

7. GOALS, POLICIES, AND ACTIONS

This chapter of the Housing Element describes the City's strategy for the period 2015-2023 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 planning initiatives:

- The City's General Plan Land Use and Transportation Element
- Focus on the City's Priority Development Areas
- Implementation of the Recently Adopted Specific Plans
- Promotion of Sustainable Development Policies and Practices
- Affordable Housing Strategy

General Plan Land Use and Transportation Element (LUTE)

Oakland's current General Plan *Land Use and Transportation Element (LUTE)* was adopted in 1998. The LUTE defines the long-range goals and intentions of the community regarding the nature and direction of future development within the City of Oakland. A major overall theme of the *LUTE* 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.

The land use and transportation strategies contained in the current *LUTE* are being implemented by the City on an ongoing basis as exemplified by the housing projects already approved and in the predevelopment process in Oakland. The City's overall residential land use strategy, as described in the *LUTE*, underlies the analysis of potential densities on sites suitable for housing development presented in Chapter 4 of the Housing Element, as well as many of the goals and actions described in this chapter. However, new policy direction is needed to guide the City of Oakland for the next 20 years.

The Planning Bureau has identified the need for a General Plan LUTE update to refresh the City's vision and policy guidance reflecting changing demographics and market forces. Many of the new policies in this Housing Element chapter will provide important guidance for the next LUTE update. As of 2014, the City is beginning discussions around identifying potential funding sources for the next LUTE update, as well as prioritizing this planning process as part of its strategic planning workload.

Priority Development Areas

In 2008, California Senate Bill 375, the Sustainable Communities and Climate Protection Act (SB 375), was adopted, which strengthened coordination between regional housing allocation and transportation planning. Under SB 375, the Metropolitan Transportation Commission (MTC) is required to incorporate a Sustainable Communities Strategy (SCS) into the Regional Transportation Plan (RTP). The SCS is intended to achieve greenhouse gas (GHG) emission reductions. To that end, regional housing allocation planning should be designed to achieve GHG emission reduction goals by developing efficient land-use strategies such as infill, mixed-use, and/or downtown revitalization strategies, promote and incentivize a variety of housing types affordable to the workforce and households with lower incomes, and address climate change by reducing vehicle trips. In an effort to meet overlapping objectives of SB 375 and Housing Element law, the Association of Bay Area Governments adopted “Plan Bay Area” with the following objectives:

- Increase supply, diversity and affordability of housing
- Promote infill development and more efficient land use patterns
- Promote intraregional relationship between jobs and housing
- Protect environmental resources
- Promote socioeconomic equity
- Plan Bay Area Framework: Priority Development Areas (PDAs)

The Bay Area’s sustainable growth framework known as Plan Bay Area is built around the concept of “Priority Development Areas” (PDAs). Priority Development Areas are existing neighborhoods near transit, nominated by jurisdictions as appropriate locations for future growth. In 2010, the Oakland City Council adopted Resolution No. 82526 designating six established transit-oriented development centers in Oakland as PDAs. Oakland designated PDAs at the area surrounding the Eastmont Transit Center (73rd Avenue and MacArthur Blvd), and the areas around the following BART stations: 12th/19th Streets (downtown), MacArthur, West Oakland, Fruitvale, and Airport/Coliseum.

Planned PDAs are intended to designate growth areas. Most of the opportunity sites identified in the Housing Element fall within the City of Oakland’s PDAs. Planned PDAs are eligible for funding from MTC and other Bay Area agencies for infrastructure, transportation and housing funding necessary to support development in those areas. Therefore, Oakland has positioned itself through the identification of opportunity sites within PDAs to accommodate future growth in a sustainable manner that achieves regional objectives of enhancing existing neighborhoods, reducing congestion and protecting natural resources.

Beyond the requirements specified in State Housing Element law and SB 375, the comprehensive Plan Bay Area effort will support housing allocations under the Regional Housing Needs Allocation (RHNA) through targeted transportation investments funded under the One Bay Area Grant (OBAG). The funding criteria for OBAG takes into account local jurisdictions’ past housing production and the 2014-2022 RHNA, for both total units and affordable units. The OBAG program also emphasizes the importance of planning for housing by requiring that jurisdictions have a Housing Element certified by the California Department of Housing and Community Development (HCD) to be eligible for funding.

Implementation of the Recently Adopted Specific Plans

The City's Strategic Planning Division initiated five (5) Specific Plans and one (1) Area Plan during the 2007-2014 Housing Element period, which identify housing policies specific to their study areas: Lake Merritt Station Area (Specific) Plan, Broadway Valdez Specific Plan, West Oakland Specific Plan, Coliseum Area Specific Plan, and Central Estuary Area Plan. Each Plan included extensive community outreach processes and has resulted in specific zoning proposals. These Specific and Area Plans will facilitate the construction of nearly 17,000 new housing units in the City of Oakland.

The completion of the Specific and Area Plans will provide these substantial housing gains in two respects: environmental clearance and community buy-in for future housing projects. Each planning process involved extensive community participation which culminated with significant community buy-in to the policies and development framework outlined in the plans, thus minimizing possible community opposition to future housing development projects.

Sustainable Oakland

The City of Oakland is committed to becoming a model sustainable 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 vision of sustainability 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 Citywide stakeholders; and seeking innovative ways to finance sustainability improvements.

In recognition of the leadership and actions of the Oakland community, SustainLane.com ranked Oakland 9th among the largest 50 U.S. cities in 2008 in overall sustainability performance¹. 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 over 30 years, and has assisted in the development of thousands of units of newly constructed and substantially rehabilitated housing for very low, low and moderate

¹ 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 2010. 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 rental housing through new construction and substantial rehabilitation. Major funding sources include the federal HOME program and Redevelopment “boomerang funds.” 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 funds. 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 the federal HOME program and Redevelopment “boomerang funds.” 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 City's Mortgage Assistance Program provides deferred payment second mortgages to low and very low income homebuyers. Other programs provided by the City and by organizations with whom the City has developed partnerships 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 Community Development Block Grant (CDBG) and HOME 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 includes 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 extremely low and 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 (PATH) Plan.

The City's Permanent Access To Housing (PATH) 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 "boomerang funds") 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 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 effort to expand fair

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

Housing Equity Road Map

[Write-up Forthcoming]

Resource Constraints

The analysis contained in previous Housing Element 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 and other City initiatives, such as the Downtown and Major Corridors housing program and the Oakland Sustainable Community Development Initiative, the staff of which prepared an Energy and Climate Action Plan to reduce greenhouse gas emissions in Oakland.

As noted in Chapter 4 of the Housing Element, 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

Policy 1.1 PRIORITY DEVELOPMENT AREAS HOUSING PROGRAM

The City will target development and marketing resources in Priority Development Areas (PDAs), and in areas for which Specific Plans have been completed or are underway. (See also Policy 7.3.)

Action 1.1.1 Site Identification

Conduct an inventory of vacant and underutilized land within the City's PDAs including the MacArthur BART Station Area, West Oakland, Downtown/ Jack London Square Area, Fruitvale/Diamond Area, Eastmont Town Center Area, and the Coliseum BART Station Area, 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 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 specialized planners, for priority permit processing, management tracking of applications, and scheduling of public hearings for completed applications.

Action 1.1.3 Sale of City-Owned Property for Housing

Solicit Requests for Proposals (RFPs) from interested developers to construct housing on City-owned sites. RFPs will be posted on the City's website and distributed directly to developers, including nonprofit housing providers.

Action 1.1.4 Streamline Environmental Review

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

Action 1.1.5 Housing Incentive Zoning

Investigate the feasibility of implementing Housing Incentive Zoning. Housing Incentive Zoning could provide a package of incentives to developers who include affordable housing and other community benefits in their projects. Housing Incentive Zoning is one tool for achieving community-identified benefits, such as affordable housing. The City will explore the feasibility of developing Housing Incentive Zoning that would target those areas throughout the city that are primed for development, and could most likely provide affordable housing and other community benefits.

The areas to be mapped with Housing Incentive Zoning could include some or all of Oakland's Priority Development Areas which (PDAs). These are neighborhoods within walking distance of frequent transit service, offering a wide variety of housing options, and featuring amenities such as grocery stores, community centers, and restaurants. Given the importance of Federal Low Income Housing Tax Credits (LIHTC) in financing affordable

housing, identifying which sites are good candidates for such tax credits would assist with addressing the affordable housing targets. Sites most competitive to receive tax credits are those sites in close proximity to transit and services, such as grocery stores and medical services, which are present in many of the City's PDAs. The Association of Bay Area Government's *Plan Bay Area* helps fund mixed-income housing production and locally-led planning in PDAs, further leveraging investment in these areas.

It is important that the City develop a carefully crafted bonus and incentive program that results in clear benefits for the community while not discouraging development. The program would need to offer bonuses and incentives that make sense in the marketplace, so that developers actually make use of them and the desired benefits or amenities are attained. For this reason, the economic feasibility of development must be a determining factor in arriving at the trade-off between development bonuses and incentives, and the amount of community benefits to be provided by a developer.

The feasibility analysis will be a key component of any Housing Incentive Zoning process and will need to identify an appropriate method for allowing additional heights or density in exchange for the provision of affordable housing and other community benefits. Criteria to consider as part of this analysis are:

- Study and selection of appropriate policy mechanism(s) to provide the public benefits. The City will conduct a nexus study, if necessary, for the target public benefit mechanisms.
- Quantification of the costs of providing the desired benefits as well as the value of corresponding bonuses and incentives.
- Identifying the economic feasibility of development to inform the amount of community benefits and amenities to be provided by a particular developer in exchange for additional height or density.
- Creating a potential system of "tiers" of bonuses and incentives given and benefits provided, that could effectively phase requirements, prioritize benefits, and create effective evaluation criteria to improve the program delivery over time.
- Increasing the bonuses or incentives to developers as more community benefits or amenities are added.
- Numerically linking the financial value of the bonus or incentive given (defined by value of gross floor area added) to the cost of benefit or amenity provided.
- Establishing a potential "points" system to link incentives and benefits. For example, the City may devise a menu of community benefits and amenities and assign points to each item. The points earned then determine the amount of bonus and/or incentive a developer may claim.

Action 1.1.6 International Boulevard Community Revitalization Without Displacement Initiative

City staff are working with community members and large foundations to pilot a community revitalization and anti-displacement planning initiative. The goals are to improve transportation connections, housing, economic development, health and public safety along the International Boulevard Corridor. The final product will be the "International Boulevard Transit Oriented Development Plan".

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 (RHNA).

Action 1.2.1 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 website after the City Council adopts the Housing Element.

Policy 1.3 APPROPRIATE LOCATIONS AND DENSITIES FOR HOUSING

The City's Strategic Planning Division initiated five (5) Specific Plans and one (1) Area Plan during the 2007-2014 Housing Element period, which will further the housing location and density objectives contained in the recently completed residential and commercial zoning update. The Lake Merritt Station Area (Specific) Plan, Broadway Valdez Specific Plan, West Oakland Specific Plan, Coliseum Area Specific Plan, and Central Estuary Area Plan included extensive community outreach processes and have resulted in specific zoning proposals. These Specific and Area Plans will facilitate the construction of nearly 17,000 new housing units in the City of Oakland.

The completion of the Specific and Area Plans will provide these substantial housing gains in two respects: environmental clearance and community buy-in for future housing projects. Each planning process involved extensive community participation which culminated with significant community buy-in to the policies and development framework outlined in the plans, thus minimizing possible community opposition to future housing development projects.

Action 1.3.1 Broadway Valdez Specific Plan (BVSP)

Track progress on the approval and completion of the 1,800 housing units included in the development program for the Broadway Valdez Specific Plan (BVSP).

Action 1.3.2 Lake Merritt Station Area Plan (LMSAP)

Track progress on the approval and completion of the 4,900 housing units included in the development program for the Lake Merritt Station Area (Specific) Plan (LMSAP).

Action 1.3.3 West Oakland Specific Plan (WOSP)

Track progress on the approval and completion of the 5,360 housing units included in the development program for the West Oakland Specific Plan (WOSP).

Action 1.3.4 Coliseum Area Specific Plan (CASP)

Track progress on the approval and completion of the 5,000 housing units included in the development program for the Coliseum Area Specific Plan (CASP).

Action 1.3.5 Central Estuary Area Plan (CEAP)

Track progress on the approval and completion of the 400 housing units included in the development program for the Central Estuary Area Plan (CEAP).

Action 1.3.6 Promote new housing opportunities in the Estuary Area.

With the resolution of the legal challenges to the Brooklyn Basin project (formerly Oak-to-Ninth), new housing is scheduled to be built in the timeframe of the 2015-2023 Housing Element where former industrial uses predominated.

Policy 1.4 SECONDARY UNITS

Support the construction of secondary units in single-family zones and recognize these units as an important 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 a Planning Code update of the City's parking regulations.

Policy 1.5 MANUFACTURED HOUSING

Provide for the inclusion of manufactured housing in appropriate locations.

Action 1.5.1 Factory-Built Housing

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

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.

Policy 1.7 REGIONAL HOUSING NEEDS

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

Action 1.7.1 Accommodate at Least 14,765 New Housing Units

Designate sufficient sites, use the City's regulatory powers, and provide financial assistance to accommodate at least 14,765 new dwelling units between January 2014 and June 2023. This sum represents the City's share of the Bay Area region's housing needs as estimated by the Association of Bay Area Governments (ABAG). The City will encourage the construction of at least 6,919 units for very low-, low-, and moderate-income households.

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

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) 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.

Action 2.1.3 Utilize Public Housing Resources for New Development

Work with the Oakland Housing Authority to increase housing choices for low-income families by utilizing Making Transitions Work voucher flexibilities toward the development of new affordable housing for extremely low-, very low-, low-, and moderate income households.

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 a First Time Homebuyer Program as funding is available (either through State funding or through program-related income).

Action 2.2.2 Scattered-Site Single Family Acquisition and Rehabilitation Program

City staff will consider developing a program to address vacant or abandoned housing due to foreclosures or property tax liens. Funds for this program would need to be identified. Funding would be used to address blight caused by these abandoned homes. Once funds have been secured, they will be used to purchase and rehabilitate single family homes for re-sale, lease-to-own, or for rent (see also Action 4.3.5).

Action 2.2.3 Foreclosure Mitigation Pilot Loan Program

Restoring Ownership Opportunities Together (ROOT) is a foreclosure mitigation pilot loan program that assists eligible homeowners at-risk of foreclosure to preserve ownership by restructuring mortgage loans to more affordable monthly payments. ROOT purchases a distressed property from a lender. The home is then resold to the existing owners with a new mortgage structured to reflect current market value. Minor repairs and renovations will be made if needed to bring the home into compliance with current codes. After holding the mortgage for 12 to 18 months, during which time the owners work with a counselor to repair financial and credit issues, ROOT sells the note to a private lender.

Action 2.2.4 Community Buying Program

The Community Buying Program seeks to assist Oakland residents (either those people who have lost their homes to foreclosure or tenants residing in foreclosed properties or who have been unable to compete with all cash investors on the open market) to purchase properties from the Scattered-Site Single Family Acquisition and Rehabilitation Program (Action 2.2.2 above) or other similar foreclosed housing. Assistance to Oakland residents could include the use of loan products such as the Federal Housing Authority 203K loan or other funds available to the City, such as housing rehabilitation or down-payment assistance funds. In addition, the program will build upon the National Community Stabilization Trust's First Look program.

Action 2.2.5 Home Preservation Loan Fund

The Home Preservation Loan Fund Program will provide up to \$50,000 in forgivable loan funds for distressed homeowners.

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 ordinance. The City permits density bonuses not exceeding 35 percent for projects that provide at least:

1. Ten percent (10%) of the total Dwelling Units of a Residential Housing Development for Lower Income Households; or
2. Five percent (5%) of the total Dwelling Units of a Residential Housing Development for Very Low Income Households; or
3. A Senior Citizen Housing Development; or
4. Ten percent (10%) of the total Dwelling Units in a common interest development as defined in Section 1351 of the California Civil Code, for persons and families of Moderate Income, provided that all units in the development are offered to the public for purchase.

Policy 2.4 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 2.4.1 Community Land Trust Program

Continue support of existing Community Land Trust Programs. Support expansion of land trusts if land values make it financially feasible. Ownership of the land by a community-based land trust ensures that the housing remains permanently affordable.

Action 2.4.2 Resale Controls

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

Policy 2.5 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 2.5.1 Housing Development Program

Provide financial assistance to developers of housing for seniors and persons with special needs.

Action 2.5.2 Housing for Persons with HIV/AIDS

Provide housing and associated supportive services for persons with HIV/AIDS 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 2.5.3 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.

Policy 2.6 LARGE FAMILIES

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

Action 2.6.1 Housing Development Program

Provide points in competitive funding allocations for projects that include a higher proportion of units with three (3) 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.

Policy 2.7 EXPAND LOCAL FUNDING SOURCES

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

Action 2.7.1 Jobs/Housing Impact Fee

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

Action 2.7.2 Consider Implementing an Affordable Housing Impact Fee

Explore implementing impact fees for affordable housing. Impact fees are a commonly used method of mitigating the impacts of new development. An Affordable Housing Impact Fee is typically a per unit or per square foot fee levied on market rate housing and/or commercial development that can be used to build affordable homes. The rationale for an affordable housing fees is based on the premise that every person who moves into a market-rate home, or operates a business in a commercial development, will generate a need for services typically provided by employees who are paid less than the median income, such as hair dressers, coffee baristas, gardeners, healthcare workers and preschool teachers. In order to fund "workforce" housing for these residents, subsidies are often required to make new affordable housing development viable. A Housing Impact Fee could be one source of those subsidies.

The City of Oakland is planning to commission a nexus study to determine if an affordable housing impact fee is supportable, given current market conditions, and if so, what an appropriate fee structure would be given the housing demand and investment activity. Adoption of impact fees requires "nexus" study demonstrating the benefit of the facilities to new development and the proportional allocation of costs to be funded by the fees. Impact fees must be adopted by a majority of the legislative body of an entity with the power to impose land use regulatory measures (e.g., Oakland City Council). Impact fees are usually imposed either jurisdiction-wide or in other relatively large areas anticipating significant amounts of new development.

Policy 2.8 RENTAL ASSISTANCE

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

Action 2.8.1: 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.

Action 2.8.2 City of Oakland Rental Assistance Fund

Seek a partnership between the City of Oakland and a non-profit agency to provide up to \$5,000 in rental assistance grants to distressed tenants impacted by the foreclosure crisis.

Policy 2.9 PATH PLAN FOR THE HOMELESS

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

Action 2.9.1 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, 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 PATH Strategy to end homelessness.

Action 2.9.2 Support programs that help prevent renters 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, security deposits, counseling, legal assistance, advocacy and other prevention services for those dealing with default and delinquency rental housing issues. Prevention services and programs will be funded under the City's adopted PATH Strategy to end homelessness.

The City will investigate the possibility of establishing a funding source for an expanded rapid rehousing program both as a means to keep individuals and families at risk of falling into homelessness, as well as to improve the City's ability to rapidly rehouse those who do fall into homelessness; this could include short term and medium term rental subsidies.

Action 2.9.3 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 maintaining 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 2.9.4 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 its PATH Strategy, transitional housing programs with services to homeless singles, 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 2.9.5 Support development of permanent housing affordable to extremely low income households

The City will continue to seek ways to provide permanent housing affordable to extremely low income households, by supporting funding from the state and federal levels. 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 2.9.6 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. The City will also participate in the County-Wide system redesign process.

Action 2.9.7 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 “Moving to Work” as implemented by the Housing Authority under the title “Making Transitions Work” Program (both with the same acronym MTW). 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

Action 2.9.8 Sponsor Based Housing Assistance Program

Work with the Oakland Housing Authority to assist households that otherwise might not qualify for or be successful in the traditional Public Housing and/or Section 8 programs by partnering with agencies to provide service enriched housing options that increase housing choice for special needs populations.

Policy 2.10 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 2.10.1 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 will give preference to projects in areas with low concentrations of poverty.

Policy 2.11 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 funds provided through its annual Notice of Funding Availability (NOFA) process.

Action 2.11.1 Oakland Resident and Worker Housing Preference Policy Resolution

Continue to give first preference to households with at least one member who qualifies as a City of Oakland resident or worker. 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

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. Allow emergency shelters by-right as indicated in the Oakland Planning Code Section 17.101.XXX (currently being developed as of 4/29/14).

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.

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.

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 any future Planning Code revisions.

Policy 3.3 DEVELOPMENT FEES AND SITE IMPROVEMENT REQUIREMENTS

Reduce the cost of development through reasonable and predictable fees, and improvement of project review 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 Impact Fees

Consider transportation, capital improvement and housing impact fees to mitigate impacts on City infrastructure and services while balancing the costs to support new development. The City will be issuing a Request for Proposals (RFP) during the Housing Element planning period for an impact fee study that will consider transportation, infrastructure, and affordable housing. (See also Action 2.7.2.)

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.

Action 3.4.2: Allocations of Project Based Section 8 Voucher Units

Reduce costs and achieve greater cost effectiveness by allocating project-based vouchers, when possible, using an existing competitive process initiated by the City of Oakland, as funding and other program consideration allows.

Non-Governmental Constraints

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 Policy 2.1.)

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 Action 2.2.1.)

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.

Policy 3.7 COMMUNITY OUTREACH AND EDUCATION

Increase public acceptance and understanding of affordable development and related 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

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
- Neighborhood Housing Rehabilitation Program
- Access Improvement Program
- Weatherization and Energy Retrofit Loan 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.

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 Foreclosed and Defaulted Residential Property Registration, and Abatement Program

The City of Oakland's Foreclosed and Defaulted Residential Property Registration, and Abatement Program (O.M.C. 8.54) requires owners or the beneficiary and/or trustee pursuing property foreclosure and/or their agents to register, inspect, and potentially maintain their residential properties to protect the health and safety, livability, appearance and social fabric of our neighborhoods. Code Enforcement pro-actively monitors registered properties for trespassers, blight, pollutants, and vectors. Enforcement actions include financial penalties for un-maintained properties.

Action 4.2.5 Tax Default Foreclosure Sales Program

City staff will continue to work 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 right of first 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.

Action 4.2.6 Investor-owned Property Registration, Inspection and Maintenance Program

The City of Oakland's Investor-owned Residential Property Registration, Inspection and Rehabilitation Program (O.M.C. 8.58). In order to address the decline of neighborhood livability and health and safety problems that have arisen from high levels of foreclosure activity in Oakland, the Oakland City Council passed an ordinance designed to address issues of deferred maintenance or property neglect associated with properties in the foreclosure process. This program requires non-owner occupant buyers of properties that have a default or foreclosure history to register and arrange for an inspection by Building Services. A City inspector will then assess whether the property conditions meet the local building or housing codes or whether blight abatement or rehabilitation work is needed. If the property is found to be in violation of City code requirements, the inspector will work with the new owner on an abatement plan.

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 citizens and people with disabilities with housing rehabilitation so that they may remain in their homes. Continue to implement the Mills Act program.

Action 4.3.1 Historic Residential Building Relocation

Notify the public of the opportunity to purchase and relocate a residential building, prior to its demolition for a public improvement project.

Action 4.3.2 Housing Repairs for Seniors and People with Disabilities

Support home repair program offered by a local nonprofit organization to assist low-income seniors and people with disabilities to remain independent by rehabilitating their homes. City-wide services are contingent upon award of funding.

Action 4.3.3 Senior Home Equity Conversion Counseling Programs

Support programs operated by local nonprofit organizations to assist seniors to remain in their homes through home equity conversion loans and home sharing programs. City-wide 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 Scattered-Site Single Family Acquisition and Rehabilitation Program

City staff will consider developing a program to address vacant or abandoned housing due to foreclosures or property tax liens. Funds for this program would need to be identified. Funding would be used to address blight caused by these abandoned homes. Once funds have been secured, they will be used to purchase and rehabilitate single family homes for re-sale, lease-to-own, or rent (see also Action 2.2.2).

Action 4.3.6 Continuing Implementation of Mills Act contracts

The City will continue to offer several Mills Act contracts a year to stimulate the restoration and maintenance of designated historic properties through property tax reductions, as authorized by State law.

Action 4.3.7 Rehabilitating Public Housing

Focus investment of Oakland Housing Authority's Making Transitions Work funds into rehabilitating current public housing or project-based voucher units in order to increase housing options for low-income families, improve the quality of housing for families, and improve the neighborhoods and communities surrounding the housing.

Action 4.3.8 Proactive Rental Inspection Policy

Require registration and inspection of existing City market-rate rental units to confirm code compliance and habitability.

Goal 5: Preserve Affordable Rental Housing

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 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.

Action 5.1.5 Local Non-traditional Housing

Oakland Housing Authority will use Making Transitions Work funds to provide the appropriate financial and other interventions necessary to preserve at-risk affordable housing and to expand the population of families served in local, non-traditional OHA programs.

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 and HOME Funds.

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.).

Action 5.3.4 Advocacy with other Jurisdictions on Statewide Rent Control Policies

[TBD]

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 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.

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.

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 the City's existing ordinance that restricts condominium conversions. City staff might consider revisions to this ordinance 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 of rental housing. Changes to this ordinance may be made only if adopted by the City Council and following appropriate public notice and debate.

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

Action 5.7.1 Rehabilitation of Public Housing Units

Utilize funding flexibilities provided by the Making Transitions Work program to rehabilitate and modernize existing public housing or project-based voucher units in order to increase housing options for low-income families and to ensure that OHA provides upgraded, high-quality units that are comparable or better than the market rate properties surrounding them.

Goal 6: Promote Equal Housing Opportunity

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. Provide a one-stop resource center to address all housing issues faced by Oakland residents.

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, and disseminate information through billboard campaigns, workshops, public service announcements and other media.

Action 6.1.2 Housing Search Assistance for People with Disabilities

Seek to provide funding to organizations that assist persons with disabilities to locate accessible and affordable housing.

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.

Action 6.1.4 Housing Assistance Center

Continue to support the Housing Assistance Centers' efforts to improve access to housing information and services for Oakland residents and small rental property owners and managers. The goal is to provide a one-stop housing services center that can assist with referrals, including accessing affordable housing and homeless shelter placements. The Housing Assistance Center is also partnering with other public and private agencies to improve access to additional housing resources and services available to Oakland residents.

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 Programs will continue to ensure that requirements for accessibility are met throughout the City's programs.

Action 6.2.2 Publicize and Implement Reasonable Accommodations Policy and Procedures

Implement the City's Reasonable Accommodations policy and procedure for individuals with a disability, when flexibility is necessary to eliminate barriers to housing opportunities.

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 (RHNA) 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.

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. Outreach efforts by non-profit organizations will include door-to-door outreach and funding legal services on foreclosure counseling and prevention.

Goal 7: Promote Sustainable Development and Sustainable Communities

Policy 7.1 SUSTAINABLE RESIDENTIAL DEVELOPMENT PROGRAMS

In conjunction with the City's adopted Energy and Climate Action Plan (ECAP), 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 Green Building Standards

Continue to require all new residential construction, and single-family additions and alterations to demonstrate compliance with an approved green building standard. Consider revising the Green Building Ordinance for Private Development to include multi-family additions and alterations. Increase enforcement of green building and building energy codes².

Action 7.1.3 Require Green Building Design requirements for City-funded Development

All City-funded housing developments require certification under BuildItGreen.org's GreenPoint Rated or LEED certifications systems.

Policy 7.2 MINIMIZE ENERGY AND WATER 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-Efficiency and Weatherization Programs

Pursue opportunities to augment existing or create new residential energy programs such as Property-Based Energy Financing, Right-sizing of Energy Equipment Guidelines, Residential Green Retrofit Program, Multi-Family Affordable Housing Retrofit Pilot Program, Renter-Occupied Residential Energy Program, Energy Upgrade California, and adoption of Energy Improvement at Time of Sale Ordinance, to minimize consumption of energy throughout the community, through conservation and efficiency.

Action 7.2.2 Alternative Energy Production

Continue to review plans for residential construction, taking into account building orientation, street layout, lot design, planting, 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. Launch a community solar program³.

Action 7.2.3 Technical Assistance

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

Action 7.2.4 Promote Water Conservation and Efficiency

Expand promotion of water conservation and efficiency practices such as water-efficient landscaping, irrigation, lawn replacement, rainwater collection, greywater systems, and the

² This policy is in the City's adopted Energy and Climate Action Plan (see actions BE-1, BE-2 and BE-3).

³ This policy is in the City's adopted Energy and Climate Action Plan (see action BE-28).

installation of water efficient fixtures and plumbing. In affordable housing developments, this will reduce utility bills, freeing up more resources to pay rent or a mortgage⁴.

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 Mixed Use Development Incentives

Provide development incentives for construction projects that mix land uses, build compactly, and ensure safe and inviting pedestrian corridors. Allowing uses in close proximity to one another encourages walking and bicycling, instead of automotive trips.

Action 7.3.2 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 BART in ways that improve neighborhood livability. Develop and require transit-oriented performance criteria for associated miles traveled and transportation mode share⁵.

Action 7.3.3 Implement SB 375 provisions, direct new housing to be built in Priority Development Areas.

Implement the provisions of State Bill (SB) 375 and regional agency rule-making, following their adoption. The City will continue to encourage mixed-use, infill, and transit development in designated Priority Development Areas. (See also Policy 1.1.)

Action 7.3.4 Integrate Land Use and Transportation Planning in Major Residential Projects

Require the integration of land use and transportation planning and consideration of Greenhouse Gas (GHG) reduction opportunities in each planning, major development project, and planning effort undertaken by the City⁶.

Action 7.3.5 Encourage New Housing at a Range of Prices

Actively promote the construction of housing at a range of price levels near transit hubs and corridors in balance with local employment opportunities to meet the needs of Oakland's workforce. Consider adoption of a transit-oriented development affordability policy, including preservation of existing affordability⁷.

⁴ This policy is in the City's adopted Energy and Climate Action Plan (see actions BE-33, BE-35, BE-26, BE-39).

⁵ This policy is in the City's adopted Energy and Climate Action Plan (see actions TLU-8 and TLU-11).

⁶ This policy is in the City's adopted Energy and Climate Action Plan (see action TLU-3).

⁷ This policy is in the City's adopted Energy and Climate Action Plan (see action TLU-9).

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, to preserve and encourage ground-level open space.

Action 7.4.2 Waste Reduction

Continue to review and enforce adequate recycling allocation areas. Encourage, where feasible, multifamily developments to comply with the City's Zero Waste Plan.

Action 7.4.3 Foster Healthy Indoor Air Quality

Encourage, where feasible, the use of zero-VOC materials to improve indoor air quality (e.g., paints, adhesives). Require measures to reduce the impact of air pollution on new housing (e.g., air filters).

Action 7.4.4 Recycled, Reclaimed or Renewable Content of Building Materials

Encourage, where feasible, the use of environmentally preferable building materials. Encourage, where feasible, the re-use of building materials to reduce construction waste.

Action 7.4.5 Re-Use and Rehabilitation of Historic Buildings

Encourage the reuse and rehabilitation of the City's historic building stock, using Policy D6.2 of the Land Use and Transportation Element of the Oakland General Plan as a guide, to increase neighborhood character and to preserve the energy embodied in the building's original construction.

Action 7.4.6 Encourage Food Production

Encourage the inclusion of food-producing gardens, including rooftop gardens, in private development, where appropriate, with consideration of Bay Friendly landscaping principles⁸.

Policy 7.5 Climate Adaptation and Neighborhood Resiliency

Continue to study the potential local effects of climate change in collaboration with local and regional partners, such as BCDC. Identify potential adaptation strategies to improve community resilience to climate change, and integrate these strategies in new development, where appropriate.

Action 7.5.1 Climate Change and the Planning process

Consider qualitative and quantitative information regarding the potential effects of climate change during the project plan review process. Consider Oakland Planning Code amendments to limit certain vulnerable land uses (i.e. emergency, affordable, senior, or assisted living housing) in areas identified as vulnerable to climate change. Consider design review requirements for buildings to improve climate resiliency.

⁸ This policy is in the City's adopted Energy and Climate Action Plan (see action MW-20).

Action 7.5.2 Climate Adaptation Strategies

Communicate information about potential local climate impacts to neighborhoods and developers, and encourage participation in the development of climate adaptation strategies.

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.

**Table 7-1
Implementation Program**

Actions ¹	Agency	Approximate Timeframe	Funding
Goal 1: Provide Adequate Sites Suitable for Housing for All Income Groups			
Policy 1.1: Priority Development Areas - Housing Program			
1.1.1	Site Identification	Bureau of Planning	Keep updated inventory on the City's website
1.1.2	Expedited Review	Bureau of Planning & Bureau of Building Services	Ongoing, 2015-23
1.1.3	Sale of City-Owned Property for Housing	Office of Neighborhood Investment	Ongoing, 2015-23
	???		
1.1.4	Streamline Environmental Review	Bureau of Planning	Ongoing, 2015-23
1.1.5	Housing Incentive Zoning	Bureau of Planning	Research policy development starting 2015
1.1.6	International Blvd Community Revitalization Without Displacement Incentive	Housing Assistance Center	Policy development starting 2014-15
	CDBG, California Sustainable Communities Planning Grant, California Endowment		
Policy 1.2: Availability of Land			
1.2.1	Land Inventory (Opportunity Sites)	Bureau of Planning	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		
Policy 1.3: Appropriate Locations and Densities for Housing			
1.3.1	Broadway Valdez Specific Plan (BVSP)	Bureau of Planning	Ongoing, 2015-23
	Permit Fees		
1.3.2	Lake Merritt Station Area Plan (LMSAP)	Bureau of Planning	Ongoing, 2015-23
	Permit Fees		

**Table 7-1
Implementation Program**

Actions¹		Agency	Approximate Timeframe	Funding
1.3.3	West Oakland Specific Plan (WOSP)	Bureau of Planning	Ongoing, 2015-23	Permit Fees
1.3.4	Coliseum Area Specific Plan (CASP)	Bureau of Planning	Ongoing, 2015-23	Permit Fees
1.3.5	Central Estuary Area Plan (CEAP)	Bureau of Planning	Ongoing, 2015-23	Permit Fees
1.3.6	<i>Promote new housing opportunities in the Estuary Area.</i>	Bureau of Planning	Ongoing, 2015-23	Permit Fees
Policy 1.4: Secondary Units				
1.4.1	Secondary Unit- Parking Solutions	Bureau of Planning	Ongoing, 2015-23	Permit Fees
Policy 1.5: Manufactured Housing				
1.5.1	Factory Built Housing	Bureau of Planning	Ongoing, 2015-23	Permit Fees
Policy 1.6: Adaptive Reuse				
1.6.1	Live/Work Conversions	Bureau of Planning	Ongoing, 2015-23	Permit Fees
Policy 1.7: Regional Housing Needs				
1.7.1	Accommodate 14,765 New Housing Units	Bureau of Planning	Ongoing, 2015-23	General Plan Surcharge Fee; Permit Fees
Goal 2: Promote the Development of Adequate Housing for Low- and Moderate-Income Households				
Policy 2.1: Affordable Housing Development Programs				
2.1.1	New Construction and Substantial Rehabilitation Housing Development Program	Department of Housing & Community Development (DHCD) – Housing Development Services	Ongoing, 2015-23	HOME, HUD, CALHFA, County, misc. State/Federal housing programs, AHP private funds

**Table 7-1
Implementation Program**

Actions¹		Agency	Approximate Timeframe	Funding
2.1.2	Housing Predevelopment Loan and Grant Program	Department of Housing & Community Development (DHCD) – Housing Development Services	Ongoing, 2015-23	Housing Bond Funds
2.1.3	Utilize Public Housing Resources for New Development	Oakland Housing Authority	Ongoing, 2015-23	Section 8 Program
Policy 2.2: Affordable Homeownership Opportunities				
2.2.1	First Time Homebuyer Programs	Department of Housing & Community Development (DHCD) – Housing Development Services	Ongoing, 2015-23	Mortgage Credit Certificates, State Housing Funds (CALHFA, HCD), Private Lenders
2.2.2	Scattered-Site Single Family Acquisition and Rehabilitation Program	Department of Housing & Community Development (DHCD) – Housing Assistance Center	Program implementation beginning 2014-15	CDBG, Foreclosure Abatement Program Funds
2.2.3	Foreclosure Mitigation Pilot Loan Program	Department of Housing & Community Development (DHCD) – Housing Assistance Center	Program implementation beginning 2014-15	CDBG, Neighborhood Stabilization Program – Program Income
2.2.4	Community Buying Program	Department of Housing & Community Development (DHCD) – Housing Assistance Center	Program implementation beginning 2014-15	CDBG, Wells Fargo Bank National Fair Housing Alliance Settlement Agreement Funds
2.2.5	Home Preservation Loan Program	Department of Housing & Community Development (DHCD) – Housing Assistance Center	Program implementation beginning 2014-15	CDBG, Wells Fargo Bank National Fair Housing Alliance Settlement Agreement Funds

**Table 7-1
Implementation Program**

Actions ¹		Agency	Approximate Timeframe	Funding
Policy 2.3: Density Bonus Program				
2.3.1	Density Bonus Ordinance	Bureau of Planning	Ongoing, 2015-23	Permit Fees
Policy 2.4: Permanently Affordable Homeownership				
2.4.1	Community Land Trust Program	Department of Housing & Community Development (DHCD)	Ongoing support and expansion of Land Trust as funds are available.	TBD
2.4.2	Resale Controls	Department of Housing & Community Development (DHCD)	Ongoing, 2015-23	HOME, HUD, CALHFA, County, misc. State/Federal housing programs, AHP private funds
Policy 2.5: Seniors and Other Special Needs				
2.5.1	Housing Development Program	Department of Housing & Community Development (DHCD) – Housing Development Services	Ongoing, 2015-23	HOME, CalHFA, State Supportive Housing Funds, HOME, HUD, Tax Credits, AHP
2.5.2	Housing For Persons With HIV/AIDS	Department of Housing & Community Development (DHCD) Community Housing Services (DHS)	Ongoing, 2015-23	HOME, Supportive Housing Program, Private Funds, HOPWA, State and Federal Tax Credits, State Housing Funds (CalHome Help Programs)
2.5.3	Accessible Units in New Federally-Assisted Housing	Department of Housing & Community Development (DHCD) – Housing Development Services	Ongoing, 2015-23	HOME

**Table 7-1
Implementation Program**

Actions ¹		Agency	Approximate Timeframe	Funding
Policy 2.6: Large Families				
2.6.1	Housing Development Program	Department of Housing & Community Development (DHCD) – Housing Development Services	Ongoing, 2015-23	HOME, HUD, CALHFA, County, misc. State/Federal housing programs, AHP private funds
Policy 2.7: Expand Local Funding Sources				
2.7.1	Jobs/Housing Impact Fee	Department of Housing & Community Development (DHCD)	Ongoing, 2015-23	Permit Fees
2.7.2	Consider Implementing An Affordable Housing Impact Fee	Department of Housing & Community Development (DHCD) Planning Bureau	Complete nexus study	Permit Fees
Policy 2.8: Rental Assistance				
2.8.1	Expansion of Section 8 Vouchers	Housing Authority	Ongoing, 2015-23	Housing Authority Administrative Funds, Section 8 Program
2.8.2	City of Oakland Rental Assistance Program	Department of Housing & Community Development (DHCD) – Housing Assistance Center	Ongoing as funds are available, 2015-23	Wells Fargo Bank National Fair Housing Alliance Settlement Agreement Funds

**Table 7-1
Implementation Program**

Actions ¹		Agency	Approximate Timeframe	Funding
Policy 2.9: PATH Strategy for the Homeless				
2.9.1	Provide outreach programs to those who are homeless or in danger of becoming homeless	Community Housing Services (DHS)	Ongoing, 2015-23	General Fund, HCD/ESG, HUD/CDBG
2.9.2	Support programs that help prevent renters from becoming homeless.	Department of Housing & Community Development (DHCDDHCD) Community Housing Services (DHS)	Ongoing, 2015-23	General Fund, HCD/ESG, HUD/CDBG
2.9.3	Provide shelter programs to the homeless and special needs populations	Community Housing Services (DHS)	Ongoing, 2015-23	General Fund, HCD/ESG, HUD/CDBG
2.9.4	Provide transitional housing programs to those who are ready to transition to independent living	Community Housing Services (DHS)	Ongoing, 2015-23	General Fund, HUD/CDBG, HUD Supportive Housing, Alameda County Funds
2.9.5	Support development of permanent housing affordable to extremely low income households	Department of Housing & Community Development (DHCD)	Ongoing, 2015-23	HUD/HOME, Section 8
2.9.6	Coordinate actions and policies that affect the extremely low income population of Alameda County	Department of Housing & Community Development (DHCD) Community Housing Services (DHS)	Ongoing, 2015-23	General Fund, HUD/ESG, HUD/CDBG, HUD/Supportive Housing

**Table 7-1
Implementation Program**

Actions ¹		Agency	Approximate Timeframe	Funding
2.9.7	Advocate for policies beneficial to the extremely low income and homeless populations of Oakland	Department of Housing & Community Development (DHCD) Community Housing Services (DHS)	Ongoing, 2015-23	General Fund, HUD/ESG, HUD/CDBG, HUD/Supportive Housing, Section 8 and HUD Moving to Work funds
2.9.8	Sponsor-based Housing Assistance Program	Oakland Housing Authority	Ongoing, 2015-23	Housing Authority Administrative Funds, Section 8 Program
Policy 2.10: Promote an Equitable Distribution of Affordable Housing throughout the Community				
2.10.1	Provide Incentives for Location of City-Assisted Developments in Areas of Low Concentration of Poverty	Department of Housing & Community Development (DHCD) – Housing Development Services	Ongoing, 2015-23	HOME, HUD, CALHFA, County, misc. State/Federal housing programs, AHP private funds
Policy 2.11: Affordable Housing Preference for Oakland Residents and Workers				
2.11.1	Oakland Resident and Worker Housing Preference Policy Resolution	Department of Housing & Community Development (DHCD)	Ongoing enforcement, 2015-23	City staff time
Goal 3: Remove Constraints to the Availability and Affordability of Housing for All Income Groups				
Policy 3.1: Expedite and Simplify Permit Processes				
3.1.1	Allow Multifamily Housing	Bureau of Planning	Ongoing, 2015-23	Permit Fees
3.1.2	Special Needs Housing	Bureau of Planning	Ongoing, 2015-23	Permit Fees
3.1.3	Discretionary Permits	Bureau of Planning	Ongoing, 2015-23	Permit Fees

**Table 7-1
Implementation Program**

Actions¹		Agency	Approximate Timeframe	Funding
3.1.4	“One-Stop” Permit Process	Bureau of Planning	Ongoing, 2015-23	Permit Fees
3.1.5	Assign Priority to Affordable Housing	Bureau of Planning	Ongoing, 2015-23	Permit Fees
3.1.6	Expedite Environmental Review	Bureau of Planning	Ongoing, 2015-23	Permit Fees
3.1.7	Secondary Units	Bureau of Planning	See Action 1.4.1	Permit Fees
Policy 3.2: Flexible Zoning Standards				
3.2.1	Alternative Building Code Standards	Bureau of Planning	Ongoing, 2015-23	Permit Fees
3.2.2	Planned Unit Development Zoning	Bureau of Planning	Ongoing, 2015-23	Permit Fees
3.2.3	Flexible Parking Standards	Bureau of Planning	Ongoing, 2015-23	Permit Fees
Policy 3.3: Development Fees and Site Improvement Requirements				
3.3.1	Project Review Process and Development Agreements	Bureau of Planning	Ongoing, 2015-23	Permit Fees
3.3.2	Development Fees	Bureau of Planning	Ongoing, 2015-23	Permit Fees
Policy 3.4: Intergovernmental Coordination				
3.4.1	Multiple Agency Reviews	Bureau of Planning	Ongoing, 2015-23	Permit Fees
3.4.2	Allocation of Project-based Section 8 Units	Oakland Housing Authority	Ongoing, 2015-23	Section 8 Program
Policy 3.5: Financing Costs				
3.5.1	Access to Low-Cost Financing for Development	Department of Housing & Community Development (DHCD) – Housing Development Services	See Housing Programs Under Goal 2	See Housing Programs Under Goal 2

**Table 7-1
Implementation Program**

Actions ¹		Agency	Approximate Timeframe	Funding
3.5.2	Access to Low-Cost Financing For Home Purchase	Department of Housing & Community Development (DHCD) – Housing Development Services	See Action 2.2.1	See Action 2.2.1
Policy 3.6: Environmental Constraints				
3.6.1	Remediation of Soil Contamination	Housing & Community Development	Investigate potential funding sources	
Policy 3.7: Community Outreach and Education				
3.7.1	Community Outreach Program	Bureau of Planning Housing & Community Development	Ongoing, 2015 – 23	Permit Fees
Goal 4: Conserve and Improve Older Housing and Neighborhoods				
Policy 4.1: Housing Rehabilitation Loan Programs				
4.1.1	Rehabilitation Loan Programs for Owner-Occupied Housing	Department of Housing & Community Development (DHCD) – Residential Lending Services	Ongoing, 2015-23	CDBG, HOME
4.1.2	Rehabilitation Loans for Owner-Occupied Buildings With 2 To 4 Units	Department of Housing & Community Development (DHCD) – Residential Lending Services	Ongoing, 2015-23	CDBG, HOME
Policy 4.2: Blight Abatement				
4.2.1	Anti-Blight Programs	Bureau of Building Services	Ongoing, 2015 – 23	Permit Fees; fees/fines charged to property owners, state/federal grants

**Table 7-1
Implementation Program**

Actions ¹		Agency	Approximate Timeframe	Funding
4.2.2	Housing Code Enforcement	Bureau of Building Services	Ongoing, 2015 – 23	Permit Fees; Property Liens, Fines
4.2.3	Problem Properties Program	Bureau of Building Services	Ongoing, 2015 – 23	Permit Fees
4.2.4	Foreclosed and Defaulted Residential Property Registration, Inspection and Maintenance Program	Department of Housing and Community Development (DHCD) -- Housing Assistance Center	Ongoing, 2015-23	Permit Fees, Fines
4.2.5	Tax Default Foreclosure Sale Program	Bureau of Building Services	Ongoing, 2015 – 23	Permit Fees
4.2.6	Investor-owned Property Registration, Inspection and Maintenance Program	Department of Housing and Community Development (DHCD) -- Housing Assistance Center	Ongoing, 2015-23	Permit Fees, Fines
Policy 4.3: Housing Preservation and Rehabilitation				
4.3.1	Historic Residential Building Relocation	Bureau of Planning	Ongoing, 2015 – 23	Varies, depending on funds used for the specific project.
4.3.2	Housing Repairs for Seniors and People with Disabilities	Department of Housing & Community Development (DHCD) – Community Development Block Grant Program	Consider funding program in next Housing Element Program Round, Planning Bureau	CDBG
4.3.3	Senior Home Equity Conversion Counseling Programs	Department of Housing & Community Development (DHCD) – Community Development Block Grant Program	Consider funding program in next Housing Element Program Round, Planning Bureau	CDBG

**Table 7-1
Implementation Program**

Actions¹		Agency	Approximate Timeframe	Funding
4.3.4	Access Improvement Program	Department of Housing & Community Development (DHCD) – Residential Lending Services	Ongoing, 2015-23	CDBG
4.3.5	Scattered-site Single Family Acquisition and Rehabilitation Program	Department of Housing and Community Development (DHCD) -- Housing Assistance Center	Program implementation beginning 2014-15	CDBG, Foreclosure Abatement Program Funds
4.3.6	Continuing Implementation of Mills Act Contracts	Bureau of Planning	Ongoing, 2015-23	Application and inspection fees; property tax reduction.
4.3.7	Rehabilitating Public Housing	Oakland Housing Authority	Ongoing, 2015-23	HUD Moving to Work funds
4.3.8	Proactive Rental Inspection Policy	Department of Housing and Community Development (DHCD) -- Housing Assistance Center	Program implementation beginning 2014-15	TBD (Permit Fees, Fines?)
Goal 5: Preserve Affordable Rental Housing				
Policy 5.1: Preservation of At-Risk Housing				
5.1.1	Monitoring and Preservation	Department of Housing & Community Development (DHCD) – Policy and Programs	Annual, 2015-23	HOME
5.1.2	Contact With Owners of At-Risk Buildings	Department of Housing & Community Development (DHCD) – Policy and Programs	City will identify projects at highest-risk each year (that could convert within the next 24 months)	HOME

**Table 7-1
Implementation Program**

Actions ¹		Agency	Approximate Timeframe	Funding
5.1.3	Financial Assistance for Preservation Projects	Department of Housing & Community Development (DHCD) – Housing Development Services	Ongoing, 2015 – 23	Federal Preservation Programs (HUD), State Programs, HOME, Redevelopment Housing Set-Aside Funds, Tax Credits
5.1.4	Project Based Section 8 Assistance	Department of Housing & Community Development (DHCD) – Housing Development Services and Oakland Housing Authority	Ongoing, 2015-23	Section 8 Program
5.1.5	Local Non-traditional Housing	Oakland Housing Authority	Ongoing, 2015-23	Section 8 Program
Policy 5.2: Support for Assisted Projects with Capital Needs				
5.2.1	Advocacy for State and Federal Financing	Department of Housing & Community Development (DHCD) – Policy and Programs	Ongoing, 2015-23	General Fund
5.2.2	Funding for Capital Needs-- Preservation and Rehabilitation Programs for Rental Housing (not owner-occupied, buildings)	Department of Housing & Community Development (DHCD) – Housing Development Services	Ongoing, 2015-23	HOME, CDBG, State housing programs, Tax credits/equity, Private lenders and Foundations See Action 5.1.3 for additional funding options

**Table 7-1
Implementation Program**

Actions ¹		Agency	Approximate Timeframe	Funding
Policy 5.3: Rent Adjustment Program				
5.3.1	Rent Adjustment Ordinance	Department of Housing & Community Development (DHCD) – Rent Adjustment Board	Ongoing, 2015-23	Registration Fees
5.3.2	Just Cause for Eviction Ordinance	Department of Housing & Community Development (DHCD) – Rent Adjustment Board	Ongoing, 2015-23	Registration Fees
5.3.3	Ellis Act Protections Ordinance	Department of Housing & Community Development (DHCD) – Rent Adjustment Board	Ongoing, 2015-23	Registration Fees
5.3.4	Advocacy with other Jurisdictions on Statewide Rent Control Policies	Department of Housing and Community Development (DHCD) -- Housing Assistance Center	Ongoing, 2015-23	General Fund
Policy 5.4: Preservation of Single Room Occupancy Hotels				
5.4.1	Residential Hotel Conversion/Demolition Protections	Bureau of Planning	Ongoing, 2015-23	General Fund, Permit Fees
Policy 5.5: Limitations on Conversion of Residential Property to Non-Residential Use				
5.5.1	Residential Property Conversion Ordinance	Bureau of Planning	Ongoing, 2015-23	Permit Fees
Policy 5.6: Limitations on Conversion of Rental Housing to Condominiums				
5.6.1	Condominium Conversion Ordinance	Bureau of Planning	Ongoing, 2015-23	Permit Fees

**Table 7-1
Implementation Program**

Actions ¹		Agency	Approximate Timeframe	Funding
Policy 5.7: Preserve and Improve Existing Oakland Housing Authority-Owned Housing				
5.7.1	Rehabilitation of Public Housing Units	Oakland Housing Authority	Ongoing, 2015-23	HUD Moving to Work funds
Goal 6: Promote Equal Housing Opportunity				
Policy 6.1: Fair Housing Actions				
6.1.1	Funding for Fair Housing Organizations	Department of Housing and Community Development (DHCD) – CDBG Programs	Ongoing, 2015-23	CDBG
6.1.2	Housing Search Assistance for People with Disabilities	Department of Housing and Community Development (DHCD) – CDBG Programs	Ongoing, 2015-23	CDBG
6.1.3	Affirmative Fair Marketing	Department of Housing and Community Development (DHCD) – Policy and Programs	Ongoing, 2015-23	CDBG, HOME
6.1.4	Housing Assistance Center	Department of Housing and Community Development (DHCD) -- Housing Assistance Center	Ongoing, 2015-23	CDBG
Policy 6.2: Reasonable Accommodations				
6.2.1	Incorporate Reasonable Accommodations into City Programs and Policies	City Manager, Office of ADA Compliance	Ongoing, 2015-23	General Fund, CDBG

**Table 7-1
Implementation Program**

Actions ¹		Agency	Approximate Timeframe	Funding
6.2.2	Publicize and Implement Reasonable Accommodations Policy and Procedures	Zoning Administrator	Ongoing, 2015-23	Permit Fees
Policy 6.3: Promote Regional Efforts to Expand Housing Choice				
6.3.1	Regional Housing Needs Allocation	Planning Bureau, Department of Housing and Community Development (DHCD) – Policy and Programs	Ongoing, 2015-23	Permit Fees
Policy 6.4: Fair Lending				
6.4.1	Community Credit Needs Assessment	Department of Housing and Community Development (DHCD) – Policy and Programs Financial Services Agency, Treasury Division	Ongoing, 2015-23	???
6.4.2	Community Reinvestment Activities linked to Banking	Department of Housing and Community Development (DHCD) – Policy and Programs Financial Services Agency, Treasury Division	Ongoing, 2015-23	???
6.4.3	Predatory Lending Controls	Department of Housing and Community Development (DHCD) – Housing Assistance Center Financial Services Agency, Treasury Division	Ongoing, 2015-23	???

**Table 7-1
Implementation Program**

Actions ¹		Agency	Approximate Timeframe	Funding
Goal 7: Promote Sustainable Development and Sustainable Communities				
Policy 7.1: Sustainable Residential Development Programs				
7.1.1	Promote Green Building Design for Private Development	Bureau of Building Services	Ongoing, 2015-23	Permit Fees
7.1.2	Green Building Standards	Bureau of Building Services	Ongoing, 2015-23	Permit Fees
7.1.3	Require Green Building Design requirements for City-funded Development	Bureau of Building Services	Ongoing, 2015-23	Permit Fees
Policy 7.2: Minimize Energy and Water Consumption				
7.2.1	Energy-Efficiency and Weatherization Programs	Environmental Services (PWA), with input from all agencies	Ongoing, 2015-2023	Bay Area Air Quality Management District Grant and Williams Settlement
7.2.2	Alternative Energy Production	Planning Bureau, Building Services, Environmental Services (PWA),	Ongoing, 2015-23	Permit Fees; Williams Settlement
7.2.3	Technical Assistance	Bureau of Building Services	Ongoing, 2015-23	Permit Fees
7.2.4	Promote Water Conservation and Efficiency	Planning Bureau, Building Services, Environmental Services (PWA),	Ongoing, 2015-23	Permit Fees
Policy 7.3: Encourage Development that reduces Carbon Emissions				
7.3.1	Mixed Use Development Incentives	Bureau of Planning	Ongoing 2015-23	Permit Fees
7.3.2	Transit-Oriented Development	Bureau of Planning	Ongoing 2015-23	Permit Fees

**Table 7-1
Implementation Program**

Actions¹		Agency	Approximate Timeframe	Funding
7.3.3	Implement SB 375 provisions, direct new housing to be built in Priority Development Areas	Bureau of Planning	Ongoing 2015-23	Permit Fees
7.3.4	Integrate Land Use and Transportation Planning in Major Residential Projects	Bureau of Planning	Ongoing 2015-23	Permit Fees
7.3.5	Encourage New Housing at a Range of Prices	Bureau of Planning	Ongoing 2015-23	Permit Fees
Policy 7.4: Minimize Environmental Impacts from New Housing				
7.4.1	Compact Building Design	Bureau of Planning , Bureau of Building Services	Ongoing, 2015-23	Permit Fees
7.4.2	Waste Reduction	Bureau of Planning , Bureau of Building Services	Ongoing 2015-23	Permit Fees
7.4.3	Foster Healthy Indoor Air Quality	Bureau of Planning , Bureau of Building Services	Ongoing 2015-23	Permit Fees
7.4.4	Recycled, Reclaimed or Renewable content of Building Materials	Bureau of Planning , Bureau of Building Services	Ongoing 2015-23	Permit Fees
7.4.5	Re-Use and Rehabilitation of Historic Materials	Bureau of Planning , Bureau of Building Services	Ongoing, 2015-23	Permit Fees
7.4.6	Encourage Food Production in Open Space Areas	Bureau of Planning	Ongoing, 2015-23	Permit Fees
Policy 7.5: Climate Adaptation and Neighborhood Resiliency				
7.5.1	Climate Change and the Planning process	Bureau of Planning	Ongoing, 2015-23	Permit Fees

**Table 7-1
Implementation Program**

Actions ¹		Agency	Approximate Timeframe	Funding
7.5.2	Climate Adaptation Strategies	Planning Bureau, Building Services, Environmental Services (PWA),	Ongoing, 2015-23	Permit Fees

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