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### **Policy 5.2 SUPPORT FOR ASSISTED PROJECTS WITH CAPITAL NEEDS**

Work with owners of assisted projects that have substantial needs for capital improvements to maintain the use of the properties as decent affordable housing.

*Action 5.2.1 Advocacy for State and Federal Financing*

Actively work to identify and secure State and Federal funding to provide for capital needs of older assisted projects. The City will notify property owners of available state and federal funding options and provide technical assistance in applying for such funds.

*Action 5.2.2 Funding for Capital Needs--Preservation and Rehabilitation Programs for Rental Housing (not owner-occupied, buildings)*

Provide loans through a competitive funding process for the rehabilitation of affordable rental housing for those buildings with existing City regulatory agreements. The goal of this program is to correct code deficiencies and ensure affordability for low-income households. The City will develop this for acquisition, rehabilitation, and preservation of rental housing.

The rental housing eligible for this program will have City regulatory restrictions from funding sources such as CDBG, HOME, and Redevelopment Agency Low/Moderate Income Housing Funds.

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**Policy 5.3 RENT ADJUSTMENT PROGRAM**

Continue to administer programs to protect existing tenants from unreasonable rent increases.

*Action 5.3.1 Rent Adjustment Ordinance*

Continue to implement the Rent Adjustment program (Chapter 8.22 of the Oakland Municipal Code) that limits rent increases on units covered by the Ordinance based on a formula tied to increases in the Consumer Price Index.

*Action 5.3.2 Just Cause for Eviction Ordinance*

Continue to implement the Just Cause for Eviction program (Chapter 8.22 of the Oakland Municipal Code) that limits evictions of residential tenants to specified causes and provides remedies.

*Action 5.3.3 Ellis Act Protections Ordinance*

Continue to implement the adopted tenant protections (Chapter 8.22 of the Oakland Municipal Code) when landlords remove residential rental units from the rental housing market pursuant to the Ellis Act (Cal. Gov't Code, §7060, et seq.).

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**Policy 5.4 PRESERVATION OF SINGLE ROOM OCCUPANCY HOTELS**

Seek mechanisms for protecting and improving the existing stock of residential hotels, which provide housing of last resort for extremely low-income households.

*Action 5.4.1 Project Based Section 8 Assistance*

Collaborate with the Oakland Housing Authority to secure project-based Section 8 assistance for residential hotels (in addition to other housing types—see Policy 5.1.4) both to enhance affordability and to provide additional income that can leverage private capital for repairs and improvements.

*Action 5.4.2 Residential Hotel Conversion/Demolition Protections*

Continue to require, through the Planning Code, a Conditional Use Permit to convert a residential hotel facility to non-residential use (other than to a commercial hotel) or to demolish a residential hotel.

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**Policy 5.5 LIMITATIONS ON CONVERSION OF RESIDENTIAL PROPERTY TO NON-RESIDENTIAL USE**

Continue to use regulatory controls to limit the loss of housing units due to their conversion to non-residential use.

*Action 5.5.1 Residential Property Conversion Ordinance*

Continue to require a Conditional Use Permit prior to converting a residential use to a non-residential use in a non-residential zone. The City will review existing conditional use permit requirements to determine if revisions to the process are needed to reduce the potential for conversion of residential uses.

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**Policy 5.6      LIMITATIONS ON CONVERSION OF RENTAL HOUSING TO  
                         CONDOMINIUMS**

Continue to use regulatory controls to limit the loss of rental housing units due to their conversion to condominiums.

*Action 5.6.1      Condominium Conversion Ordinance*

Continue to implement Planning code provisions in the existing ordinance that restrict conversions. As noted in Action 2.4.2, the City might consider revisions to provide more opportunities for affordable home ownership, especially to allow existing tenants to purchase their rental units. Such changes to the Condominium Conversion Ordinance need to be balanced against the need for the preservation to rental housing. Changes to this ordinance may be made only if adopted by the City Council following appropriate public notice.

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**Policy 5.7      PRESERVE AND IMPROVE EXISTING OAKLAND HOUSING  
                         AUTHORITY-OWNED HOUSING**

*Action 5.7.1      Redevelopment of Large Public Housing Developments*

The City will continue to work with the Oakland Housing Authority to use HOPE VI or similar financing to redevelop its large public housing developments. Dependent on funding, existing developments will be demolished and replaced one for one at equivalent affordability levels with new developments that contain a mix of income levels and housing types, including public housing for extremely low and very low income households, assisted rental units for very low and low income households; and homeownership for low and moderate income households. Potential developments include completion of Lion Creek Crossing (formerly Coliseum Gardens) and Tassafaronga.

*Action 5.7.2:      Disposition and Rehabilitation of Scattered Site Public Housing*

As approved by HUD, the Oakland Housing Authority plans to transfer approximately 1,615 scattered site housing units to new ownership with the intent of renovating those units. OHA will commit and maintain the affordability of the scattered sites units to yield no less than an equal number of units approved for disposition (i.e. one-for-one replacement at equivalent affordability levels). The OHA will seek to obtain Section 8 tenant protection vouchers for all families occupying the scattered site units, and will not proceed with disposition until an adequate number of vouchers have been awarded. To the extent possible, OHA will seek to provide Project-Based Section 8 assistance to the renovated units. The units approved for disposition and any replacement units will be restricted to and affordable to families with incomes at or below 60% of area median income (AMI) for a period of no less than 55 years. As units become vacant, vacancies will be filled using the Authority's waitlist, or an equivalent site-based waitlist. Additionally, the rental income and sales proceeds will be used to repair, manage, maintain and provide services to the scattered site units, or to public housing units, and/or develop or acquire replacement units on larger sites.

**Goal 6:      Promote Equal Housing Opportunity**

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**Policy 6.1      FAIR HOUSING ACTIONS**

Actively support efforts to provide education and counseling regarding housing discrimination, to investigate discrimination complaints, and to pursue enforcement when necessary.

*Action 6.1.1 Funding for Fair Housing Organizations*

Provide funding for organizations that provide outreach, counseling, education, and investigation of fair housing and anti-discrimination laws. Specific areas of focus will include race, ethnicity, family status, and disability. Fair housing organizations respond to inquiries from those who believe they may have been victims of discrimination, disseminate information through the mail and the media.

*Action 6.1.2 Housing Search Assistance for People with Disabilities*

Provide funding to organizations that assist persons with disabilities to locate accessible and affordable housing. After 7/1/09 services are contingent upon award of funding.

*Action 6.1.3 Affirmative Fair Marketing*

Require all recipients of funds for housing development to market their projects in accordance with written fair marketing guidelines, including measures to reach households otherwise unlikely to apply for housing due to its location or character.

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**Policy 6.2 REASONABLE ACCOMMODATIONS**

Provide reasonable accommodations to persons with disabilities in access to public facilities, programs, and services

*Action 6.2.1 Incorporate Reasonable Accommodations into City Programs and Policies*

The City's Office of ADA Compliance will continue to ensure that requirements for accessibility are met throughout the City's programs.

*Action 6.2.2 Develop and Publicize Administrative Procedures*

City will develop written guidelines, clarifying and publicizing the existing administrative procedures for granting reasonable accommodation for all planning permits; to be followed by an ordinance amending the Planning Code, codifying these procedures, no later than one year after adoption of the Housing Element.

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**Policy 6.3 PROMOTE REGIONAL EFFORTS TO EXPAND HOUSING CHOICE**

Encourage future regional housing allocations by ABAG to avoid over-concentration of low-income housing in communities with high percentages of such housing

*Action 6.3.1: Regional Housing Needs Allocation*

Actively participate in future Regional Housing Needs Allocation processes to promote an allocation plan that seeks to reduce concentrations of low-income people and low-income housing, and to provide a broader range of housing choices throughout the region.

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**Policy 6.4 FAIR LENDING**

Work to promote fair lending practices throughout the City to ensure that low-income and minority residents have fair access to capital resources needed to acquire and maintain housing.

*Action 6.4.1 Community Credit Needs Assessment*

Conduct bi-annual assessments of community credit needs, including credit needs for housing. To conduct the assessment, the City will review reports from the federal government and nonprofit consumer organizations on lending patterns in Oakland and the availability of residential credit.

*Action 6.4.2 Community Reinvestment Activities Linked to Banking*

Actively support efforts to ensure that banks meet and exceed their responsibilities for community reinvestment. Limit a bank's eligibility to participate in City-assisted lending programs to institutions that provide reasonable levels (fair share) of investment within Oakland, including home mortgages and financing for housing development.

*Action 6.4.3 Predatory Lending Controls*

Discourage the practice of predatory lending which falls most heavily on low-income seniors and minorities, by financially supporting nonprofit organizations that investigate such practices, referring complaints to the appropriate legal authority, and providing consumer information on how to avoid predatory lending.

## **Goal 7: Promote Sustainable Development and Sustainable Communities**

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### **Policy 7.1 SUSTAINABLE RESIDENTIAL DEVELOPMENT PROGRAMS**

Develop and promote programs to foster the incorporation of sustainable design principles, energy efficiency and smart growth principles into residential developments. Offer education and technical assistance regarding sustainable development to project applicants.

*Action 7.1.1 Promote Green Building Design for Private Development*

Continue to foster the design and building of durable, low-maintenance dwellings and make optimum use of existing infrastructure through an expanded physical and internet-based Green Building Resource Center.

*Action 7.1.2 Remove Barriers to Green Building Design for Private Development*

Review zoning and building code, and other policy documents, for barriers to green building design; remove barriers through legislative process.

*Action 7.1.3 Consider Requiring Green Building Design for Private Development*

Consider adopting an Ordinance that requires all private development to demonstrate compliance with an approved green building standard (e.g. LEED, Green Point Rated).

*Action 7.1.4 Require Green Building Design requirements for City-funded Development*

At all City-funded housing developments, continue to require achievement of green building standards, and to meet the threshold of at least 50 points in Build it Green's GreenPoint Rated program.

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### **Policy 7.2 MINIMIZE ENERGY CONSUMPTION**

Encourage the incorporation of energy conservation design features in existing and future residential development beyond minimum standards required by State building code.

*Action 7.2.1 Energy and Climate Action Plan*

Consider opportunities and develop a prioritized comprehensive plan to minimize consumption of energy through conservation and efficiency and to increase use of energy from renewable energy technologies.

*Action 7.2.2 Alternative Energy Production*

Continue to review plans for residential construction, taking into account building orientation, street layout, lot design, landscaping, and street tree configuration, with the intent of maximizing solar access and cooling opportunities. Provide information and tools such as a solar energy generation calculator to assist the public in capitalizing on opportunities to generate renewable energy.

*Action 7.2.3 Technical Assistance*

Continue to educate people about the advantages of energy conservation and provide technical assistance to help new construction or remodeling projects achieve superior levels of energy efficiency.

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**Policy 7.3 ENCOURAGE DEVELOPMENT THAT REDUCES CARBON EMISSIONS**

Continue to direct development toward existing communities and encourage infill development at densities that are higher than—but compatible with—the surrounding communities. Encourage development in close proximity to transit, and with a mix of land uses in the same zoning district, or on the same site, so as to reduce the number and frequency of trips made by automobile.

*Action 7.3.1 Infill Planning Code Requirements*

As part of the Planning Code update process, review property development standards for small infill lots, and in those areas where there is a mix of residential and commercial land uses, to assist with appropriate residential development on challenging sites.

*Action 7.3.2 Transit Proximity*

As part of the Planning Code revisions, craft new zoning districts which implement the Land Use and Transportation Element of the General Plan's policy of increasing residential density in close proximity to transit.

*Action 7.3.3 Mixed Use Development Incentives*

Provide development incentives for construction projects that mix land uses, build compactly, and ensure safe and inviting pedestrian corridors. These incentives will be specified in the updated Planning Code. Allowing uses in close proximity to one another encourages walking and bicycling, instead of automotive trips. See Actions 1.3.2 and 3.2.3.

*Action 7.3.4 Transit-Oriented Development*

Evaluate the existing S-15 Transit Oriented Development zone, and consider if its development standards for areas near transit stations or major transit nodes are allowing for higher density housing with commercial development in close proximity to the BART stations in West Oakland, Fruitvale and on MacArthur Blvd. The City has begun a Specific Plan for the area around the Lake Merritt BART station, and will study the possibility of higher density housing (repeated from Action 1.3.4).

*Action 7.3.5 Implement SB 375 provisions when adopted*

Implement the provisions of State and regional agency rule-making, following their adoption.

**Policy 7.4 MINIMIZE ENVIRONMENTAL IMPACTS FROM NEW HOUSING**

Work with developers to encourage construction of new housing that, where feasible, reduces the footprint of the building and landscaping, preserves green spaces, and supports ecological systems.

*Action 7.4.1 Compact Building Design*

Work with developers to encourage, where feasible, buildings to grow vertically rather than horizontally and to incorporate structured parking rather than surface parking.

*Action 7.4.2 Water Consumption*

Encourage, where feasible, best practices in the installation of water-efficient technologies, greywater systems and the use of water collected on-site. In affordable housing developments, this will reduce utility bills, freeing up more resources to pay rent or a mortgage.

*Action 7.4.3 Waste Reduction*

Encourage, where feasible, multifamily developments to comply with the City's Zero Waste Plan.

*Action 7.4.4 Foster Healthy Indoor Air Quality*

Encourage, where feasible, the use of low-VOC materials to improve indoor air quality (e.g., paints, adhesives).

*Action 7.4.5 Recycled content of Building Materials*

Encourage, where feasible, the use of building materials with high recycled content.

*Action 7.4.6 Re-Use of Building Materials*

Encourage, where feasible, the re-use of building materials to reduce construction waste. Also encourage the reuse and rehabilitation of the City's historic building stock, using the General Plan's goal D6.2 as a guide.

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**Policy 7.5 Promote Household Health and Wellness by Conducting Health Impact Assessments**

Encourage linkage of land use planning with public health planning as a way to improve the health of Oakland's residents, reduce personal and government health costs and liabilities, and create more disposable income for housing.

*Action 7.5.1 Health Impact Assessments and Specific Planning Processes*

The City will conduct community driven Specific Plans for the Central Estuary area and the Lake Merritt area that will use health impact assessments to identify opportunity sites and constraints. The process for employing health impact assessments will be fine-tuned through these Specific Planning processes for possible use in other city policy decisions and development proposals.

*Action 7.5.2 Health Impact Assessments and the City's Standard Conditions of Approval*

The City will explore the possibility of incorporating standard health impact assessment indicators (similar to San Francisco's Healthy Development Measurement Tool) into the City's Planning Code approval criteria for conditional use permits and design review for larger developments.

*Action 7.5.3 Health Impact Assessments and the Zoning Update*

Through the citywide zoning update, the City will explore the theory of neighborhood completeness. Neighborhood nodes should be identified, as well as the resident composition and accessible services. Zoning decisions should be based on social justice and equity considerations. Spatial data should be used to support the location of permitted activities i.e., resident's access to food systems, and walkability and bike access in neighborhoods.

## **Goal 8: Increase Public Access to Information through Technology**

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### **Policy 8.1 ELECTRONIC DOCUMENT MANAGEMENT SYSTEM**

As part of a comprehensive update to the City's Permit Tracking System, the City should increase public access to information on City policies, programs, regulations, permit processes, and the status of specific parcels through electronic means.

*Action 8.1.1 Document Access*

The City expects to make public the Electronic Document Management (EDMS)/ Permit and Code Enforcement Tracking System (PCETS), available for viewing through the City's web site, in 2009. This system will provide the public with electronic access to documents and information related to development permits and activities including a large collection of planning documents conveniently organized and searchable via address, parcel, or permit number providing public access to records related to development for each property in the City of Oakland.

*Action 8.1.2 Permit Processes and Code Enforcement*

Subject to available funding, the EDMS/PCETS system will support web-based collaboration with internal and external agencies for quick resolution of permit projects, code enforcement issues, and plan reviews. The system will provide smart links (automatic look-ups) with agencies from which the City needs information to process permits, place liens on properties, and conduct other actions. The system will expedite permit processing and code enforcement actions.

*Action 8.1.3 E-Government Services*

Through the EDMS/PCETS system, Oakland will seek to provide citizens with easy access to land development services and documents through various communication channels, including the City's web site, fax, e-mail, integrated voice response system (IVRS), telephone, and in-person at satellite offices.

*Action 8.1.4 Customer Relationship Management*

Through the EDMS/PCETS system, service requests and complaints submitted will be immediately routed to the responsible City division and/or individual. Work orders will be issued and resolution monitored. Requests will be mapped to the City's GIS for quick reference. A common view of each customer will be available to all staff with access to the EDMS/PCETS. Targeted and random citizen surveys will be conducted to obtain feedback, to be administered via the City's web site, fax, IVRS, call center, and in-person.

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### **Policy 8.2 ON-LINE ACCESS TO INFORMATION**

Expand the availability of information regarding meetings, hearings, programs, policies and housing-related issues through development and improvement of its web site.

*Action 8.2.1 Public Notices and Documents*

Notices of meetings, agendas, minutes and staff reports for bodies such as the Planning Commission and various task forces and working groups will continue to be posted on the City's web site.

*Action 8.2.2 Housing and Community Development Web Site*

Maintain a web site for the Housing and Community Development Division to provide comprehensive information on housing loan and grant programs, assisted housing development, rent adjustment, housing and services for the homeless, City policies and plans, and housing-related data and links to other resources.

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**Policy 8.3 GEOGRAPHIC INFORMATION SYSTEM**

Update the City's Geographic Information System (GIS) to provide more accurate and user-friendly access to information about parcels and neighborhoods.

*Action 8.3.1 Update GIS Parcel Layer*

Update the Parcel Layer of its GIS to provide accurate boundaries and data for each land parcel in the City, including data from the County Assessor's database as well as data from other sources.

*Action 8.3.2 Web-Based GIS*

Enhance the web-based GIS system, allowing developers and the public to access detailed information about parcels and neighborhood characteristics.

## **C. IMPLEMENTATION PROGRAM**

State law requires the Housing Element to include an implementation schedule that specifies responsible agencies, potential funding sources, timeframes, and anticipated results (quantified objectives).

Table 7-1 below provides an implementation schedule for each of the actions listed above under Goals and Policies. Agencies with the notation "CEDA" are divisions within the City's Community and Economic Development Agency. The three-part numbers (for example, 1.1.1) in Table 7-1 correspond to the numbered actions described above.

Following the implementation schedule, Chapter 8 contains a summary table of quantified objectives (Table 8-1) that contains projections and goals for new housing construction, rehabilitation, and conservation. Quantified objectives are contained in a separate table to provide a more concise summary, and to avoid double-counting because specific accomplishments may be the result of several actions working together.

### **Marketing and Outreach for the City's Assisted Housing Programs**

Goals 2, 4, 5, and 6 address the City's housing assistance programs (development, rehabilitation, rental assistance, etc.) for lower income households. The action statements associated with these goals provide summary descriptions. More information on these programs is included in Appendix D. To promote its housing assistance programs and make program participants aware of funding availability, the City has:

**CITY OF OAKLAND**  
**HOUSING ELEMENT 2007-2014**

- created a web site for its Housing and Community Development Division that includes extensive information on all of its loan and grant programs, including electronic copies of its annual Notice of Funding Availability (NOFA) for development of affordable housing;
- distributed housing program and NOFA information to organizations receiving City funding in prior years and to others upon request;
- worked with nonprofit and for-profit housing and service providers to promote the City's housing assistance programs to their clients; and
- provided information to local media to advertise the availability of programs.

In almost every instance, the demand for Oakland's housing assistance programs far outstrips the available resources, so the City's promotional efforts appear to be effective in informing potential program participants of the availability of funding.

**Table 7-1  
Implementation Program**

Actions <sup>1</sup>	Agency	Approximate Timeframe	Funding	
<b>Goal 1: Provide Adequate Sites Suitable for Housing for All Income Groups</b>				
<b>Policy 1.1: Downtown and Major Corridors Housing Program</b>				
1.1.1	Site Identification	Planning & Zoning (CEDA), Redevelopment (CEDA)	Keep updated inventory on the City's website	Redevelopment Funds
1.1.2	Assistance with Site Assembly	Redevelopment (CEDA)	Ongoing, 2007 – 2014	Redevelopment Low/Mod Housing Fund
1.1.3	Expedited Review in the Downtown	Planning & Zoning (CEDA)	Ongoing, 2007 – 2014	Permit Fees
1.1.4	Sale of Agency-Owned Property	Redevelopment (CEDA)	Ongoing, 2007 – 2014	Redevelopment Funds
1.1.5	Homeless and Supportive Shelters	Planning & Zoning (CEDA)	Adopt amendment to the Planning Code, within one year of Housing Element adoption, which identifies the appropriate zoning district(s) where emergency shelters could be built without a Conditional Use Permit.	Permit Fees
1.1.6	Streamline Environmental Review	Planning & Zoning (CEDA)	2007 – 2009	Permit Fees
<b>Policy 1.2: Availability of Land</b>				
1.2.1	Update the Planning Code and Map	Planning & Zoning (CEDA)	December 2009	Permit Fees
1.2.2	Interim Development Guidelines	Planning & Zoning (CEDA)	Effective until the citywide zoning update is complete.	Permit Fees
1.2.3	Land Inventory (Opportunity Sites)	Planning & Zoning (CEDA), Redevelopment (CEDA)	Post to City's website within 90 days of adoption and final certification (by Cal HCD) of Housing Element (see also Table C-9).	Permit Fees

**Table 7-1  
Implementation Program**

Actions <sup>1</sup>		Agency	Approximate Timeframe	Funding
<b>Policy 1.3: Appropriate Locations and Densities for Housing</b>				
1.3.1	Increase Residential Densities	Planning & Zoning (CEDA), Redevelopment (CEDA)	December 2009	Permit Fees
1.3.2	Mixed Use Development	Planning & Zoning (CEDA)	December 2009	Permit Fees
1.3.3	High Density Residential Development Standards	Planning & Zoning (CEDA)	December 2009	Permit Fees
1.3.4	Transit Oriented Development	Planning & Zoning (CEDA)	June 2010	Permit Fees
1.3.5	New Live/Work Housing	Planning & Zoning (CEDA)	December 2009	Permit Fees
<b>Policy 1.4: Secondary Units</b>				
1.4.1	Secondary Unit Review Process	Planning & Zoning (CEDA)	July 2011	Permit Fees
<b>Policy 1.5: Manufactured Housing</b>				
1.5.1	Mobile Homes and Factory Built Housing	Planning & Zoning (CEDA)	Ongoing, 2007 – 2014	Permit Fees
<b>Policy 1.6: Adaptive Reuse</b>				
1.6.1	Live/Work Conversions	Planning & Zoning (CEDA)	December 2009	Permit Fees
<b>Policy 1.7: Regional Housing Needs</b>				
1.7.1	Accommodate 14,629 New Housing Units	Planning & Zoning (CEDA)	Initial implementation as part of 1998 General Plan update; final implementation to be completed as part of Planning Code update in December 2009	General Plan Surcharge Fee; Permit Fees

**Table 7-1  
Implementation Program**

Actions <sup>1</sup>		Agency	Approximate Timeframe	Funding
<b>Goal 2: Promote the Development of Adequate Housing for Low- and Moderate-Income Households</b>				
<b>Policy 2.1: Affordable Housing Development Programs</b>				
2.1.1	New Construction and Substantial Rehab Housing Development Program	Housing & Community Development – Housing Development Services (CEDA)	Ongoing, 2007 - 2014	HOME, HUD, CALHFA, Redevelopment Low/Mod Housing Fund, County, misc. State/Federal housing programs, AHP private funds
2.1.2	Housing Predevelopment Loan and Grant Program	Housing & Community Development – Housing Development Services (CEDA)	Ongoing, 2007 - 2014	Redevelopment Low/Mod Housing Fund, Housing Bond Funds
<b>Policy 2.2: Affordable Homeownership Opportunities</b>				
2.2.1	First Time Homebuyer Programs	Housing & Community Development – Homeownership Programs (CEDA)	Ongoing, 2007 - 2014	Redevelopment Low/Mod Housing Fund, Mortgage Credit Certificates, State Housing Funds (CALHFA, HCD), Private Lenders
2.2.2	Section 8 Homeownership	Housing Authority	Ongoing, 2007 – 2014	Section 8 Program
2.2.3	Scattered-Site Single Family Acquisition and Rehabilitation Program (Neighborhood Stabilization Program)	Housing & Community Development – Residential Lending Services (CEDA)	Adopted December 2008	HUD Neighborhood Stabilization Program

**Table 7-1  
Implementation Program**

Actions <sup>1</sup>		Agency	Approximate Timeframe	Funding
<b>Policy 2.3: Density Bonus Program</b>				
2.3.1	Density Bonus Ordinance	Planning & Zoning (CEDA)	Ongoing, –within one year of adoption of the Housing Element, adopt planning code amendments to update the density bonus.	Permit Fees
<b>Policy 2.4: Comprehensive Housing Policy</b>				
2.4.1	Inclusionary Zoning	Housing & Community Development (CEDA)	Ongoing, 2007 – 2014	
2.4.2	Revision of Condominium Conversion Ordinance	Housing & Community Development (CEDA)	Ongoing, 2007 – 2014	
2.4.3	Revision of Other Existing Housing Programs	Housing & Community Development (CEDA)	Ongoing, 2007 – 2014	
<b>Policy 2.5: Permanently Affordable Homeownership</b>				
2.5.1	Community Land Trust Program	Housing & Community Development (CEDA)	Consider new program development	
2.5.2	Resale Controls	Housing & Community Development (CEDA)	Ongoing, 2007 - 2014	HOME, HUD, CALHFA, Redevelopment Low/Mod Housing Fund, County, misc. State/Federal housing programs, AHP private funds

**Table 7-1  
Implementation Program**

Actions <sup>1</sup>	Agency	Approximate Timeframe	Funding			
<b>Policy 2.6: Seniors and Other Special Needs</b>						
2.6.1	Housing Development Program	Housing & Community Development – Housing Development Services (CEDA)	Ongoing, 2007 – 2014			
HOME, CalHFA, State Supportive Housing Funds, HOME, Redevelopment Low/Mod Housing Fund, HUD, Tax Credits, AHP	2.6.2	Housing For Persons With AIDS/HIV	Housing & Community Development (CEDA) Community Housing Services (DHS)			
Ongoing, 2007 – 2014	HOME, Supportive Housing Program, Private Funds, HOPWA, Redevelopment Housing Set-Aside Fund, State and Federal Tax Credits, State Housing Funds (CalHome Help Programs)	2.6.3	Accessible Units in New Federally-Assisted Housing			
Housing & Community Development – Residential Lending Services (CEDA)	Ongoing, 2007 – 2014	HOME	<b>Policy 2.7: Large Families</b>			
2.7.1	Housing Development Program	Housing & Community Development – Housing Development Services (CEDA)	Ongoing, 2007 – 2014	HOME, HUD, CALHFA, Redevelopment Low/Mod Housing Fund, County, misc. State/Federal housing programs, AHP private funds		

**Table 7-1  
Implementation Program**

Actions <sup>1</sup>		Agency	Approximate Timeframe	Funding
<b>Policy 2.8: Expand Local Funding Sources</b>				
2.8.1	Consider Increase in Redevelopment Housing Set-Aside	Redevelopment (CEDA), Housing & Community Development (CEDA)	Ongoing, 2007 – 2014	Redevelopment Low/Mod Housing Funds
2.8.2	Jobs/Housing Impact Fee	Housing & Community Development (CEDA), Planning Services (CEDA)	Ongoing, 2007 - 2014	Permit Fees
<b>Policy 2.9: Rental Assistance</b>				
2.9.1	Expansion of Section 8 Vouchers	Housing Authority	Ongoing, 2007 - 2014	Housing Authority Administrative Funds, Section 8 Program
<b>Policy 2.10: PATH Strategy for the Homeless</b>				
2.10.1	Homeless Outreach Programs	Community Housing Services (DHS)	Ongoing, 2007 – 2014	General Fund, HCD/ESG, HUD/CDBG
2.10.2	Support Programs to Help Renters and Homeowners From Becoming Homeless	Housing & Community Development (CEDA) Community Housing Services (DHS)	Ongoing, 2007 – 2014	General Fund, HCD/ESG, HUD/CDBG, Redevelopment Agency
2.10.3	Shelter Programs	Community Housing Services (DHS)	Ongoing, 2007 – 2014	General Fund, HCD/ESG, HUD/CDBG
2.10.4	Transitional Housing Programs	Community Housing Services (DHS)	Ongoing, 2007 – 2014	General Fund, HUD/CDBG, HUD Supportive Housing, Alameda County Funds

**Table 7-1  
Implementation Program**

<b>Actions<sup>1</sup></b>		<b>Agency</b>	<b>Approximate Timeframe</b>	<b>Funding</b>
2.10.5	Development of Permanent Housing for Extremely Low Income	Housing & Community Development (CEDA)	Ongoing, 2007 – 2014	Redevelopment Agency Low and Moderate Income Housing Fund, HUD/HOME, Section 8
2.10.6	Coordinate Actions and Policies for the Extremely Low Income	Housing & Community Development (CEDA) Community Housing Services (DHS)	Ongoing, 2007 – 2014	General Fund, HUD/ESG, HUD/CDBG, HUD/Supportive Housing
2.10.7	Advocate Policies for the Extremely Low Income and the Homeless	Housing & Community Development (CEDA) Community Housing Services (DHS)	Ongoing, 2007 – 2014	General Fund, HUD/ESG, HUD/CDBG, HUD/Supportive Housing
<b>Policy 2.11: Promote and Equity Distribution of Affordable Housing Throughout the Community</b>				
2.11.1	Provide Incentives for Location of City-Assisted Developments in Areas of Low Concentration of Poverty	Housing & Community Development – Housing Development Services (CEDA)	Ongoing, 2007 – 2014	HOME, HUD, CALHFA, Redevelopment Low/Mod Housing Fund, County, misc. State/Federal housing programs, AHP private funds
2.11.2	Reduce Concentrations of Poverty in Large Public Housing Developments	Oakland Housing Authority Housing & Community Development (CEDA)	Ongoing, 2007 – 2014	HUD/HOPE VI, Redevelopment Agency Low and Moderate Income Housing Fund, HUD/HOME

**Table 7-1  
Implementation Program**

Actions <sup>1</sup>		Agency	Approximate Timeframe	Funding
2.11.3	Continue to Use Section 8 Vouchers to Assist Very Low Income Families Obtain Housing In a Wider Range of Neighborhoods	Oakland Housing Authority	Ongoing, 2007 – 2014–	Section 8 Program
<b>Policy 2.12: Affordable Housing Preference for Oakland Residents and Workers</b>				
2.12.1	Oakland Resident and Worker Housing Preference Policy Resolution	Housing & Community Development (CEDA)	Write new policy for adoption during Housing Element planning period 2007-2014.	
<b>Goal 3: Remove Constraints to the Availability and Affordability of Housing for All Income Groups</b>				
<b>Policy 3.1: Expedite and Simplify Permit Processes</b>				
3.1.1	Allow Multifamily Housing	Planning & Zoning (CEDA)	Ongoing, 2007-2014	Permit Fees
3.1.2	Special Needs Housing	Planning & Zoning (CEDA)	Amend Planning Code within one year of Housing Element adoption and certification by Cal HCD.	Permit Fees
3.1.3	Discretionary Permits	Planning & Zoning (CEDA)	Amend the Planning Code within one year of Housing Element adoption and certification by Cal HCD.	Permit Fees
3.1.4	“One-Stop” Permit Process	Planning & Zoning (CEDA)	Ongoing, 2007-2014	Permit Fees
3.1.5	Assign Priority to Affordable Housing	Planning & Zoning (CEDA)	Ongoing, 2007-2014	Permit Fees
3.1.6	Expedite Environmental Review	Planning & Zoning (CEDA)	Ongoing, 2007-2014 (see also Action 1.1.5)	Permit Fees
3.1.7	Secondary Units	Planning & Zoning (CEDA)	See Action 1.4.1	Permit Fees

**Table 7-1  
Implementation Program**

Actions <sup>1</sup>		Agency	Approximate Timeframe	Funding
<b>Policy 3.2: Flexible Zoning Standards</b>				
3.2.1	Alternative Building Code Standards	Planning & Zoning (CEDA)	Ongoing, ~2007-2014	Permit Fees
3.2.2	Planned Unit Development Zoning	Planning & Zoning (CEDA)	Ongoing, 2007-2014	Permit Fees
3.2.3	Flexible Parking Standards	Planning & Zoning (CEDA)	2010	Permit Fees
3.2.4	Flexible Open Space Standards	Planning & Zoning (CEDA)	2010	Permit Fees
<b>Policy 3.3: Development Fees and Site Improvement Requirements</b>				
3.3.1	Project Review Process and Development Agreements	Planning & Zoning (CEDA)	Ongoing, 2007-2014	Permit Fees
3.3.2	Development Fees	Planning & Zoning (CEDA)	Ongoing, 2007-2014	Permit Fees
<b>Policy 3.4: Intergovernmental Coordination</b>				
3.4.1	Multiple Agency Reviews	Planning & Zoning (CEDA)	Ongoing, 2007-2014	Permit Fees
<b>Policy 3.5: Financing Costs</b>				
3.5.1	Access to Low-Cost Financing for Development	Housing & Community Development (CEDA)	See Housing Programs Under Goal 2	See Housing Programs Under Goal 2
3.5.2	Access to Low-Cost Financing For Home Purchase	Housing & Community Development (CEDA)	See Programs 2.2.1 and 2.2.3	See Programs 2.2.1 and 2.2.3
<b>Policy 3.6: Environmental Constraints</b>				
3.6.1	Remediation of Soil Contamination	Housing & Community Development (CEDA)	Investigate potential funding sources	

**Table 7-1  
Implementation Program**

Actions <sup>1</sup>	Agency	Approximate Timeframe	Funding	
<b>Policy 3.7: Community Outreach and Education</b>				
3.7.1	Community Outreach Program	Planning & Zoning (CEDA), Housing & Community Development (CEDA)	Ongoing, 2007 – 2014	Permit Fees
<b>Goal 4: Conserve and Improve Older Housing and Neighborhoods</b>				
<b>Policy 4.1: Housing Rehabilitation Loan Programs</b>				
4.1.1	Rehabilitation Loan Programs for Owner-Occupied Housing	Housing & Community Development – Residential Lending Services (CEDA)	Ongoing, 2007 – 2014	CDBG, HOME, Redevelopment Housing Set-Aside Fund, State Housing Funds (CalHome and HELP Programs)
4.1.2	Rehabilitation Loans for Owner- Occupied Buildings With 2 To 4 Units	Housing & Community Development – Residential Lending Services (CEDA)	Ongoing, 2007 – 2014	CDBG, HOME, Redevelopment Housing Set-Aside Fund, State Housing Funds (CalHome and HELP Programs)
4.1.3	Vacant Housing Acquisition and Rehabilitation Program (West Oakland Only)	Housing & Community Development (CEDA)	Ongoing, 2007 – 2014	Redevelopment Low/Mod Housing Fund
<b>Policy 4.2: Blight Abatement</b>				
4.2.1	Anti-Blight Programs	Building Services (CEDA)	Ongoing, 2007 – 2014	Permit Fees; fees/fines charged to property owners, state/federal grants

**Table 7-1  
Implementation Program**

<b>Actions<sup>1</sup></b>		<b>Agency</b>	<b>Approximate Timeframe</b>	<b>Funding</b>
4.2.2	Housing Code Enforcement	Building Services (CEDA)	Ongoing, 2007 – 2014	Permit Fees; Property Liens, Fines
4.2.3	Problem Properties Program	Building Services (CEDA)	Ongoing, 2007 – 2014	Permit Fees
4.2.4	Vacant Building Registration Program	Building Services (CEDA)	Ongoing, 2007 – 2014	Permit Fees
4.2.5	Tax Default Foreclosure Sale Program	Building Services (CEDA)	Ongoing, 2007 – 2014	Permit Fees
<b>Policy 4.3: Housing Preservation</b>				
4.3.1	Housing Relocation	Redevelopment – Real Estate Unit (CEDA)	Ongoing, 2007 – 2014	Varies, depending on funds used for the specific project.
4.3.2	Housing Repairs for Seniors and People with Disabilities	Housing & Community Development – Residential Lending Services, CDBG, Programs & Redevelopment – Project Areas: BMSP, CCE, WO (CEDA)	Ongoing, 2007 – 2014	Redevelopment Non-housing Funds and Low/Mod Funds (West Oakland Special Housing Program only), CDBG funding after 7/1/09 for city-wide services are contingent upon award of funding.
4.3.3	Senior Counseling Programs	Housing & Community Development – CDBG Programs (CEDA)	2007 – 2009; Continued funding contingent upon successful application for the award of funds.	CDBG funding after 7/1/09 for city-wide services are contingent upon award of funding.

**Table 7-1  
Implementation Program**

<b>Actions<sup>1</sup></b>		<b>Agency</b>	<b>Approximate Timeframe</b>	<b>Funding</b>
4.3.4	Access Improvement Program	Housing & Community Development – Residential Lending Services	Ongoing, 2007 – 2014	CDBG
4.3.5	Acquisition and Rehabilitation of Foreclosed Homes	Housing & Community Development – Residential Lending Services & CDBG Programs (CEDA)	Ongoing, 2007 – 2014	HUD Neighborhood Stabilization Program
4.3.6	Continuing Implementation of Mills Act Contracts	Housing & Community Development – CDBG Programs (CEDA)	Ongoing, 2007 – 2014	CDBG
<b>Goal 5: Preserve Affordable Rental Housing</b>				
<b>Policy 5.1: Preservation of At-Risk Housing</b>				
5.1.1	Monitoring and Preservation	Housing & Community Development (CEDA)	Annual, 2007-2014 City will identify projects at highest-risk each year (that could convert within the next 24 months)	Redevelopment Low/Mod Housing Fund, HOME
5.1.2	Contact With Owners of At-Risk Buildings	Housing & Community Development (CEDA)		Redevelopment Low/Mod Housing Fund, HOME
5.1.3	Financial Assistance for Preservation Projects	Housing & Community Development (CEDA)	Ongoing, 2007 – 2014	Federal Preservation Programs (HUD), State Programs, HOME, Redevelopment Housing Set-Aside Funds, Tax Credits
5.1.4	Project Based Section 8 Assistance	Housing & Community Development (CEDA)	Ongoing, 2007 – 2014	Section 8 Program

**Table 7-1  
Implementation Program**

Actions <sup>1</sup>		Agency	Approximate Timeframe	Funding
<b>Policy 5.2: Support for Assisted Projects with Capital Needs</b>				
5.2.1	Advocacy for State and Federal Financing	Housing & Community Development (CEDA)	Ongoing, 2007-2014	General Fund, HOME, Redevelopment Low/Mod Housing Fund
5.2.2	Funding for Capital Needs	Housing & Community Development (CEDA)	Ongoing, 2007-2014	HOME, CDBG, Redevelopment Agency, State housing programs, Tax credits/equity, Private lenders and Foundations  See Action 5.1.3 for additional funding options
<b>Policy 5.3: Rent Adjustment Program</b>				
5.3.1	Rent Adjustment Ordinance	Rent Adjustment Board (CEDA)	Ongoing, 2007-2014	Registration Fees
5.3.2	Just Cause for Eviction Ordinance	Rent Adjustment Board (CEDA)	Ongoing, 2007-2014	Registration Fees
5.3.3	Ellis Act Protections Ordinance	Rent Adjustment Board (CEDA)	Ongoing, 2007-2014	Registration Fees
<b>Policy 5.4: Preservation of Single Room Occupancy Hotels</b>				
5.4.1	Project Based Section 8 Assistance	Housing Authority	Seek annual funding	Section 8 Program
5.4.2	Residential Hotel Conversion/Demolition Protections	Housing & Community Development (CEDA)	Ongoing, 2007-2014	General Fund, Permit Fees, Redevelopment Low/Mod Housing Fund

**Table 7-1  
Implementation Program**

Actions <sup>1</sup>		Agency	Approximate Timeframe	Funding
<b>Policy 5.5: Limitations on Conversion of Residential Property to Non-Residential Use</b>				
5.5.1	Residential Property Conversion Ordinance	Planning & Zoning (CEDA)	Ongoing, 2007-2014	Permit Fees
<b>Policy 5.6: Limitations on Conversion of Rental Property to Condominiums</b>				
5.6.1	Condominium Conversion Ordinance	Planning & Zoning (CEDA)	Ongoing, 2007-2014	Permit Fees
<b>Policy 5.7: Preserve and Improve Existing Oakland Housing Authority-Owned Housing</b>				
5.7.1	Redevelopment of Large Public Housing Developments	Oakland Housing Authority Housing & Community Development (CEDA)	Ongoing, 2007-2014	HUD/HOPE VI, Redevelopment Agency Low and Moderate Income Housing Fund, HUD/HOME
5.7.2	Disposition and Rehabilitation of Scattered Site Public Housing	Oakland Housing Authority Housing & Community Development (CEDA)	Ongoing, 2007-2014	HUD/HOPE VI, Redevelopment Agency Low and Moderate Income Housing Fund, HUD/HOME
<b>Goal 6: Promote Equal Housing Opportunity</b>				
<b>Policy 6.1: Fair Housing Actions</b>				
6.1.1	Funding for Fair Housing Organizations	Housing & Community Development – CDBG Programs (CEDA)	Ongoing, 2007-2014	CDBG
6.1.2	Housing Search Assistance for People with Disabilities	Housing & Community Development – CDBG Programs (CEDA)	Ongoing, 2007-2014	CDBG

**Table 7-1  
Implementation Program**

<b>Actions<sup>1</sup></b>		<b>Agency</b>	<b>Approximate Timeframe</b>	<b>Funding</b>
6.1.3	Affirmative Fair Marketing	Housing & Community Development (CEDA)	Ongoing, 2007-2014	CDBG, HOME
<b>Policy 6.2: Reasonable Accommodations</b>				
6.2.1	Incorporate Reasonable Accommodations	City Manager, Office of ADA Compliance	Ongoing, 2007-2014	General Fund, CDBG
6.2.2	Develop and publicize written guidelines, to be followed by an ordinance, for granting reasonable accommodation for all planning permits	Zoning Administrator	Within one year of Housing Element adoption and certification by Cal HCD.	Permit Fees
<b>Policy 6.3: Promote Regional Efforts to Expand Housing Choice</b>				
6.3.1	Regional Housing Needs Allocation	Planning & Zoning (CEDA), Housing & Community Development (CEDA)	Ongoing, 2007-2014	Permit Fees
<b>Policy 6.4: Fair Lending</b>				
6.4.1	Community Credit Needs Assessment	Housing & Community Development – Homeownership Programs (CEDA), Financial Services Agency, Treasury Division	Ongoing, 2007-2014	Housing Bond Income

**Table 7-1  
Implementation Program**

<b>Actions<sup>1</sup></b>		<b>Agency</b>	<b>Approximate Timeframe</b>	<b>Funding</b>
6.4.2	Community Reinvestment Activities	Housing & Community Development – Homeownership Programs (CEDA), Financial Services Agency, Treasury Division	Ongoing, 2007-2014	Housing Bond Income
6.4.3	Predatory Lending Controls	Housing & Community Development – Homeownership Programs (CEDA), Financial Services Agency, Treasury Division	Ongoing, 2007-2014	Housing Bond Income
<b>Goal 7: Promote Sustainable Development and Sustainable Communities</b>				
<b>Policy 7.1: Sustainable Residential Development Programs</b>				
7.1.1	Promote Green Building Design for Private Development	Building Services (CEDA)	Ongoing, 2007-2014	Permit Fees
7.1.2	Remove Barriers to Green Building Design for Private Development	Building Services (CEDA)	Ongoing, 2007-2014	Permit Fees
7.1.3	Consider Requiring Green Building Design for Private Development	Building Services (CEDA)	2007-2009	Permit Fees
7.1.4	Require Green Building Design requirements for City-funded Development	Building Services (CEDA)	Ongoing, 2007-2014	Permit Fees

**Table 7-1  
Implementation Program**

Actions <sup>1</sup>		Agency	Approximate Timeframe	Funding
<b>Policy 7.2: Minimize Energy Consumption</b>				
7.2.1	Energy and Climate Action Plan	Environmental Services (PWA), with input from all agencies	2009	Bay Area Air Quality Management District Grant and Williams Settlement
7.2.2	Alternative Energy Production	Planning & Zoning (CEDA) Building Services (CEDA) Environmental Services (PWA),	Ongoing, 2007-2014	Permit Fees; Williams Settlement
7.2.3	Technical Assistance	Building Services (CEDA)	Ongoing, 2007-2014	Permit Fees
<b>Policy 7.3: Foster Low-Carbon Emissions and Development</b>				
7.3.1	Infill Planning Code Requirements	Planning & Zoning (CEDA)	Ongoing 2007-2014	Permit Fees
7.3.2	Transit Proximity	Planning & Zoning (CEDA)	Ongoing 2007-2014	Permit Fees
7.3.3	Mixed Use Development Incentives	Planning & Zoning (CEDA)	Ongoing 2007-2014	Permit Fees
7.3.4	Transit-Oriented Development	Planning & Zoning (CEDA)	Ongoing 2007-2014	Permit Fees
7.3.5	Implement SB 375 provisions when adopted	Planning & Zoning (CEDA)	Ongoing 2008-2014	Permit Fees
<b>Policy 7.4: Minimize Environmental Impacts from New Housing</b>				
7.4.1	Compact Building Design	Planning & Zoning (CEDA), Building Services (CEDA)	Ongoing, 2007-2014	Permit Fees
7.4.2	Water Conservation	Planning & Zoning (CEDA), Building Services (CEDA)	Ongoing 2007-2014	Permit Fees

**Table 7-1  
Implementation Program**

<b>Actions<sup>1</sup></b>		<b>Agency</b>	<b>Approximate Timeframe</b>	<b>Funding</b>
7.4.3	Waste Reduction	Planning & Zoning (CEDA), Building Services (CEDA)	Ongoing 2007-2014	Permit Fees
7.4.4	Foster Healthy Indoor Air Quality	Planning & Zoning (CEDA), Building Services (CEDA)	Ongoing 2007-2014	Permit Fees
7.4.5	Recycled content of Building Materials	Planning & Zoning (CEDA), Building Services (CEDA)	Ongoing 2007-2014	Permit Fees
7.4.6	Re-Use of Building Materials	Planning & Zoning (CEDA), Building Services (CEDA)	Ongoing, 2007-2014	Permit Fees
<b>Policy 7.5: Promote Household Health and Wellness by Conducting Health Impact Assessments</b>				
7.5.1	Health Impact Assessments and Specific Planning Processes	Planning & Zoning (CEDA)	Ongoing, 2009-2010	Permit Fees
7.5.2	Health Impact Assessments and the City's Standard Conditions of Approval	Planning & Zoning (CEDA)	Ongoing, 2009	Permit Fees
7.5.3	Health Impact Assessments and the Zoning Update	Planning & Zoning (CEDA)	Ongoing, 2009-2010	Permit Fees
<b>Goal 8: Increase Public Access to Information through Technology</b>				
<b>Policy 8.1: Implementation an Electronic Document Management System</b>				
8.1.1	Document Access	All CEDA divisions	By December 2012	Permit Fees, Service Charges
8.1.2	Permit Processes and Code Enforcement	All CEDA divisions	By December 2012	Permit Fees, Service Charges

**Table 7-1  
Implementation Program**

<b>Actions<sup>1</sup></b>		<b>Agency</b>	<b>Approximate Timeframe</b>	<b>Funding</b>
8.1.3	E-Government Services	All CEDA divisions	By December 2012	Permit Fees, Service Charges
8.1.4	Customer Relationship Management	All CEDA divisions	By December 2012	Permit Fees, Service Charges
<b>Policy 8.2: On-Line Access to Information</b>				
8.2.1	Public Notices and Documents	All CEDA divisions	Ongoing, 2007 – 2012	Permit Fees, Service Charges
8.2.2	Housing & Community Development Web Site	Housing and Community Development (CEDA)	Ongoing, 2007-2014 (current web site to undergo periodic updating and improvement)	Permit Fees
<b>Policy 8.3: Geographic Information System</b>				
8.3.1	Update GIS Parcel Layer	Planning & Zoning, Housing and Community Development (CEDA)	Ongoing through 2014	Permit Fees
8.3.2	Web-Based GIS	Planning & Zoning, Housing and Community Development (CEDA)	Ongoing through 2014	Permit Fees

<sup>1</sup>For a complete description of each action, see the Goals and Policies section that precedes Table 7-1.