

2. EVALUATION OF THE 2010 HOUSING ELEMENT

introduction

Section 65588(a) of the California Government Code requires each jurisdiction to periodically review its housing element and evaluate:

- the appropriateness of the housing goals, objectives, and policies in contributing to the attainment of the State housing goal;
- the effectiveness of the (prior) housing element in the attainment of the community's housing goals and objectives; and
- the progress of the community in housing element implementation.

The periodic review is one of the major components of a housing element update. It provides an opportunity to evaluate the relevance of the City's housing policies and programs, identify where gaps exist, and suggest possible ways to fill these gaps. The review forms the basis for restructuring the housing element to better meet current housing challenges.

San Leandro's Housing Element was last updated in 2008-2010. The Element was certified by the State in 2011 and has served as the basis for local housing policy for the last four years. During the period covered by that Element (2007-2014), the Bay Area weathered the most severe economic recession in over 75 years. Housing starts were much lower than they had been during the prior (1999-2006) period, when over 1,200 units were constructed. Despite the economic downturn, San Leandro produced approximately 230 new housing units during 2007-2014. The City also facilitated the creation of more than 1,000 affordable housing units through a combination of conversions and new construction. San Leandro also assisted low and moderate income homeowners, first-time homebuyers, and supportive service providers in meeting local housing needs.

The 2010 Element included eight goals, 66 policies, and 81 action programs. It also cross-referenced policies and actions in other elements of the General Plan. The discussion below describes the City's progress toward achieving these goals and policies, and the appropriateness of each goal and policy today. The discussion begins with an introduction to San Leandro and an overview of housing production, housing programs, and market trends in the city during the last planning period.

context for the housing element

San Leandro is located on the east shore of San Francisco Bay approximately 8 miles south of Oakland, 15 miles southeast of San Francisco, and 35 miles north of San Jose. It is the fifth largest of Alameda County's 14 cities in population the sixth largest in number of jobs. It is bounded on the north by Oakland

and on the south by the unincorporated communities of San Lorenzo and Ashland. The western edge of the city is defined by San Francisco Bay, while the East Bay hills define the eastern edge.

The city's land area is 13.3 square miles. Excluding streets and freeways, about 46 percent of this area is comprised of residential uses. San Leandro's neighborhoods include about 2,600 acres of single family detached homes, 260 acres of townhomes and duplexes, 300 acres of apartments and condominiums, and 70 acres of mobile homes. These areas contain about 32,500 housing units, for an average residential density of 10.5 units per net acre. This density creates a more urban character than the newer communities of the East Bay (like Dublin and Fremont) but a more suburban character than Berkeley, Oakland, and other cities closer to San Francisco.

Although many San Leandro neighborhoods are perceived as being homogeneous, the housing stock is actually quite diverse. The city contains view-oriented hillside homes, Craftsman bungalows and Mediterranean cottages, apartment buildings and garden apartment complexes, mid-rise condominiums, ranch-style tract homes, century-old Victorians, mobile home parks, California contemporaries, and even semi-rural ranchettes. Many single family neighborhoods include pockets of higher-density housing, along with other uses such as parks, schools, and churches.

San Leandro was initially laid out in 1855 and was incorporated in 1872. By 1900, it had grown to about 2,300 residents and was a prosperous agricultural center. The city continued to grow at a moderate pace during the first 40 years of the 20th Century. Many of the neighborhoods in the northeast part of the city, such as Broadmoor and Estudillo Estates, were developed during this time period. The railroad corridors developed with industry, while Downtown remained the center for commerce and civic life. By 1940, San Leandro had 14,000 residents. Still, the town covered just a few square miles and was surrounded by farms and orchards.

The 1940s and 50s were a time of transformation for the city. A development boom, initially fueled by wartime housing construction and then sustained by returning veterans and their families, brought about a 350 percent increase in the city's population in just 20 years. Much of San Leandro's current form and character was defined during this era and nearly half of the city's current housing stock was added. Most of the neighborhood shopping centers and commercial strips along East 14th Street and other arterials date from this period. The city also emerged as a major industrial center during this era, with more than 6,000 manufacturing jobs added between 1947 and 1954 alone.

The pace of growth slowed as the city reached its natural limits during the 1960s. On the east, steep hills created a barrier to large-scale development. On the west, most of the shoreline had been acquired for park uses. Established communities lay to the north and south. The focus of new development shifted to smaller infill sites, including greenhouses and nurseries, and other properties that had been bypassed during the boom years.

By the 1980s, other factors had begun to shape the form of San Leandro. The Bay Area's economic base shifted from manufacturing to services and technology, and many traditional industries left the city. As the thousands of families who moved to San Leandro during the 1940s and 50s matured, school enrollment dropped and several schools were closed and redeveloped with housing. The percentage of

senior citizens in the city increased from six percent in 1960 to 20 percent by 1990, giving San Leandro the highest median age in Alameda County.

During the 1990s and into the early 2000s, demographic and economic changes continued to reshape San Leandro. In the span of two decades, the city became one of the most diverse communities in the Bay Area, with rapid increases in its Asian, Latino, and African-American populations. The number of children in the city increased dramatically, impacting school enrollment and the local housing market. At the same time, the city found itself at the forefront of a nationwide effort to re-direct growth back toward the developed cores of major metropolitan areas. With two BART stations and several major bus corridors within its borders, San Leandro emerged as a logical location for “smart growth” and transit oriented development.

Today, San Leandro continues to be one of the most culturally and economically diverse cities in the region. The City has embraced principles of sustainable development as it plans for its future. Its growth strategy focuses future residential development in areas served by public transportation at densities that support walking and transit use. The completion of a fiber optic network (Lit San Leandro) in San Leandro’s business districts is helping to spur economic growth and expansion of technology-related industry. Recent completion of Kaiser Hospital and approval of a Downtown Tech Campus are establishing the City as an innovation center. The production of housing for a variety of income groups continues to be a central part of the City’s vision for its future.

housing program administration

Most housing programs in San Leandro are administered and coordinated through the Community Development Department. The Department’s Housing Services Division works on housing-related activities, while the Planning Division processes development applications and provides assistance in housing policy development. The Office of Business Development, which is also within the Community Development Department, administers business incentive and attraction programs and works to facilitate businesses retention and expansion within the city. The Office works closely with the Housing Services Division on housing activities. City departments work collaboratively with the development community on housing proposals, conduct outreach efforts to the community on housing, provide technical assistance to for-profit and non-profit developers, and assist prospective housing program clients.

The Housing Services Division focuses its efforts on administering and monitoring federally funded housing activities, as well as local initiatives such as the Rent Review program, inclusionary housing, and the Affordable Housing Trust Fund. The Community Development Department facilitates the development of new affordable housing projects, the rehabilitation of older apartments, and the conservation of existing affordable units. The Division is also the City’s primary resource for affordable housing information.

A combination of factors led to reduced capacity in the Housing Services Division between 2009 and 2014. The 2007-2010 recession resulted in diminished revenue for local services, resulting in staff cuts and reduced funding levels for housing activities. In January 2012, the elimination of Redevelopment Agencies and the diversion of redevelopment funds from cities to the State of California led to further

reductions. Staff levels in the Housing Services Division were reduced from 3.5 full time employees to one employee. Some of the programs administered by the Division were eliminated or severely curtailed.

During the 2007-2014 period, the City of San Leandro facilitated two new affordable housing developments and provided technical assistance and support to a property owner who converted an 840-unit market rate rental housing development into affordable housing using federal/state low income housing tax credits. In 2007, the City completed a Downtown Transit-Oriented Development (TOD) Strategy. This was followed by the rezoning of Downtown to facilitate denser mixed use development and a General Plan amendment to integrate the TOD Strategy. The City also provided support to local organizations assisting the homeless, persons at risk of homelessness, and others with special housing needs. Many of these actions resulted from programs identified in the 2010 Housing Element, and the 2003 Element that preceded it.

2007-2014 RHNA housing targets vs. actual performance

The 2010 Housing Element was prepared to cover the period 2007-2014. ABAG’s Regional Housing Needs Allocation (RHNA) had assigned 1,630 housing units to San Leandro for that period, distributed as follows:

Very Low Income*	368 units
Low-Income*	228 units
Moderate-Income*	277 units
Above Moderate Income*	757 units
Total	1,630 units
<i>*See Page 3-12 for a definition of each income category</i>	

The City used its 2010 Housing Element to demonstrate how it would encourage production of these units during the 2007-2014 time period, with an emphasis on 2010-2014.

The actual number of units produced during 2007-2014 fell short of the RHNA figures. Actual production was as follows:

Year	Units Built
2007	43
2008	97
2009	12
2010	63
2011	0
2012	8
2013	8
2014	N/A(*)
Total	231

(*) Year still underway at time of publication

Of the 231 units produced, 68 (67 for tenants and one manager's unit) were associated with the Casa Verde development for very low income households, and 51 (50 for tenants and one manager's unit) were associated with Estabrook Place Senior Apartments, which is also limited to very low income elderly tenants. Thus, the City produced 117 new very low income units during the time period. While this is only one-third of the RHNA for very low income households, it represents more than 50 percent of the total number of units produced in 2007-2014.

Of the 114 remaining units, most were single family for-sale homes sold at market rate prices. A majority of these homes were townhouses, duplexes, and detached homes on small lots. Based on their sales prices and prevailing market rents, the tally is estimated to include six homes affordable to low income households, 19 affordable to moderate income households, and 89 units affordable to above moderate income households. Relative to the RHNA targets, the City produced 32% of its very low income target, 3% of its low income target, 7% of its moderate income target, and 13% of its above moderate income target. Overall, the 231 units of production represents 14% of the RHNA.

Casa Verde and Estabrook Place were the two largest projects developed during the planning period. As noted above, both were 100% affordable to very low income households.

The largest market-rate development during this period was Cherry Glen, a 43-lot townhome development on Washington Avenue just north of I-880. Pursuant to the City's inclusionary housing ordinance, several of the units in this development were reserved for (and sold to) low and moderate income homebuyers.

Other projects completed during this time period were an 11-unit townhome development at Chumalia and Hyde Streets in Downtown San Leandro, a 6-unit small lot subdivision on Hays Street in Downtown (Arbor Place), a 5-unit small lot subdivision on Lewelling Boulevard adjacent to Lewelling Park (Bayport Court), a 9-unit townhome development on Davis Street (Toscani Place), an 8-unit townhome development on MacArthur Boulevard at Superior (Cherry Park Square), and the final phase (4 units) of the Greenbrier small lot subdivision on MacArthur just north of San Leandro Creek. The trend toward 5-10 unit small lot infill and townhome developments represented a change from the pattern of the 1990s and early 2000s, when most development occurred in large-scale single family home developments such as Cherrywood and Heron Bay.

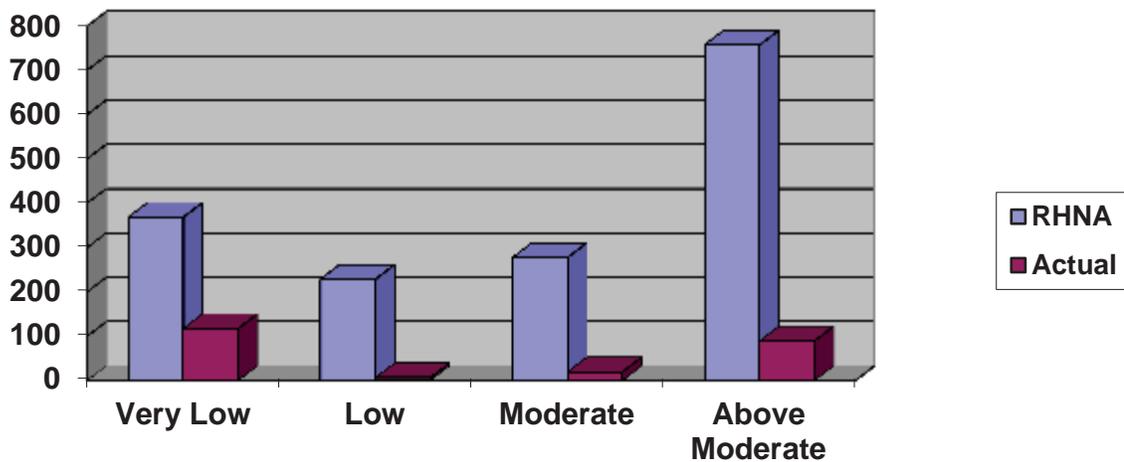
There were also eight duplexes developed on scattered sites during this period (16 units). Although all of the duplexes were market-rate, some of them would be considered affordable to moderate income households based on their rents or sales prices. This is particularly true for the duplexes developed as rental units, and those units less than 1,000 square feet in size. In addition, there were seven second units developed during this period. Those larger than 400 square feet are presumed to be affordable to moderate income households based on prevailing market rents, while those smaller than 400 square feet (2 units) are presumed to be affordable to low income households.¹

¹ A review of advertised Craigslist rents for duplexes in San Leandro in June 2014 indicated a range from \$1675 to \$1895, which is considered to be within the affordability range for moderate income households with three or more persons. "Studio" in-law units were generally in the \$900-1,100 range, which would make them affordable to one and two person low income households.

Housing production during 2007-2014 was sharply below production during the 1999-2006 period, when 1,289 units were produced. The 1999-2006 period saw the construction of two subdivisions with over 300 units each (Cherrywood and Heron Bay). It is worth noting that despite the lower overall totals in 2007-2014, the City actually produced a larger number of very low and low income units during the 2007-2014 time period (123 units) than it did in 1999-2006, when only 112 very low and low income units were built.

Chart 2-1 shows the breakdown of RHNA units and actual units produced by income category in 2007-2014.

Chart 2-1: RHNA vs. Actual Production, 2007-2014



Source: City of San Leandro, 2008

One of the most significant changes to the City’s housing stock between 2007 and 2014 involved the acquisition and conversion of an existing market-rate housing complex to affordable housing. A total of 840 units of affordable housing were created when Lakeside Apartments (formerly Lakeside Village) at 2140 Springlake Drive was purchased in 2011. The property was originally built in 1969-1971 and contains 208 studios, 456 one-bedroom, and 176 two-bedroom apartments. The private owner/ developer Standard Lakeside Properties used revenue bonds and low income housing tax credits to acquire and rehabilitate the property. City financial assistance was not required, although the City provided technical assistance and facilitated project permitting.

The Lakeside Apartments rehabilitation took approximately three years and was completed in stages. It included upgrades not only to the units themselves, but also the clubhouse, the pool and other common areas, the leasing office, landscaping, and the building exteriors. Rents are now maintained at levels that are affordable to families whose income is below 50% to 60% of the areawide median income. Some of the existing tenants qualified under these guidelines and were able to return to the complex after renovation. Households that did not meet the income guidelines were provided with relocation assistance.

While the Lakeside Apartments conversion did not result in a net gain in the number of units, it was an important gain in terms of the City's inventory of affordable units. The complex represents almost three percent of the City's total housing stock, and has more housing units than all other affordable housing developments in San Leandro combined. Rents are \$962 for a studio, \$1,028 for a one-bedroom, and \$1,229 for a two bedroom. Comparable units in nearby complexes are \$1,200 to \$1,700, providing a substantial margin of savings for qualifying tenants.

Additionally, the City provided technical assistance in the rehabilitation of 75 units for seniors at Fargo Senior Center by the non-profit Christian Church Homes(CCH). CCH used State and federal low income housing tax credits to upgrade major building systems in this affordable project and did not require City funding. The City did provide funding assistance to Eden Housing, enabling their acquisition and rehabilitation of the 46-unit Surf Apartments. Twenty-two (22) market rate units had previously converted to affordable in 2003 (during the last planning period), and another 10 units were converted in 2011. These units have a 55-year affordability term.

land use goals related to housing

The Housing Element is one of the ten elements of the San Leandro General Plan. The other nine elements include 52 goals and over 400 policies. Goal 3 (which appears in the Land Use Element) is technically not part of the Housing Element but is cross-referenced because it states the City's broader commitment to "improve access to housing for all economic segments of the community." The City has made considerable progress toward this goal since adoption of the General Plan, working proactively with developers to expand the type and price range of housing units available to San Leandro residents. There are nine policies under Goal 3, itemized below.

Policy 3.01 calls for the City to encourage a "mix of unit types," including single family homes, town-homes, live-work units, planned unit developments, and multi-family housing. Despite the economic slowdown and recession, most of these housing types were produced during 2007-2014, including two large multi-family developments, several townhome developments, and several projects featuring small lot single family homes. The city also continued to see development of duplexes, second units, and single family homes on infill lots, albeit at slower rates than it did during the early 2000s. More than half of the units added during 2007-2014 were multi-family apartments.

Policy 3.02 calls for a mix of price ranges as new housing is produced. Price diversity was achieved, although not to the extent desired. Units were generally produced at the very low and above moderate income ends of the spectrum, with very little produced in the low to moderate ranges. The City also continued to see almost no new market-rate rental housing during the period and relatively few entry level condominiums appropriate for first-time buyers. In the affordable rental housing market, the two developments built served small households (Casa Verde) and seniors (Estabrook Place). There were no affordable rental units for larger families produced. The City is addressing this shortfall through the proposed 200-unit BRIDGE housing development, Cornerstone Apartments, scheduled for construction in late 2014.

Policy 3.03 encourages affordable housing to be well designed and geographically dispersed around the city rather than concentrated in one location. The Inclusionary Zoning Ordinance is an important part of implementing this policy. It has helped ensure that affordable units blend seamlessly with their market-rate neighbors, and has also helped achieve geographic dispersal. However, it is only responsible for a small fraction of the units produced in 2007-2014. The two affordable projects built by non-profits in 2007-2014 were located just a few blocks from each other on East 14th Street but serve very different tenant groups. These projects are well designed and are perceived as community assets. The policy to avoid overconcentration of affordable housing is being implemented and should be carried forward.

Policy 3.04 encourages “infill” development on vacant or underutilized sites. All of the development completed since 2007 may be characterized as infill—growth has been entirely within the existing city limits and no open space has been lost. San Leandro has successfully achieved the reuse of older commercial sites with housing, as well as the recent construction of individual housing units on vacant residential lots that were “skipped over” by development in past decades.

Policy 3.05 promotes pedestrian-oriented mixed use development on transit corridors. In the last 10 years, the City has adopted transit-oriented development plans for the South East 14th Street corridor and the Downtown BART station area, and has completely revised the zoning for these areas to encourage (and in some cases to mandate) high-density housing development. Several properties along East 14th Street have been redeveloped with mixed uses or high-density housing since 2007, including Casa Verde and Estabrook Place. Additional higher-density and mixed use developments have been approved in the BART station vicinity. Design guidelines for East 14th Street and the BART area will ensure that future projects are designed to encourage transit use and walking, and to mitigate impacts on nearby lower density areas.

Policy 3.06 promotes the construction of housing by non-profit developers, with particular emphasis on affordable housing for seniors and families. Progress toward this policy has been made since 2007, including construction of Estabrook Place (50 units for seniors) and Casa Verde (67 units for small, very low income households), and the pending construction of the Cornerstone Apartments project at the San Leandro BART Station. The Cornerstone will be developed by the non-profit BRIDGE Housing and will feature 85 affordable units for seniors and 115 affordable units for families. The City continues to work with developers to identify and secure appropriate sites for affordable housing. It also continues to provide technical and financial assistance to the non-profit development community.

Policy 3.07 encourages new affordable housing to include on-site amenities for its residents, and to incorporate social services such as child-care on-site. The affordable projects built since 2007 include facilities such as community rooms and gathering spaces for residents as well as on-site service coordinators.

Policy 3.08 encourages live-work development, particularly in transitional areas between industrial and residential uses. The City’s revised zoning regulations encourage additional live-work space along East 14th Street and in the Downtown TOD area. However, the production of live-work units between 2007

and 2014 was affected by the drop in real estate prices and slowdown in construction. No units were added during this period. This remains a valid policy for the future.

Policy 3.09 established a set of criteria for converting non-residential land to housing or public uses. The intent of this policy was to limit the encroachment of residential uses into viable industrial areas, while allowing for some conversion where industry and commerce may no longer be viable. The areas considered most appropriate for conversion are those near the BART station and along East 14th Street. San Leandro is committed to retaining its core industrial areas, as these areas provide an important source of employment, a variety of wages, and solid vocational opportunities for residents without a college degree. San Leandro has successfully implemented this policy since its adoption. With a few exceptions where industry was truly no longer viable (i.e., Heron Bay), new housing has been built on former commercial land rather than industrial land. The City has retained large areas for heavy industry, warehousing and distribution, and research and development, providing living wage manufacturing and wholesaling jobs for thousands of Bay Area residents. As part of the 2035 General Plan Update, the City will re-evaluate this policy and determine if there are other areas where residential uses, including live-work and loft-style housing, may be appropriate.

progress on achieving housing goals and objectives, and implementing housing policies and programs

The 2010 Housing Element's eight goals are listed below, with narrative text and tables documenting progress and key accomplishments during the reporting period. Consistent with Housing Element law, numerical objectives were developed in 2010 for some of the goals, providing a benchmark for measuring the City's progress. Each objective represents a target for the number of units to be preserved, improved, or developed—or the number of households to be assisted—during the time horizon of the Element.

The Goals are numbered 53 through 60. The numbering starts at “53” because Goals 1 through 52 appear in other elements of the General Plan. Each goal includes several policies (numbered 53.1, 53.2, 53.3, and so on). Some of the policies include specific action programs (numbered 53.1-A, 53.1-B, and so on).

goal 53: affordable housing development

Goal 53 was to increase the supply of affordable ownership and rental units in San Leandro. Three quantified objectives were included to measure the City's progress:

- Facilitating the development of 149 units (50 units at Estabrook Place and 99 units at the Crossings/Cornerstone) for very low income households
- Facilitating the development of 152 additional very low income units, 221 low income units, and 262 moderate income units to meet the remainder of the Regional Housing Needs Allocation
- Opportunities for 76 extremely low income households to find housing in new affordable housing developments not yet entitled as of 2010

The City partially achieved the first objective. Estabrook Place was completed as scheduled. The Crossings development (now Cornerstone Apartments) was delayed, and eventually re-envisioned as a 200-unit complex (including 115 units for families and 85 units for seniors). Construction is scheduled for late 2014. The City did not achieve the second or third objectives due to poor market conditions, limited financing, and the elimination of the Redevelopment Agency and reduction of other funding sources. The proposed Cornerstone project is scheduled to include 20 extremely low income units. The combination of market forces and revenue constraints made it impossible to build over 600 units of affordable housing within a four-year timeframe.

Significant progress was made on carrying out the individual policies and programs, as noted below.

Policy 53.1 was to “provide and maintain an adequate supply of land to accommodate the City’s fair share housing assignment for the 2007-2014 period.” This was fully achieved and remains a relevant policy. The supply of land increased dramatically in 2007 when the TOD Strategy was adopted and over 100 acres in the station area were rezoned for high-density mixed use development. In some cases, land previously zoned for office and industrial uses (where residential development was a prohibited use) was rezoned to *require* high-density housing as a component of new development. The capacity for more than 3,500 units—more than double the 2007-2014 RHNA assignment—was created in the TOD area alone.

Policy 53.2 was to locate future higher density housing in areas served by transit, and to support transit improvements along East 14th Street. This policy is being achieved and is still relevant. The two largest residential developments in the City in the last seven years were both on the East 14th Street corridor and the largest pending residential development is across the street from the San Leandro BART station. The City has also been working with AC Transit on service improvements along East 14th Street, including a Bus Rapid Transit line from Downtown Oakland to the San Leandro BART station.

Policy 53.3 was to “actively pursue and leverage private, non-profit, and public funds to facilitate the development of affordable housing....” It also called on the City to provide administrative and technical assistance to housing developers. This continues to be an appropriate policy that has been implemented consistently over the past decade. In addition to working with non-profit developers to construct Casa Verde and Estabrook Place, the City has worked closely with BRIDGE Housing Corporation in the financing and permitting of the Cornerstone development. The City also provided technical assistance to Standard Lakeside Properties in its rehabilitation and acquisition of Lakeside Village, and conversion of the complex to affordable housing. As a member of the Alameda County HOME Consortium, the City also annually applies for HOME funds from the County to leverage investment in affordable housing.

Policy 53.4 formalizes the City’s Inclusionary Housing requirements. It indicates that the City will require the inclusion of affordable housing in new development both within and outside of redevelopment areas. The policy needs to be updated to delete reference to redevelopment areas and to reflect the outcome of the Palmer/Sixth Street Properties vs the City of Los Angeles lawsuit (e.g., the “Palmer” decision), which invalidated inclusionary requirements for rental housing except where certain conditions apply. Otherwise, the policy remains relevant and is implemented by the City on an ongoing basis. As indicated in Table 2-1, additional revisions to the City’s Inclusionary Zoning Ordinance may be needed in

the coming years. The 2007-2011 downturn in the real estate market and drop in prices constrained the sale of units reserved for moderate-income households, since the price for these units was not substantially different than the market rate units. However, recent price increases are widening that gap, making the benefits of an inclusionary zoning strategy more apparent.

Policy 53.5 recommends that the City work with willing property owners to assemble parcels in redevelopment areas to create more viable (i.e., larger) development sites. Prior to 2012, the City implemented this policy on a number of properties including the Westlake parcels around the San Leandro BART station, the Town Hall Square parcels at East 14th and Davis Street, and a set of adjacent properties on Washington Avenue at Parrott Street. The City was able to conduct site assembly in these locations without eminent domain. Lot consolidation and aggregation remains a valid policy objective. However, this policy should be updated to reflect the loss of the Redevelopment Agency. Other tools for lot consolidation should be explored.

Policy 53.6 calls for the production of additional market-rate and affordable rental units in the city. This policy remains relevant today, and potentially could be expanded to emphasize the unmet need for family rentals.

Policy 53.7 recommends providing additional housing at prices that match prevailing wages in the city. An example would be the recent conversion of 840 units at Lakeside Village into “workforce housing.” The policy also suggests efforts by local employers to assist their workers in finding housing within San Leandro. The City has worked with large employers such as Kaiser Permanente and OSI-soft to facilitate action on this issue. One of the points raised during public meetings on the 2015-2023 Element is that the city needs additional market-rate housing to serve anticipated growth in the technology sector.

Policy 53.8 calls for the production of condominiums as a more affordable alternative to single family detached homes. This continues to be a relevant policy and it should be carried forward. At the time the last Housing Element was adopted, a condominium development was anticipated on the BART parking lot east of the San Leandro BART station. However, that site is now committed to 200 units of affordable rental housing. The affordable units had originally been slated for a site west of the station, and that site has been committed to a new office-technology campus. Elsewhere in the city, there was an 11-unit condominium development at Hyde and Chumalia Streets built in 2010-2011. The City is continuing to actively promote high-density condominium construction in the BART station vicinity and on sites in Downtown San Leandro and along East 14th Street.

Policy 53.9 permits manufactured or mobile home construction in any residential zoning district. This is implemented on an ongoing basis and continues to be relevant.

Policy 53.10 encourages the participation of the business community in programs to meet the city’s housing needs. Again, this is implemented on an ongoing basis and continues to be relevant. The City has worked with the Chamber of Commerce, local realtors and developers, major employers, apartment owners, and local business groups to increase awareness of housing needs and housing issues.

There are 16 action programs in Goal 53. Table 2-1 indicates the progress that was made between 2007 and 2014 in carrying them out.

Table 2-1: Progress on Implementing Actions for Goal 53 (Affordable Housing Development)

Action	Summary	Progress
53.01-A	Continue to promote the San Leandro BART Transit Oriented Development (TOD) Area as a major regional opportunity for mixed use development. Market development opportunities in this area, work with property owners to facilitate development, and continue to improve the pedestrian environment, streetscape, and circulation system.	ADVANCE. A Downtown TOD strategy was adopted in 2007. The City has marketed sites in the vicinity for housing, mixed use, and commercial development. Several projects are in the pipeline, including a 200-unit affordable housing development by BRIDGE Housing and the OSI-soft Technology Campus. The City is working closely with property owners and developers to facilitate development proposals. Streetscape improvements and other infrastructure improvements in the station area are underway.
53.01-B	Work with BART to further develop and refine plans for the area around the Bayfair Station, including the BART parking lots and adjoining underutilized properties. As funding allows, prepare more detailed plans, development regulations, design guidelines, capital improvement programs, and implementing strategies for this area. One outcome should be rezoning of the 11-acre Bayfair BART Station parking lot from its current designation (Public/ Semi-Public) to a zoning district which encourages and promotes high-density mixed use development.	ADVANCE/REVISE. In 2014, the City applied for and received a Station Area Planning Grant from the Metropolitan Transportation Commission for the Bayfair BART station area. The funds will enable the City to prepare a specific plan or area plan to facilitate the area’s transformation into a walkable transit-oriented development. This program should be revised to reflect the current status of this action. The rezoning of the 11-acre parking lot has not yet occurred but would be an expected outcome of the new Plan.
53.01-C	Consistent with the General Plan, rezone the following “CC” areas for Mixed Use development: (a) Washington between Castro and San Leandro Blvd (excluding properties zoned RD and RM); (b) MacArthur Blvd between Durant and Foothill. The mixed use zoning would allow multi-family housing and mixed use by right, establish minimum densities, improve the pedestrian scale and street environment, and expedite the reuse of vacant and under-developed properties.	ADVANCE/REVISE. Neither of these re-zonings has occurred, in part due to the economic slowdown and decline in real estate values between 2007 and 2011. A recent proposal to replace an office building at 2450 Washington with 66 multi-family units indicates there is still interest and potential for housing on the Washington corridor. Similar projects have occurred on MacArthur (Cherry Park Square). The pending update of the San Leandro General Plan could result in further changes to these two corridors on the City’s General Plan Map, Thus, it is likely that any rezoning would occur after the new Land Use Map is prepared rather than in the next two years.
53.01-D	Update the General Plan Future Land Use Map so that it reflects the land uses and densities depicted on the already-adopted Downtown TOD Strategy.	ACHIEVED. The Council approved General Plan Consistency Amendments on March 21, 2011 so the General Plan and the TOD Strategy are now fully consistent.
53.03-A	Continue to pursue all available funding sources for affordable housing construction, including annual applications for federal CDBG and HOME funds.	ADVANCE. This is a regular function of the Housing Division and continues to be relevant. Additional funding sources will be explored to offset the loss of Redevelopment set-aside funds.

Action	Summary	Progress
53.03-B	Continue to provide support and information to non-profit and for-profit developers seeking to create affordable housing in San Leandro, including assistance in applications for Low Income Housing Tax Credits, Mortgage Revenue Bonds, Affordable Housing Program funds, and other funding sources.	ADVANCE. This is a regular function of the Housing Division and continues to be relevant. The City works with developers to leverage funds on a project by project basis and most recently worked with BRIDGE Housing on the Cornerstone project.
53.03-C	Maintain a local affordable housing trust fund that is capitalized with in-lieu fees from the inclusionary zoning program and condo conversion fees.	ADVANCE. The City continues to maintain an Affordable Housing Fund using these two sources. The Fund's revenue balance as of June 30, 2014 was approximately \$65,000.
53.03-D	Support affordable housing bond measures at the State and County level. Lobby for and participate in discussions of such bonds if and when they are being developed or proposed.	ADVANCE. The City has provided development loans to BRIDGE for the Cornerstone project and supported the efforts of Standard Lakeside Properties to obtain bond and tax credit financing for the Lakeside Village acquisition and conversion to affordable housing.
53.04-A	Require developers of residential projects within San Leandro's redevelopment areas to set aside at least 15 percent of all new units as affordable housing. Pursuant to State law, at least 40 percent of these affordable units should be set aside for very low income households.	DELETE. This program refers to the Redevelopment Project Area set aside. With the termination of the Redevelopment Agency, it is no longer applicable.
53.04-B	<p>Revise the Inclusionary Zoning Ordinance to increase the production of affordable units while still achieving geographic dispersal of affordable housing. Changes should consider these suggestions:</p> <ul style="list-style-type: none"> • make it easier to contribute to the Affordable Housing Trust Fund rather than incorporating units on site. • allow acquisition of foreclosed properties and resale as inclusionary units (in lieu of developing new units). • modify the way inclusionary requirements are calculated for fractional assignments over 0.5 and capture "partial" units (0.1 through 0.4) in projects with 7+ units through in-lieu fees • eliminate in-lieu fee exemptions for two- and three-unit rental projects. • adjust the percentages of owner-occupied units targeted to low- versus moderate-income households 	<p>ADVANCE/REVISE. The City did not have the resources to revise the Inclusionary Ordinance during 2010-2014. Moreover, the urgency of revisions was reduced by the real estate depression and absence of development proposals during this period. As noted above, the Palmer decision invalidated the provisions of the ordinance for rental units. For ownership units, inclusionary (moderate income) units were comparably priced to market-rate units but came with resale restrictions which made them difficult to sell.</p> <p>The Ordinance should be revised during the 2015-2023 planning period. The bulleted list to the left continues to be a reasonable list of topic areas to consider when making revisions. The City should also consider ways to address the loss of inclusionary requirements for rental housing. One possibility would be to do a nexus study (either alone, or collaboratively with other cities) to explore the viability of an affordable housing impact fee that could provide funds for affordable units. The City should also monitor pending court cases regarding the future of inclusionary housing rules.</p>

Action	Summary	Progress
53.05-A	<p>Prepare promotional materials advertising residential and mixed use development opportunities in the city, particularly around the Downtown and Bayfair BART Stations and along the East 14th Street corridor.</p> <p>Continue to pursue grant funding for visual simulations and other educational media which illustrate high-density housing prototypes (especially along East 14th Street and around the BART Stations) and respond to neighborhood concerns about higher density housing.</p>	<p>ADVANCE. The City’s Community Development Department continues to promote and market the City to prospective developers, with an emphasis on the Downtown and BART station areas. The Department’s “San Leandro Next” website/ blog includes promotional information and materials about the community, and represents a “rebranding” of San Leandro as a center for innovation and technology. Additional housing is an important part of that vision.</p>
53.05-B	<p>Facilitate land assembly and/ or mixed use development, including housing, on the following two sites:</p> <ul style="list-style-type: none"> ▪ Town Hall Square (block bounded by Davis, Hays, and East 14th) ▪ Former Albertsons Supermarket (1550 East 14th Street) <p>The City will continue working to acquire (the Town Hall Square site) from willing sellers. The Downtown TOD strategy identified the site as having the potential for as many as 148 housing units, with ancillary ground floor commercial uses.</p>	<p>REPLACE. The former Albertson’s site is being redeveloped as The Village, a retail project. The Town Hall Square site remains a viable mixed use site. A new opportunity will be created when the CVS on E. 14th at Davis Street relocates to The Village. The Davis Street site will be added to the housing opportunity site inventory.</p>
53.06-A	<p>Facilitate the completion of the following affordable housing projects before June 30, 2014:</p> <ul style="list-style-type: none"> • The 100-unit Alameda at San Leandro Crossings Development for very low income families. • The 51-unit Estabrook Place Senior Housing Development for very low income seniors. 	<p>REPLACE. As noted earlier, the 100-unit Crossings project is now scheduled for development as a 200-unit affordable development on the BART station parking lot. BRIDGE Housing received Low Income Housing Tax Credit funding in June 2014 to support the project and construction will begin shortly. The City received over \$20 million in Prop 1C funds from the State of California to assist in the development of infrastructure to support this project.</p> <p>The Estabrook project was completed in 2010.</p>
53.06-B	<p>Develop strategies to attract additional market rate rental apartment development to San Leandro. This could include direct outreach to developers, and incentives to encourage apartment development on key opportunity sites. The City is particularly interested in market rate rentals that meet the needs of moderate-income young professionals, given the limited range of options for such persons in San Leandro today.</p>	<p>ADVANCE. This program continues to be relevant, particularly with the redesign of the Cornerstone project to exclude market rate housing. The City will continue to work with developers to attract market rate rentals to the City, with a focus on the TOD areas.</p>

Action	Summary	Progress
53.08-A	Complete the 200-unit Cornerstone at San Leandro market rate condominium project in Downtown San Leandro. Promote the development of additional condominiums on the remaining parcels in the Westlake development at the San Leandro BART station and on key housing opportunity sites in the TOD area, along East 14 th Street, and in the Bayfair BART vicinity.	REPLACE. As noted above, the market rate component of this project was removed for the Westlake Development site. The City should replace this program with a new program supporting condominium development at the locations listed.
53.09-A	Amend Section 2-510(B) of the San Leandro Zoning Code to make “manufactured home parks” a conditionally permitted use in the RD zone, in addition to the RM zone (where it is already permitted).	ADVANCE. This Code change has not yet occurred, and remains relevant. It should be noted that there were no proposals or inquiries to locate manufactured home parks in the RD zone during 2007-2014.

“ACHIEVED” indicates the action has been accomplished, while “ADVANCE” means it is on-going or should be carried forward to 2015-2023. “REPLACE” means the action should be replaced with a new or modified program to carry out the policy. “REVISE” means action should be updated.

goal 54: administration of housing programs

Goal 54 sought to ensure that San Leandro’s housing programs actually benefited San Leandro residents. Ensuring local benefits is important in achieving neighborhood acceptance of affordable housing projects and programs. Many San Leandro residents are in need of assistance, and to the extent permitted by law, they should be the focus of housing opportunities that may be created in the future.

Policy 54.1 called for the City to maintain a Housing Services Division with specific responsibility for the administration of local housing programs. This policy remains relevant and was implemented continuously through the prior planning period, even after the elimination of the Redevelopment Agency. Because of budget cuts, the Division has been reduced to one person, with administrative and management support provided by the Planning Division.

Policy 54.2 recommended working with the County and ECHO Housing in the administration of programs where City administration would be infeasible or inefficient. This remains a relevant policy and continues in practice. The County administers the HOME program, Mortgage Credit Certificates, and a variety of homelessness prevention programs which would not be efficiently administered at the City level. Similarly, ECHO Housing administers fair housing programs and the Rent Review Program, and conducts landlord and tenant counseling programs for multiple jurisdictions. This enables “economies of scale” for participating communities and makes the most of limited financial resources. The City also provides annual funds to several non-profits who provide housing services to the community.

Policy 54.3 urged the City to participate on task forces addressing housing at all levels of government. The policy continues to be relevant and is implemented on an ongoing basis. Elected officials regularly participate in regional forums on housing, including those organized by ABAG, Alameda County, the development community, economic and housing advocacy groups, and elected State representatives. City

staff participated in the ABAG RHNA methodology task force, and has been active in forums on topics such as transit oriented development. City staff is actively engaged in the implementation of the Alameda County EveryOne Home Plan.

Policy 54.4 recommended that the City include long-term affordability restrictions on newly created affordable units. The policy recognized that such restrictions already applied to affordable units in redevelopment areas, and recommended that similar resale and tenant occupancy requirements be applied elsewhere. The City has implemented this policy through the terms of its apartment rehabilitation loans, the Inclusionary Zoning ordinance, and the financing terms associated with HUD programs and low-income housing tax credits and other public affordable housing financing programs. The references to redevelopment areas should be removed.

Policy 54.5 noted that persons who live or work in San Leandro should be given preference when screening applicants for affordable housing. To some extent, implementation of this policy is limited by State and federal laws relating to fair housing opportunities. For its part, the City has established priorities in its Inclusionary Zoning program for residents who live and work in San Leandro and for City and school district employees.

Policy 54.6 recommended that Redevelopment set-aside funds be used to leverage private investment, and that housing in redevelopment project areas benefit a wide range of income groups. The City implemented this policy prior to the elimination of the Redevelopment Agency in 2012. Redevelopment funds were used to leverage investment in housing along East 14th Street, and to generate private and non-profit investment near BART. Most of the housing built within the former Redevelopment Project Area during 2007-2012 was affordable. With the termination of redevelopment, this policy should be replaced by a policy which references “City funds” rather than “redevelopment set-aside funds”. This potentially could include “boomerang” funds associated with former redevelopment dollars that may be returned to the City (through Alameda County).

Policy 54.7 encouraged public information and outreach on housing resources and conditions, including information in other languages and ASL. The City has implemented this policy consistently, not only for housing but for all aspects of service delivery. The Housing Element Update itself included a project website, FAQs in English, Spanish and Chinese, and meetings with Spanish and ASL translators.

The policies under Goal 54 included five action programs. Implementation progress on these programs is summarized in Table 2-2.

Table 2-2: Progress on Implementing Actions for Goal 54 (Administration of Programs)

Action	Summary	Progress
54.01-A	Prepare an annual report on the City’s progress toward Housing Element implementation.	ADVANCE. The City has prepared periodic annual reports, to the extent staffing levels allowed. A 2007-2010 report was prepared in 2011 and a 2011-13 report was prepared in January 2014.
54.01-B	Update the Redevelopment Agency’s Five-Year Plan, including revenue projections, in order to quantify the expected dollar amount of the 20% housing set-aside. The updated Plan should prioritize the spending of the set-aside for various housing programs and special needs groups.	ACHIEVED/DELETE. The City completed its five year Plan in 2010. It was adopted by the City Council on September 20, 2010 and covered the 2010-2014 period. Since the Redevelopment Agency has been terminated, the program can be deleted.
54.04-A	Engage the City Council in a discussion of possible revisions to the City’s long-term affordability requirements. The City generally supports the longest affordability terms allowed by law. However, in some cases, shorter terms may be acceptable or even desirable when the outcome is the creation (or preservation) of affordable units that would otherwise not be possible at all. Where not precluded by law, the City should consider using a “sliding scale” for affordability terms.	ADVANCE. This discussion has not yet happened, but it continues to be relevant. This topic is most likely to be addressed in the context of preservation of “at risk” below market rate (BMR) units. To date, the City has not succeeded in extending the affordability terms of BMR units that expired. The possibility of a shorter (15-year) term could be discussed for properties where extensions are desired.
54.05-A	Continue to collect data which documents the need for affordable housing among existing San Leandro residents, and the extent to which new affordable units benefit local residents. Data on homeless students, doubled up households, overcrowding, homelessness, and the former place of residence (and current place of employment) for occupants of new affordable units should continue to be monitored to make a more compelling case for the local benefits of (and need for) such housing.	ADVANCE. This is one of the principal functions of the Housing Division. It is also implemented by the non-profit service providers who receive funding from the City, such as Building Futures with Women and Children, Davis Street Family Family Resource Center, ECHO Housing, SAVE, and EveryOne Home. The City regularly monitors affordable rental housing needs.
54.07-A	Expand web-based GIS applications so that the public can access data about particular parcels and their surroundings via the Internet.	ADVANCE. The City’s website provides access to GIS data and the County provides parcel-based data through the Assessors Office website. This remains relevant.

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Goal 55: First-Time Homebuyer Opportunities

Goal 55 promotes opportunities for first-time buyers, especially move-up opportunities for low- and moderate-income San Leandro renters. Historically, this has been an important part of the City's housing policy. In the boom years of the 1940s and 1950s, San Leandro epitomized the "American Dream" that working families of modest income could become homeowners. This continues to be a relevant goal today, although it has been tempered by much higher home prices and a more urgent need for rental housing.

The goal includes two quantified objectives:

- First-time homebuyer assistance to an average of 10 homeowners a year from 2009-2014
- Two first-time homebuyer seminars between 2009 and 2014

The City fell short of the first objective. In fact, the First Time Homebuyer (FTHB) program was eliminated in 2013 due to the termination of the Redevelopment Agency. The program had assisted 10 households in 2010, two in 2011, and nine in 2012. Prior to the start of the 2009-2014 timeframe but within the 2007-2014 period, the City facilitated the sale of 15 condominiums to low and moderate income first-time buyers at the Willows Townhomes. In addition, the County provided 15 mortgage credit certificates to San Leandro buyers in 2010-2013.

The second objective was achieved. The City continued to contract with the Bay Area Homebuyer Agency (BAHBA) to conduct education and counseling, and post-purchase workshops. Through BAHBA, the City has sponsored free first-time homebuyer seminars twice a year. San Leandro residents may also attend seminars in nearby cities at no charge.

Goal 55 included five policies, recapped below.

Policy 55.1 promoted home ownership and opportunities for first-time buyers. The policy remains relevant and should be carried forward. It is implemented on an ongoing basis through the Housing Division.

Policy 55.2 indicates that home ownership programs should focus on households earning 80 to 120 percent of areawide median income, but should include opportunities for low- and very low income households. The policy remains relevant. The City's Inclusionary Zoning Ordinance is geared toward moderate-income households but includes provisions for low-income households. Ownership programs for very low income households are generally infeasible due to the level of subsidy that would be required. However, there are a limited number of owner-occupied units (for example, Mission Bay Mobile Home Park) that may be affordable to very low income buyers.

Policy 55.3 recommends that the City inform first-time homebuyers of financial assistance programs and resources. The policy is implemented on an ongoing basis through the First-Time Homebuyer educational seminars and individual counseling.

Policy 55.4 encourages property managers and absentee owners to offer “rent with the option to buy” programs. This continues to be a valid policy, although it is carried out largely by the non-profit and private sectors rather than by the City’s Housing Division.

Policy 55.5 supports national, state, county, and regional initiatives to reduce the risk of foreclosure. This is a less pervasive issue than it was in 2010 when this policy was added to the Housing Element. However, it was effectively implemented in 2010-2014 through administration of the Neighborhood Stabilization Program. The policy should be retained in the event of future economic downturns.

Table 2-3 indicates the progress that has been made on the five action programs that were included in Goal 55.

goal 56: affordable housing conservation

Goal 56 encouraged the preservation and rehabilitation of the existing affordable housing stock. This goal provides the framework for City programs to preserve existing below market rate housing units, provide loans and grants to help low-income homeowners take care of their properties, and renovate older apartment buildings and convert them to affordable units. The goal also provides the framework for City policies on condominium conversions, second units, and mobile home park preservation.

There were six quantified objectives established:

- Provide rehabilitation assistance to 20 lower-income homeowners a year through the minor home repair grant program
- Provide rehabilitation assistance to 10 lower income homeowners a year through the owner assisted rehabilitation loan program
- Provide rehabilitation assistance to one mobile home park and at least 20 mobile home owners
- Rehabilitate at least 100 units of rental housing by 2014, and ensure that at least 30 percent of the units are affordable to low- or very low income households
- Conserve San Leandro’s stock of 679 below market rate units
- Assist at least 15 extremely low income households through these programs

The City achieved and exceeded some of these objectives and fell short on others. The City was not able to provide rehabilitation assistance grants to 20 owners a year, as funding for this program was cut after the loss of the Redevelopment Agency. The program was initiated again in FY 2012-13 and 2013-14 using General Fund and CDBG revenues. Eleven owners were assisted in 2012-13 and 14 were assisted in 2013-14. The rehabilitation assistance loan program was also eliminated when the Redevelopment Agency was eliminated. It has not been funded for the last three fiscal years.

Table 2-3: Progress on Implementing Actions for Goal 55 (First-Time Homebuyer Opportunities)

Action	Summary	Progress
55.02-A	Continue the City’s first-time homebuyer assistance program, offering low interest deferred payment loans to qualifying low and moderate income households for downpayment assistance or gap financing.	REVISE/REPLACE. The City terminated its First Time Buyer loan program in 2012 due to the loss of Redevelopment Agency funding. The City could consider a different funding source, or participation in a collaborative program administered by another agency.
55.02-B	Continue to support Alameda County’s MCC program, wherein owners may take 15 percent of the mortgage interest payment as a dollar for dollar tax credit against their federal income taxes.	ADVANCE. The City supported the Mortgage Credit Certificate (MCC) program and provides pro-rated administrative funding for the program. The number of MCCs was 6 in 2010-11, 7 in 2011-12 and 2 in 2012-13. This program should be carried forward.
55.03-A	Provide support for Bay Area Home Buyer Agency or an equivalent organization to provide homebuyers counseling services and to conduct periodic City-sponsored workshops for first-time buyers.	ADVANCE. As noted in the text above, the City has an Agreement with the Bay Area Homebuyers Agency (BAHBA) to provide these services. Several workshops were held between 2010 and 2014. The workshops are advertised in the San Leandro Times and/or Daily Review, as well as through flyers and web announcements. The action remains relevant.
55.03-B	Conduct an annual “post-buyers” seminar for new homeowners.	ADVANCE. The City, through BAHBA, began conducting annual post-purchase seminars in 2008 targeting existing BMR homeowners.
55.05-A	Explore a joint powers agreement MOU with Berkeley, Fremont, Livermore, and/or Union City to qualify for federal assistance under the Neighborhood Stabilization Program.	ACHIEVED/ DELETE. This program has been fully implemented and may be removed from the Element. The first NSP partnership was awarded funds in 2009. Three homes in San Leandro were acquired and rehabilitated, and eight more properties were acquired and refurbished in other partner cities. A second NSP grant was received by Alameda County with six foreclosed homes purchased in San Leandro and resold to qualifying families.

“ACHIEVED” indicates the action has been accomplished, while “ADVANCE” means it is on-going or should be carried forward to 2015-2023. “REPLACE” means the action should be replaced with a new or modified program to carry out the policy. “REVISE” means action should be updated.

Funding for Mobile Home Rehabilitation assistance was likewise cut when the Redevelopment Agency was eliminated. However, in FY 2012, the City used CDBG and General Fund revenues to finance nine mobile home repair grants. Eight of these grants were to seniors, two served extremely low income households, five served very low income households, and two served low income households. Four more lower income households received mobile home repair grants in 2013. The City did not rehabilitate an entire mobile home park during this time period due to limited resources and other priorities.

The target for rehabilitation of rental housing was far exceeded. Since 2011 alone, more than 1,200 units have been renovated and reserved exclusively for very low and low income households. This includes 840 units at Lakeside Village (discussed earlier in this chapter). In addition, the City facilitated the rehabilitation of Las Palmas Apartments (16 very low income and 34 low income), all 143 units at Eden Lodge (43 very low income and 98 low income), the 46-unit Surf Apartments (11 very low income and 11 low income), the 75-unit Fargo Senior Center (all very low income), and the 26 unit Fuller Lodge (25 very low income). Most of the low income units are at 60% of AMI or less. The City assisted Eden Housing in its acquisition of the Surf and Las Palmas Apartments and provided technical support to Christian Church Homes in their acquisition of the 75-unit Fargo Senior Center apartments.

Regarding conservation of the 679 BMR units that existed as of 2010, the City was not successful in preserving those units that expired in 2010-2014. However, expiring units made up less than 10 percent of this total and the net gain through the conversion of Lakeside Village more than made up for the loss. The number of extremely low income households assisted through the rehabilitation assistance programs exceeded the 15 household target. Sixteen ELI households were assisted with rehabilitation grants in 2012-2014 alone. In general, the City prioritizes ELI households in the award of such grants.

Goal 56 included 12 policies. The continued relevance of each policy is evaluated below.

Policy 56.1 was to undertake a range of programs that assist low- and moderate-income property owners in maintaining and improving their homes. The policy has been successfully implemented through the Minor Home Repair Program and the Mobile Home Repair Program. Despite the loss of redevelopment funding, the City has kept these programs active using CDBG and general fund revenues. The policy remains relevant and should be carried forward.

Policy 56.2 called for measures to assist the owners of multi-family rentals in maintaining and rehabilitating their properties, and ensuring the long-term affordability of units that are rehabilitated with City funds. As noted elsewhere in this chapter, this policy has been successfully implemented and has resulted in the preservation of over 1,200 units as affordable housing in the last five years alone. The policy should be modified to specifically encourage property owners to use federal low income housing tax credits to facilitate acquisition and rehabilitation, given the limited City resources available for assistance.

Policy 56.3 ensured that the City's apartment rehabilitation program had provisions for tenants who were displaced during the rehab process. This is an important policy that should be retained. All projects receiving HUD funding must conform to the federal Uniform Relocation Act. When Lakeside

Apartments was renovated, 74 of the tenants were relocated to other affordable housing developments and 89 met the income eligibility requirements and are returning to Lakeside Apartments.

Policy 56.4 promoted the expanded participation of landlords in rental rehabilitation programs, and suggested incentives and outreach to generate more interest in such programs. The City has implemented this policy on an ongoing basis, although its ability to provide incentives is limited. The City works with landlords to facilitate tax credit financing and is amenable to partnerships to support rehabilitation.

Policy 56.5 recommends education, technical assistance, monitoring, and code enforcement to ensure that rental apartment complexes are well managed and operated. During the 2014 Housing Element Update public meetings, it was suggested that regular inspections of the city's rental units should be considered and that steps be taken to assist tenants living in substandard or uninhabitable units.

Policy 56.6 called on the City to develop measures to preserve affordable housing in projects with affordability restrictions that will expire during the next 10 years. This continues to be a relevant policy, and is an important part of the City's HUD Consolidated Plan. Chapter 3 of this Housing Element identifies one project with units at risk of converting by 2023. The City has been diligently monitoring such properties on a case by case basis to preserve affordability. New programs should be considered during 2015-2023 to reduce future losses.

Policy 56.7 was to provide assistance to landlords and tenants in resolving conflicts and to avoid displacement due to sudden rent increases. The policy provides the framework for the City's Rent Review program and continues to be relevant. The City has supported the use of non-binding arbitration to resolve rent disputes between landlords and tenants, and works with both property owners and tenants to provide information, mediate conflicts, and ensure that the provisions of the City's Municipal Code on rent increases (Title 4, Chapter 32) are followed. In addition, the City contracts with ECHO Housing to provide mediation services and to disseminate information to tenants and landlords on housing rights and responsibilities.

Policy 56.8 was to promote the rehabilitation of the City's mobile home parks without displacing tenants or reducing the number of affordable units. Based on community input during the 2014 Housing Element Update, the policy should be modified to recognize mobile homes as an essential affordable housing resource for seniors and very low income residents. Although the City has not undertaken a major rehabilitation of a mobile home park, the park owners and homeowners at Mission Bay (the city's largest mobile home park, with 366 lots) entered a five-year rent stabilization agreement in December 2010.

Policy 56.9 established the prerequisites for condominium conversions, including a relocation plan for the tenants, incorporation of a wide range of unit types, and an opportunity to remove obsolete or inappropriate design features. The policy also discourages condo conversions when the result would be a loss of affordable units. This policy provides the framework for the City's Condominium Conversion ordinance, and has been helpful in shaping the City Council's past recommendations on conversion requests.

Policy 56.10 supported the more efficient use of existing single family homes, through measures such as roommate matching and shared housing programs. This policy continues to be relevant. The City encourages second units, house sharing, home occupations, and other measures which ensure that existing living space is efficiently used.

Policy 56.11 indicated that the City should continue to recognize second units created prior to 1961 as legal units. This continues to be a valid policy, and it should potentially be expanded to reflect a broader recognition of second units as an affordable housing resource. The City amended its second unit regulations in 2012 to increase the maximum size unit allowed. Further amendments should be considered in the updated Element.

Policy 56.11 recommended that the City’s zoning regulations allow residential structures exceeding current allowable densities to be rebuilt to their previous size if destroyed by fire or natural disaster. The policy remains relevant and should be carried forward. Article 20, Section 42008(B)(1) of the Zoning Code stipulates that, regardless of the extent of damage, nonconforming residential structures may be built back to an equivalent size with an Administrative Use Permit from the Zoning Enforcement Official.

Goal 56 included 13 specific actions. Table 2-3 summarizes the progress that has been made on implementing these actions since 2010.

Table 2-4: Progress on Implementing Actions for Goal 56 (Affordable Housing Conservation)

Action	Summary	Progress
56.01-A	Continue local financial support for the Minor Home Repair Program, the Mobile Home Repair Program, the Accessibility grants, the Exterior Clean-up and Paint programs, and the Seismic Strengthening programs. Publicize these programs through news articles, the City’s website, press releases, cable TV, flyers, and multi-lingual information.	ADVANCE. The Minor Home Repair and Mobile Home Repair program was suspended in 2011-12 due to the loss of redevelopment funds, but was restored in 2012-2013 using a combination of CDBG and General Fund revenue. The total dollar amount available, and the number of homeowners benefitting, has been reduced from the prior Housing Element period. On average, roughly 15-25 lower income households a year receive grants of up to \$5,000 each. The program is advertised on the City’s website, with information provided in English, Spanish, and Chinese.
56.01-B	Continue local support for the Owner-Occupied Housing Rehabilitation Program, which provides loans and technical assistance to very low and low-income homeowners for major repairs such as kitchens, baths, and roofs. Expand publicity for this program.	REVISE. This loan program has been eliminated due to loss of redevelopment funding. Alternative funding measures should be explored in the future.

Action	Summary	Progress
56.02-A	Continue the Apartment Rehabilitation Program, which funds projects on a case-by-case basis using sources such as HOME, CDBG, Redevelopment Agency set-asides, and the Affordable Housing Trust Fund. The following specific actions related to this program should be pursued: (a) Funding to rehabilitate and/or acquire and rehabilitate additional apartment complexes in the City by 2014; (b) Measures to use this program as a strategy for extending the affordability of expiring units; (c) Expanded publicity of the apartment rehab program	ADVANCE. City-assisted apartment rehab efforts have been diminished by the loss of redevelopment funding. However, the City has continued to help non-profit developers acquire and rehabilitate apartments for affordable housing. In addition, the private sector acquired and refurbished the 840-unit Lakeside Apartment complex and converted it to affordable housing. Relative to the 2010 objectives: (a) the City assisted Christian Church Homes in the acquisition and refurbishment of 75-unit Fargo Senior Homes for very low income seniors in 2013, and it assisted Eden Housing in acquiring and refurbishing the 91-unit Las Palmas apartments and the 46-unit Surf Apartments; (b) The apartment refurbishment program has not been used to protect expiring BMR units, but there has been a net gain in the number of BMR units due to Lakeside Apartments; (c) The City has not expanded publicity of the program, since funding for implementation has been limited.
56.05-A	Develop a strategy to protect the 18 below market rate (BMR) rental units at the Tan Apartments (825 San Leandro Blvd) and Warren Manor (111 Preda) set to expire in 2014. The strategy should include direct contact with the owners, low-interest rehabilitation loans or other forms of financial assistance in exchange for an agreement to retain the units as affordable, working collaboratively with the project owners and non-profit housing developers, and other incentives (such as fee reductions or allowances for additional development) in exchange for a renewal of affordability restrictions.	REPLACE. As of April 2014, the City has been unable to protect the expiring BMR units at the Tan Apartments and Warren Manor. The program should be replaced to reflect other subsidized properties at risk of converting to market rate apartments in the next 10 years. The strategies (to preserve BMR units) listed here remain relevant, but additional funding is needed for effective implementation. As noted elsewhere, the addition of 840 affordable units at Lakeside Apartments will result in a substantial net gain in BMR units, even if the Tan Apartments and Warren Manor are not retained.
56.05-B	In addition to the units described above, monitor the status of other assisted housing units that are at risk of conversion beyond the timeframe of this Housing Element. Particular attention should be given to the 60 below market rate (BMR) units at Parkside Commons expiring in 2018.	REVISE. Parkside Commons ended its affordability period in March 2011 by paying off its housing bond earlier than expected. This action should be updated to reflect other units at risk of converting in the next 10 years.
56.05-C	Work with ECHO Housing, Davis Street, Building Futures, and other local non-profits to respond to the needs of persons in rental properties that face displacement due to foreclosure by an absentee owner. Where feasible, assist such households in relocation to suitable rental housing elsewhere in San Leandro.	REPLACE. The displacement of lower income tenants from foreclosed rental properties was an issue during 2009-2010 when the foreclosure rate in San Leandro was relatively high. A link was provided from the City's website to the National Low Income Housing Coalitions fact sheet on this issue. This is a less critical issue today than it was in 2010. However, the threat of displacement still exists due to rapidly rising rents in the City. This action should be replaced with a new action to reduce the risk of displacement due to rising rents.

Action	Summary	Progress
56.07-A	Maintain a Rent Review Board (RRB) to mediate disputes related to significant rent increases in local apartment complexes. Measures to strengthen RRB's role should be considered. These include: (a) Increasing public awareness of the RRB, including multi-lingual and tenants' rights; (b) Reducing the dollar threshold required to qualify for an appeal; (c) Increasing the maximum time window for requesting a hearing (renters currently have 10 days from notification to make that request). The City should also continue providing an annual status report on RRB activities, along with suggested policy and program changes.	ADVANCE. The City continues to have an RRB that meets to mediate rent increases and tenant-landlord dispute. ECHO Housing now administers the Rent Review Program. The RRB is funded through the General Fund. The City periodically evaluates the roles and responsibilities of the RRB to ensure that it is as effective as possible. The cases considered by the Board tend to vary based on market conditions. With respect to the points at left: (a) the City has continued to provide information about the RRB on its website, including Spanish and Chinese translations. ECHO Housing provides additional outreach on the program; (b) The dollar threshold remains \$75. Based on feedback from the RRB in 2014, this is an appropriate amount; (c) The time window is currently 15 days, not 10 days. This is considered sufficient based on feedback from the RRB; (d) The City has continued to prepare a status report on RRB activities.
56.07-B	Consider a Just Cause For Eviction ordinance which limits the eviction of residential tenants to specified causes, and which provides remedies in such cases.	REVISE. Based on feedback from the Rent Review Board, this program should be re-worded into a broader anti-displacement program. The distinction between "eviction" and "notice to vacate" should be clarified. The Rent Review Board also raised the issue of rent increases associated with apartment improvements, and the amount that could reasonably be passed along to tenants. A program on this issue could be considered in the future.
56.08-A	Undertake a mobile home park rehabilitation, safety, and affordability preservation program. The program should beautify one or more San Leandro mobile home parks and be structured to avoid the dislocation of—or creation of economic hardships for—mobile home park occupants. In selecting a mobile home park for upgrading, the focus should be on those located away from East 14 th Street, since the City's long term goal on that corridor is to replace such uses with higher density mixed use.	DELETE. The City was not able to rehabilitate an entire mobile home park during 2007-2014 due to limited resources. Moreover, with the end of the Redevelopment Agency, the feasibility of such a program is dubious unless state or federal funding becomes available specifically for this purpose. In the meantime, the City will retain a mobile home repair grant program for low income and senior occupants of mobile homes in the City's existing mobile home parks.
56.08-B	Continue local financial support for the Mobile Home Grant Program, which provides grants to very low income mobile home owners for mobile home rehabilitation. Explore the feasibility of expanding this program in conjunction with Action 56.08-A to enable more substantial upgrades to mobile homes.	ADVANCE. This program continues to be sustained, even in the absence of funding from the former Redevelopment Agency. A combination of General Fund and CDBG revenues is being used. Additional funding sources should be explored.
56.08-C	Consider adopting a mobile home rent stabilization ordinance similar to the agreement currently in effect for Mission Bay. The agreement would apply more broadly to residents of all mobile home parks in the city and help protect the city's existing supply of mobile homes.	ADVANCE. Mission Bay should continue to be recognized as an important affordable housing resource for seniors in the City. The idea of mobile home rent stabilization at other mobile home parks should continue to be explored.

Action	Summary	Progress
56.09-A	Update the San Leandro Condo Conversion Ordinance in response to changing market conditions, public input, and the experience of recent proposals. Among the changes that should be considered: (a) increasing the condo conversion fee, and basing the fee on sales price rather than using a flat fee; (b) removing the exemption for 2- to 4-unit rental buildings; (c) setting a minimum cost per unit for upgrades as part of condo conversions; (d) requiring a marketing plan for the converted units; (e) solicit input from the development community; (f) survey other communities with condo conversion fees.	ADVANCE. The ordinance has not been updated since adoption of the last Housing Element, in part due to the absence of proposals for condo conversions. The last conversion that occurred was the Willows Townhomes in 2006. Regarding the specific provisions listed here (a-f), all remain relevant and should be carried forward. Given the current real estate market, it is possible that condo conversion proposals could become more prevalent in the coming years.
56.10-A	Explore a roommate matching or shared housing program aimed at seniors living alone. In the event the City is unable to sponsor such a program, participate in the existing shared housing program run by ECHO Housing which serves seniors and others in Alameda County.	ADVANCE. There continues to be interest in such a program, although other housing initiatives have had a higher priority in the last five years. This program should be carried forward, and participation in ECHO Housing's program should continue to be explored.

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goal 57: green neighborhoods

Goal 57 was to encourage green building and sustainable development as a way to reduce household utility costs and create healthier living environments. The goal remains relevant and should be carried forward. It provides a bridge between the San Leandro Climate Action Plan, adopted in 2009, and the Housing Element. Based on community input provided during the 2015-2023 Housing Element update, this goal should be broadened to address the issue of “healthy homes” and other public health and sanitation issues associated with housing.

The Goal included four policies and nine actions. Progress on the actions is summarized in Table 2-5. Progress on the policies is summarized below.

Policy 57.01 was to reduce household energy costs by promoting weatherization, energy-efficient appliances, and other energy efficiency strategies. This policy is implemented through participation in various energy efficiency programs such as Energy Upgrade California, and through implementation of Title 24 and other aspects of the Building Code requiring energy efficiency. It continues to be relevant and should be carried forward.

Policy 57.02 is to support sustainable design and green building. This remains relevant and should be carried forward. The City requires specific green building provisions (LEED Silver) for municipal buildings over \$3 million and requires submittal of the CalGreen checklist (which lists metrics for green construction) for residential projects. The City has also endorsed voluntary green building guidelines and promotes these guidelines on its website and at the Development Services Counter.

Policy 57.03 acknowledges the link between climate change strategies and housing costs, most notably the potential to reduce housing costs by reducing energy consumption and using renewable energy. This continues to be relevant and should be carried forward.

Policy 57.04 supports improved public health through the design and construction of new or refurbished housing units. The emphasis is on creating walkable neighborhoods and healthy buildings. This policy remains relevant and should be expanded to address other issues related to sanitation, pests, indoor and outdoor air quality, noise, and other environmental health factors. The concept of “healthy homes” should be incorporated, either through this policy or through additional policies under this goal.

Table 2-5: Progress on Implementing Actions for Goal 57 (Green Neighborhoods)

Action	Summary	Progress
57.01-A	Encourage the participation of local residents in programs designed to reduce household energy costs, particularly home weatherization programs and utility tax exemptions or discounts geared toward lower-income households. Coordinate with PG&E to inform lower-income households about potential ways to reduce home energy costs.	ADVANCE. The program continues to be relevant and is implemented on a continuous basis by the Planning Division and the Building Division. The City is implementing Energy Upgrade California and promoting the Home Energy Analyzer (a free on-line tool using Smart Meter data). It is also working with StopWaste.org and the Bay Area Energy Network to promote East Bay Energy Watch efficiency programs.
57.01-B	Participate in County and regional initiatives to create a renewable energy/ energy efficiency assessment district or to establish other alternative energy financing mechanisms. Such initiatives enable homeowners to install photovoltaic panels and undertake energy efficiency improvements, with the cost repaid through annual property taxes at a low interest rate, or through agreements with utilities.	ADVANCE/REVISE. This action describes the Property Assessed Clean Energy (PACE) financing program, which has been formally supported by the City Council. However, funding for the program is stalled at the federal level. PG&E and solar companies provide incentives and financing options for solar installations.
57.02-A	Continue to require use of the Green Point Rated or LEED checklists to evaluate new residential construction projects larger than 500 square feet and commercial projects valued at or above \$100,000. Continue requiring “green” or LEED-equivalent construction on projects receiving City funds of \$3 million or more.	ADVANCE. This requirement has been in effect since 2009 and should be continued.
57.02-B	Maintain a dialogue with builders, developers, contractors, and property owners on the relationship between green building requirements and housing costs.	ADVANCE. This could potentially be merged with 57.02-C, as the two topic areas overlap. Any changes to the Building Code which go beyond those mandated by State law would be vetted with builders, developers, and contractors.
57.02-C	Explore changes to the San Leandro Building Code as needed to encourage green construction and enable features such as gray water recycling. The City will monitor code change proposals at the State level and amend its ordinances accordingly.	ADVANCE. The City has amended its codes as required by State law. CalGreen requirements became effective on Jan 1, 2014. Amendments at the state level have incorporated greener development principles, including allowances for gray water recycling and increased energy efficiency.
57.02-D	Consider incentives for certain types of green building improvements such as solar panel installation, energy efficiency upgrades and green remodeling. The fiscal impacts of incentives should be considered prior to their enactment.	ADVANCE. The City has not had the fiscal resources to provide monetary or tax/fee-based incentives, but it continues to promote LEED and Green Point construction through the checklists and public education.

Action	Summary	Progress
57.03-A	Develop a comprehensive set of Climate Action Plan measures to reduce greenhouse gas emissions and achieve the targets set by AB 32. Recognize the potential impacts of these measures on housing costs and work to ensure positive, rather than negative, cost impacts for San Leandro residents.	ADVANCE/ REVISE. The City adopted a Climate Action Plan (CAP) five months prior to adopting the 2010 Housing Element, but this action program was first drafted before the CAP was adopted. It should be revised to reflect the fact that the CAP is now adopted and being implemented. The City continues to explore ways to ensure that emissions reduction strategies do not increase costs or create financial hardships for residents and businesses.
57.03-B	Participate in the regional dialogue on SB 375, which mandates regional land use and transportation solutions to reduce greenhouse gas emissions. Support outcomes which would increase the affordability of housing, including steps to facilitate higher densities around BART stations and along the East 14 th Street corridor.	REPLACE. The City participated in the regional dialogue around the adoption of Plan Bay Area and the Regional Transportation Plan. This program should be replaced with a new action to continue participating with ABAG, MTC, other regional entities, Alameda County, and other cities in land use and transportation planning initiatives aimed at reducing GHG emissions.
57.04-A	Take steps to encourage healthy indoor air quality through abatement of lead paint and/or asbestos hazards and the use of non-toxic building materials such as low VOC paints.	ADVANCE. The City has implemented federal rules requiring EPA lead-certification for contractors and lead paint awareness education. Additional actions should be considered to ensure the health of occupants of housing units, particularly for lower income renters and persons with limited English.

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goal 58: special needs populations

Goal 58 was to meet the special housing needs of seniors, disabled individuals, single parents, large families, and the homeless. This continues to be a valid goal and represents one of the principal Government Code requirements for local housing elements. There were five quantified objectives set in the 2010 Element, listed below:

- Produce at least 100 new units of lower-income housing for seniors
- Provide at least 25 new units of lower-income housing for persons with physical or developmental disabilities
- Create at least 80 new three-bedroom apartment units affordable to lower-income households through new construction (at the Crossings/Cornerstone) and the apartment rehabilitation program
- Facilitate emergency shelter for 250 persons annually and access to essential services for 4,000 lower income clients annually
- Assist at least 300 extremely low income families and 150-200 unduplicated extremely low income individuals a year through homelessness prevention and rapid rehousing

The City produced 50 units for seniors at Estabrook Place, which is less than the 100 unit goal. However, 85 units of senior housing have been approved at the Cornerstone Apartments, and 75 units were refurbished at Fargo Senior Center. The City did not produce 25 units of housing specifically reserved for persons with physical or developmental disabilities. This continues to be a sound objective for the future, based on the housing needs assessment (Chapter 3).

Likewise there were no three-bedroom apartments affordable to lower income households produced during the planning period. The approved Cornerstone project includes 36 three-bedroom units, but the project was delayed and will now be built beginning in late 2014. Among the apartments rehabilitated as affordable housing during the planning period, Lakeside Village, Fargo Senior Housing, and Surf Apartments did not include three bedroom units. Las Palmas has one three-bedroom apartment that was rehabilitated.

The objectives for assistance to homeless persons and extremely low income households were met and exceeded. However, this is an indication of additional need rather than diminished need, since it indicates a large number of persons in need of emergency shelter, food, and supportive services. In Fiscal Year 2013, Building Futures for Women and Children (BFWC) assisted 283 homeless women and children. Their records indicate 10,489 bed nights of shelter and 31,467 meals during that year. In 2011, BFWC assisted 211 homeless women and children, and in 2012 they assisted 267 homeless women and children. Davis Street Family Resource Center (DSFRC) served 101 homeless persons in 2011, 77 in 2012, and 58 in 2013. DSFRC also assisted 714 persons with disabilities in 2011, 752 persons with disabilities in 2012, and 381 persons with disabilities in 2013. The organization provided over 300,000 meals to persons in need during this three-year time period.

In 2009, the City created a Housing Resource Center (HRC) at the DSFRC through a collaboration with other non-profits, the cities of Hayward and Alameda, and the County. From November 2009 through August 2012, the HRC assisted 4,279 persons in retaining permanent housing and 1,226 persons in obtaining permanent housing. The three year financial allocation for this program was fully expended by 2012.

Goal 58 included 10 policies. The effectiveness and continued relevance of these policies is discussed below.

Policy 58.1 encouraged the production of housing for seniors, both in the for-profit and non-profit sectors. This continues to be a relevant policy given the large percentage of seniors in the city and the anticipated growth in the senior population in the next 10 years. The San Leandro Recreation and Human Services Department, and the City's Senior Commission continue to be important resources for evaluating the needs of seniors and developing appropriate programs for senior housing. However, the demographic analysis conducted as part of this Housing Element Update (see Chapter 3) suggests that the needs of seniors must be balanced against those of lower-income families and others who have not benefited to the same degree from the City's housing programs.

Policy 58.2 encouraged the development of "graduated" senior housing projects which include independent living, assisted living, and skilled nursing facilities. This continues to be a valid policy.

Estabrook Place is designed for independent living. The 85 planned units of senior housing at the Cornerstone are also designed for independent living. Additional assisted living and skilled nursing facilities will be needed in the future.

Policy 58.3 supported the development of licensed residential care facilities for seniors, the disabled, persons with AIDS, and others requiring assistance in day to day living. This remains a valid policy and should be retained. San Leandro's Zoning Code permits such facilities in all residential zones and the City has been supportive of past applications for nursing home development and expansion.

Policy 58.5 recommended that the City encourage the production of multi-family housing for large families.² The policy also notes that such housing should be marketed to persons who are already living in San Leandro, to mitigate school impacts and ensure local benefits. This policy remains valid and timely. Based on the needs assessment in both the 2007-14 Housing Element and in this Update, there are significant unmet needs for large families, and there are many large families in the city that have "doubled up" or are living in one and two-bedroom apartments. The policy should be carried forward. During the Housing Element Update, some members of the public expressed a desire to see larger apartments more suitable for family living. The City should continue to work closely with the two school districts to address school overcrowding, enrollment forecasts, impact fees, facility plans, and school service area boundary changes.

Policy 58.6 promoted accessibility in design for persons with physical disabilities, and the inclusion of units for disabled residents in other affordable projects. This policy remains relevant and should be carried forward. It should also be expanded to explicitly include persons with developmental disabilities, consistent with SB 812. In addition to promoting the incorporation of units for persons with disabilities in new affordable housing developments, the City devotes a portion of its annual CDBG allocation for the construction of wheelchair curb-cuts on local streets, and accessibility improvements at public buildings.

Policy 58.7 called for continued programs to meet the needs of extremely low income (ELI) residents, including Section 8 vouchers and certificates. This program remains relevant and should be carried forward. The need for ELI housing and programs is becoming more significant due to the rapid rise in rents during 2013 and 2014. Since 2007, the City has facilitated continued use of Section 8 vouchers and incorporated provisions for extremely low income households into projects such as Casa Verde. Excluding Berkeley and Oakland, which have their own housing authorities, San Leandro has the second highest number of Section 8 vouchers in Alameda County and the highest number of vouchers and certificates per capita.

Policy 58.9 continued the City's support for programs to end or prevent homelessness. The City has made progress in implementation since 2010, although the need for food, emergency shelter, supportive services, and job training for San Leandro residents who are now homeless or at risk of becoming homeless has not been diminished.³ Many of the local activities to address homelessness focus on

² Because of a publishing error in the 2007-2014 Plan, Policy 58.04 was left out of the document. The policies and programs will be correctly numbered in the 2015-2023 Plan.

³ Because of a publishing error in the 2007-2014 Plan, Policy 58.08 was left out of the document. This will be corrected in the 2015-2023 Plan.

implementation of the Alameda County EveryOne Home Plan, which was adopted by the City and other partner jurisdictions in 2006. The City continues to explore the feasibility of developing a local implementation strategy for reducing homelessness and has included a program in the 2015-2023 Element to explore this further with the help of an ad hoc group or task force of service providers and housing advocates.

Consistent with Policy 58.9, the City also has continued to provide financial and technical support for Building Futures with Women and Children (BFWC), the Davis Street Family Resource Center, Girls Inc., Safe Alternatives to Violent Environments (SAVE), SOS/Meals on Wheels, and other community service organizations. BFWC operates the San Leandro Shelter and a safe house in an undisclosed location for abused women and their children. The shelter was refurbished with City assistance in 2012-2013. In addition, the Mid County Housing Resource Center (HRC) was established in San Leandro during the 2007-2014 planning period to provide homelessness prevention and assistance services using federal stimulus grant funding.

Policy 58.10 called for collaboration with local faith-based organizations and non-profits to reach out to immigrant households and others with limited English. This continues to be a relevant and necessary policy. The City has continued to produce its housing program materials in English, Spanish, and Chinese. Staff has conducted direct outreach to the Asian community through the Asian Business Council and the Asian Cultural Association, and has worked with organizations such as Congregations Organized for Renewal (COR) to reach out to the Spanish-speaking community. In 2015-2023, the City should seek additional channels to reach out to Spanish- and Chinese-speaking residents, including local churches and social service organizations.

Policy 58.11 promoted the co-location of social services and programs within affordable housing projects. This continues to be a relevant policy and should be carried forward. The policy has helped to shape plans for the recently approved Cornerstone project, which will include a child care center as well as affordable family housing and senior housing.

Policy 58.12 recognized public service employees—such as teachers, police and fire personnel, nurses, and child care workers—as an essential part of the local workforce and sought to improve their housing opportunities within San Leandro. The City implements this policy by advertising and publicizing its homebuyer workshops, and by establishing preferences for local workers in its Inclusionary Zoning program. The policy should be carried forward.

Goal 58 included 12 specific action programs. Progress toward their achievement is shown in Table 2-6.

Table 2-6: Progress on Implementing Actions for Goal 58 (Special Needs Populations)

Action	Summary	Progress
58.01-A	Pursue funding through the HUD Section 202 and 811 programs for the construction of additional housing for seniors and disabled persons.	ADVANCE. The City will continue to pursue HUD funding to assist in senior housing construction. HUD Section 202 funds were received in 2009 to facilitate the construction of Estabrook Place.
58.01-B	Amend Article 31 of the San Leandro Zoning Code to increase the City’s density bonus provisions to allow a 50 percent bonus for senior housing (instead of the 35 percent bonus contained in the current ordinance). This will bring the ordinance into compliance with the State’s density bonus law.	DELETE. The Density Bonus ordinance is presently consistent with State law and further revisions are not required.
58.02-A	Continue programs (including loans and/or grants) which allow seniors to “age in place” by retrofitting their homes with grab bars, wheelchair ramps, and other assistive devices which respond to the decreased mobility of elderly householders.	ADVANCE. The Housing Division has continued to administer housing rehabilitation grants for senior homeowners, even after the loss of redevelopment funding for this program. Additional funding sources should be explored in the future.
58.05-A	Consider amendments to the City’s fee schedule and zoning regulations that would create incentives to include three- and four-bedroom apartments in new affordable multi-family and/or mixed use projects. The number of bedrooms should be considered as a ranking factor when proposed projects are competing for local affordable housing dollars.	ADVANCE. There has been no action on this program to date. However, there continues to be a need for larger apartments serving families. The new Cornerstone project will include 36 three-bedroom units.

Action	Summary	Progress
58.06-A	In accordance with SB 520, the City will ensure that reasonable accommodations are made to meet the housing needs of persons with disabilities. Further consideration should be given to: (a) Formalizing a requirement that at least 5% of the units in projects receiving redevelopment set-aside funds be reserved for persons with disabilities; (b) Preparation of brochures and informational “how to retrofit” flyers; (c) Amending the San Leandro Building Code to incorporate “Universal Design” principles; (d) continue to work with disabled advocacy groups to address the housing and transportation needs of the local disabled community; (e) continue to allocate CDBG funds for accessibility retrofits, and enforce the ADA and Title 24	REVISE. The City adopted a resolution on November 2, 2009 which formalized its reasonable accommodation procedures. At that time, Title 2 Chapter 5 was added to the City Code, officially defining reasonable accommodation policies and the process for filing a grievance. The City’s Housing Specialist is listed as being responsible for Section 504 Coordination and the City’s Public Works Director is the point person for compliance with the Americans with Disabilities Act. The City’s website has been updated to include a link to the Reasonable Accommodation policy and the process for filing a grievance. Regarding the specific actions listed: (a) this can be deleted since the Redevelopment Agency has been eliminated; (b) rather than the City creating flyers and brochures, it may be more efficient to link to information provided by other organizations (such as HCD) which produce this material; (c) need for this action has been superseded by adoption of Universal Design principles by HCD and their incorporation into Chapter 11A of Title 24 of the State Building Code; (d) this is an on-going activity that should be continued, with the assistance of the Human Services Commission; (e) the City allocates a portion of its annual CDBG funds for curb replacement and ADA retrofits. In 2010, the City adopted an ADA Facilities Transition Plan which identified strategies for removing accessibility barriers.
58.07-A	Continue to participate in the Section 8 Certificate and Voucher Program, which provides assistance to very low income tenants through rent subsidies paid directly to landlords. Promote partnerships with the Alameda County Housing Authority and the Rental Housing Organization to expand the availability of vouchers for San Leandro residents, and provide additional incentives for San Leandro landlords to participate in the program.	ADVANCE. The City has continued to participate in the Section 8 program. The number of vouchers and certificates has increased from 1,300 in FY 06-07 to 1,506 as of June 2014. Based on the Section 8 waiting list, the need for additional vouchers and certificates remains significant.
58.07-B	Pursue funding through HUD’s Homelessness Prevention and Rapid Rehousing Program (HPRP) or other revenue sources to provide additional housing resources for extremely low income families and individuals.	REPLACE. The City and several partner organizations received a \$1.5 million stimulus grant in 2009 to implement an HPRP program. The program provided a variety of homelessness prevention and rehousing services, including temporary financial assistance and moving homeless people out of shelters. Services were provided out of the Davis Street Family Resource Center (DSFRC) in San Leandro. Now that the initial HPRP funds have been fully depleted, the City is continuing to seek grant funds to sustain these services.
58.07-C	Allocate a share of the City’s annual housing budget to programs serving households earning less than 30 percent of AMI and continue to place a priority on serving those with the greatest level of financial need.	ADVANCE. The City regularly dedicates a portion of its annual housing program dollars for extremely low income (ELI) households. Seven units at Casa Verde and nine units at Mission Bell are reserved for ELI households. The Owner Occupied Rehabilitation Grant and Mobile Home Repair Grant program also prioritize ELI households.

Action	Summary	Progress
58.08-A	Continue to provide financial support to Building Futures with Women and Children’s San Leandro Shelter and domestic violence shelter, the Davis Street Family Resource Center, and similar organizations assisting the homeless and persons at risk of becoming homeless. Appropriate organizations to fund include those that provide emergency shelter, case management, hot meals and groceries, motel vouchers, medical care, adult literacy, and other services which assist those who are homeless or at risk of becoming homeless.	ADVANCE. The City continues to provide CDBG funding support to Building Futures for Women (BFWC) and Davis Street Family Resource Center (DSFRC), both of which primarily serve ELI households. The City also helped BFWC set up the Housing Resources Center (see above). BFWC served 184 ELI households in 2011, 199 in 2012, and 261 in 2013. DFRSC served 12,138 ELI households in 2011, 11,122 in 2012, and 12,540 in 2013. Other organizations serving special needs populations and those with unmet housing needs have been supported through CDBG in recent years. This will continue, and additional funding sources should be pursued.
58.08-B	Continue to fund an Emergency Rental Assistance Program, which provides emergency loans to lower-income families with delinquent rent due to temporary economic hardship. The program may be administered by a local non-profit entity such as ECHO Housing.	ADVANCE. This program is administered by ECHO Housing. It served 16 families in 2011-12 and 6 families in 2012-13. It did not receive funding from the City in 2013 due to budget constraints. Restoration of the program should be pursued in the 2015-2023 period.
58.08-C	Within 12 months of Housing Element adoption, amend the San Leandro Zoning Code to allow group residential uses (such as homeless shelters, rooming and boarding houses, supportive housing, and residential care facilities) as a matter of right on Industrial-Light (IL) zoned parcels. In addition, the zoning code should make explicit reference to “emergency shelter”, “supportive housing,” “and transitional housing” rather than using the more generic term “group housing.”	ACHIEVED/DELETE. This action, which achieved compliance with SB2, was completed in March 2011. Provisions to treat transitional and supportive housing the same as other uses of the same type in the same zone were added to the Code at that time.
58.09-A	Develop a local implementation strategy for the Alameda County EveryOne Home program. This could entail additional efforts to prevent homelessness, increase local housing opportunities for extremely low income households, deliver additional services to support stability and independence, and provide technical and financial assistance to organizations that assist those who are homeless or at risk of becoming homeless.	ADVANCE/REVISE. The City adopted EveryOne Home in 2006 and has worked with other cities, the County, and partner organizations on its implementation. It has not yet developed a strategy specific to San Leandro. In 2014, the City Council created a Task Force made up of staff, local clergy, service providers, and the homeless to address local homelessness issues. This should be reflected in a revised version of this action.

Action	Summary	Progress
58.09-B	Evaluate the feasibility of a local transitional/ permanent supportive housing facility that would provide subsidized rental housing for individuals and families to assist them in the transition between living in a shelter and regular private rental housing. If such a facility can be constructed, priorities should be given to single parent households with children. If such a facility is infeasible in San Leandro, continue to provide financial support to develop such facilities in nearby communities. The feasibility of including such housing as a component of a “safe haven” for homeless persons also should be considered.	REVISE. City staff participated in an EveryOne Home (EOH) Task Force which included EOH, County government, nonprofit staff, and local service providers to consider the idea of a “safe haven.” The task force determined that the idea was infeasible due to limited financial support. Moreover, there continues to be a shifting emphasis toward permanent supportive housing rather than temporary shelter. A revised action encouraging supportive housing facilities, and additional state and federal funding for such facilities, should be considered in lieu of this action.
58.10-A	Maintain multi-lingual staff capacity at City Hall in order to better respond to the needs of non-English speaking households and ensure that all residents may participate fully and equally in the housing market.	ADVANCE. City staff includes persons fluent in Spanish, Cantonese, and Mandarin. The City also maintains a directory of languages spoken by staff in all City departments so that appropriate referrals can be provided. The City is also implementing a Language Access Plan, approved by HUD, to discuss written and oral language access measures. Most printed and web-based material on housing is provided in English, Spanish, and Chinese, including information on fair housing access, foreclosure, housing rehabilitation grants, and rent review.
58.12-A	Explore programs which assist San Leandro’s teachers, nurses, police officers, and other community service employees in obtaining suitable and affordable housing within the community. Explore the availability of state funding for such programs. To the extent permitted by law, consider directing a percentage of redevelopment set-aside funds for this purpose.	REVISE. This continues to be a relevant objective, but the elimination of Redevelopment, coupled with reduction in state and federal funds, and other competing demands for housing programs, make it difficult to fund. No action has been taken to date.

“ACHIEVED” indicates the action has been accomplished, while “ADVANCE” means it is on-going or should be carried forward to 2015-2023. “REPLACE” means the action should be replaced with a new or modified program to carry out the policy. “DELETE” means the action is no longer relevant. “REVISE” means action should be updated.

goal 59: elimination of housing constraints

Goal 59 was to reduce potential constraints that increase the cost or feasibility of new housing development. This is one of the major purposes of the Housing Element, as defined by the State Government Code, and continues to be a valid goal for 2015-2023

There are nine policies under Goal 59, evaluated below.

Policy 59.1 ensured that the Zoning Code facilitated the production of housing for all income groups, and discouraged overly restrictive or redundant requirements. This remains a valid policy, and should be carried forward. The City has implemented this policy through the adoption of several new mixed use zones, increases in allowable density, reduced parking requirements, modification of second unit standards, and completion of many of the actions listed in Table 2-7 below.

Policy 59.2 was to maintain parking standards that reinforce other General Plan goals, including reduced requirements where high-quality, reliable public transit is available, and where likely occupants will own fewer cars (such as senior housing). The City has adopted reduced parking requirements in the Downtown TOD area, recognizing the presence of BART as well as frequent bus service. Similar requirements may be considered as part of the upcoming study for the Bayfair BART area. This policy should be carried forward.

Policy 59.3 was to minimize the cost and time associated with development review and permit processing while still adequately addressing community concerns. This policy has guided the provision of development services for the past two decades and should be continued. The City's One-Stop Permitting Center has received awards in the past, and the City's pre-application meetings have proven to be an effective way to streamline project review. The City will continue to seek out ways to minimize cost- and time-related constraints in the future.

Policy 59.4 was to ensure that impact fees are structured to cover only the costs associated with new development, and not to cover deferred maintenance. This policy should be carried forward to ensure that the City's fees are legally defensible and equitable. The City conducts justification studies when considering modifications to impact fees, and has completed the technical analysis necessary to charge the maximum school impact fee allowable under law. The City has also pursued and received state grants for upgrading infrastructure in areas where new housing is projected, lessening the burden on future developers as well as San Leandro taxpayers.

Policy 59.5 states the City's commitment to excellent customer service in the processing of residential development applications. The policy affirms the City's intent to make the development review process easier to navigate for applicants. This continues to be a relevant policy and should be carried forward.

Policy 59.6 calls upon the City to work proactively with developers and community groups to address design issues and other impacts associated with multi-family housing. The City has implemented this policy through the design of Estabrook Place and Casa Verde, and more recently through the design of the Cornerstone project at the BART station. Policy 58.5 remains relevant and should be carried forward.

Based on feedback received during the 2015-2023 Housing Element Update, one of the specific design issues that should be addressed is the transition in height and scale between development along East 14th Street and the adjacent low density neighborhoods. This is particularly true in the North Area where there are many shallow commercial parcels backing up to one story homes.

Policy 59.7 encourages the maintenance of water, wastewater, drainage, and other public facilities to ensure that their condition does not impede housing development. This continues to be an important policy and is implemented through regular evaluations of utility infrastructure, as well as annual capital improvement and general fund expenditures. The City has used about \$18 million for sewer improvements, streetscape improvements (along San Leandro Boulevard and West Estudillo Avenue), a History Walk, and lighting near the San Leandro BART station and in downtown in order to accommodate new development in this vicinity.

Policy 59.8 recommends collaborative efforts with the San Leandro and San Lorenzo Unified School Districts to address issues of school capacity. Enrollment has been relatively stable during the 2007-2014 planning period, at about 8,800 students. However, the prospect of additional housing development means that enrollment is likely to increase in the future. Moreover, the trend toward larger households and a larger student-aged population also indicates the need for increased capacity. This policy should be retained and strategies to meet school facility needs should continue to be developed.

Policy 59.9 recommends programs and funding sources to correct flooding and soil contamination problems on potential housing sites. This continues to be an appropriate policy, particularly since some of the potential housing sites contain former automotive and industrial uses. Pursuant to this policy, the City requires the necessary approvals from the Regional Water Quality Control Board, the Department of Toxic Substances Control, and other state and federal agencies before permitting new development.

Goal 59 included 15 specific action programs. Progress toward their achievement is shown in Table 2-7.

Table 2-7: Progress on Implementing Actions for Goal 59 (Elimination of Housing Constraints)

Action	Summary	Progress
59.01-A	Amend the minimum lot size required for a residential planned development (PD) in the RM Zone from 10,000 SF to 6,000 SF	ADVANCE. Although zoning amendments were made during the planning period, this action has not been completed. It should still be moved forward, as this could create the opportunity for context-sensitive infill development on scattered vacant lots zoned for multi-family uses.
59.01-B	Amend the zoning code to: (a) Adopt a minimum density requirement of 12 units per acre for new development on properties zoned RM-1800, RM-2000, and RM-2500. (b) Note that housing in the CC and CRM zones is subject to the same regulations that apply in the RM-1800 zone (24 units per acre) rather than those that apply in the RM-2000 zone (22 units per acre); and (c) Allow higher FARs and lot coverage limits in the CC and CN zone when residential uses are included in a development project.	ADVANCE. These changes have not been made due to competing priorities and staff reductions. (a) is still relevant and would ensure efficient use of vacant land zoned for multi-family development; (b) would have a minimal effect on development potential but would still be helpful for General Plan consistency; (c) would require further discussion and community input to determine the appropriate limits, but it remains worthy of further consideration.
59.01-C	Consider amending the second unit provisions in the Zoning Code to allow units ranging from 450 to 700 square feet, with a conditional use permit (CUP). The requirement that the unit may not exceed 30 percent of the total floor area should be retained.	ACHIEVED/REPLACE. This change was made in 2012, with 750 SF as the upper size limit with a CUP and 500 SF allowed by right. Additional revisions to the second unit standards should be considered in the future. Public input during the 2015-2023 Update indicated support for second units as a way to meet rental housing demand and special housing needs without changing community character or over-concentrating rental housing.
59.01-D	Amend the NA-1 and NA-2 zones so they are in keeping with current best practices for transit-oriented corridors. Development intensities in this zone should be comparable to those in the SA zone. Changes to be considered should include: (a) Raising the maximum density in NA-1 and NA-2 from 24 units per acre to 40 units per acre, or dropping the maximum entirely and letting the existing FAR (which is 1.5) govern future development intensity. (b) Requiring a minimum density of 18 units per acre to match the SA- zones ; (c) Reducing the setbacks on smaller lots in the NA-2 zone to increase the developable envelope. Design guidelines should be used to ensure that development is appropriately buffered and steps down to neighboring lower density uses; (d) dropping the use permit requirement for multi-family (or mixed use) housing in the NA zones; (e) Increasing the height limit from 30' to 40'.	REVISE/REPLACE. This recommendation has not been implemented, and based on feedback from the 2015-2023 Housing Element Update process, it should be revised. Moreover, the adoption of the Downtown TOD strategy in 2007 removed almost all of the NA-1 zoning in the City. The North Area Plan is now more than 23 years old and parts of it were superseded by the Downtown TOD Strategy. It may be opportune to revisit its recommendations as part of the General Plan Update (underway), or as part of a separate planning study to be completed after the General Plan is adopted. Future changes to zoning standards on this corridor should be particularly mindful of community concerns regarding building height and scale transitions between East 14 th Street and the adjacent single story low density neighborhoods, as well as issues relating to parking and traffic on the corridor.

Action	Summary	Progress
59.01-E	(a) Consider adding a definition of “Supportive Housing” to the Zoning Code, and amending the lists of permitted and conditionally permitted uses to indicate where this use is allowed; (b) Make residential hotels a conditionally permitted use in at least one of the DA zones. They are currently only a conditionally permitted use in the SA-1 zone.	REVISE/REPLACE. (a) A definition of supportive housing has not been added, although the Zoning Code was amended in 2011 to be compliant with SB2 (the amendment ensures that supportive housing is not subject to standards beyond those applying to other housing units of the same type in the same zone). (b) The trend in most communities is to treat SROs as a multi-family use rather than to call them out as a separate land use. Thus, given the state-mandated language on supportive housing, this action may no longer be necessary.
59.01-F	Monitor the impacts of minimum density standards on development activity in the Downtown TOD area to ensure they are reasonable and reflective of market conditions. While no changes to these standards are proposed at this time, they should be periodically evaluated and compared to standards around other transit stations in the Bay Area.	ADVANCE. This continues to be an appropriate action. Development activity in the TOD area was stalled by the poor economy during most of the 2007-14 planning period. As activity picks up, the City will continue to consult with property owners and the development community to ensure that the adopted standards are appropriate.
59.01-G	Consider adjustments to zoning, design review, permitting, and site plan review requirements to ensure that above moderate income households are not unduly burdened by planning and building requirements and to encourage continued high levels of private investment in San Leandro’s housing stock and residential neighborhoods.	REPLACE. Based on public feedback during the 2015-2023 Update, and the findings of the Constraints Analysis, this should be replaced with a program to periodically convene “roundtables” and other forums for those in the development, finance, and real estate industries to discuss the factors that influence development activity and real estate decisions in the city.
59.02-A	Consider amending the parking standards as follows: (a) Make the parking standards in the NA districts comparable to those in the SA districts, reflecting the lower level of demand on high-volume transit corridors; (b) Allow a greater percentage of the parking spaces in multi-family housing near transit stations or along transit corridors to be uncovered; (c) Eliminate guest parking requirements for buildings with less than 4 units; (d) Lower the parking requirements for studio apartments from 1.5 to 1.25 spaces/ unit.	REVISE. This should be done as part of a comprehensive set of zoning revisions following adoption of the new General Plan in 2016. Specifically: (a) this may no longer be necessary given the elimination of the NA-1 zone and the relatively low development potential in NA-2; (b) this should be advanced for further discussion; (c) this should be advanced for further discussion; (d) this should be advanced for further discussion.
59.03-A	Maximize the potential benefits of the City’s permit tracking system, one stop permitting center, and website to facilitate permit processing.	ADVANCE. This action is implemented on an ongoing basis and should be carried forward. The City continues to expand its GIS capacity and the use of its website for permit applications, processing, and tracking. The City uses its permit tracking data base to issue regular reports, enabling staff to monitor construction activity, issues, and trends in the city. In 2014, the City began the process of replacing and modernizing its permit tracking system from Tidemark to Accela.
59.04-A	Regularly review and update development and permitting fees.	ADVANCE. This remains an important action and is implemented on an annual basis. Effective July 1, 2014, the City enhanced its long range planning capacity with a new Community Planning Fee. It also streamlined and updated other planning and building fees and costs.

Action	Summary	Progress
59.04-B	Develop a policy to reduce certain fees for affordable housing, with the exception of school and park fees. Reductions or waivers should be considered for fees for map filing, use permits, rezoning, and undergrounding.	ADVANCE. Fee waivers are considered on a case-by-case basis based on project characteristics. For instance, Eden Housing received a waiver for the School Impact Fee for Estabrook Place, since it is a senior housing development. The City provides other types of financial subsidy to affordable housing projects from non-General Fund sources such as CBDG, HOME, and the Affordable Housing Trust Fund.
59.04-C	Work with EBMUD and other utilities to explore reductions to connection and system capacity fees for affordable housing.	ADVANCE. This remains a valid action program, although EBMUD and PG&E have not offered fee waivers in recent years.
59.06-A	Continue to use multi-family design guidelines in the Downtown TOD and East 14 th Street areas. Develop additional guidelines that apply more broadly to multi-family projects on infill lots. Such guidelines should not only address large, high-density projects, but also small (2-10 unit) infill buildings and townhouse projects. Guidelines should address such issues as height, bulk, transitions between higher density and lower density areas, location of parking, and consistency of architectural style.	ADVANCE/REVISE. This is currently done on a project by project basis during the development review process. Guidelines for multi-family infill housing, small lot subdivisions, townhomes, lot splits, in-law units, and similar housing types should continue to be pursued to ensure that future development is harmonious with surrounding uses and enhances neighborhood character. Design guidelines for the Bayfair TOD area should be included as part of the TOD plan to be prepared in the coming years.
59.07-A	Ensure that the annual San Leandro Capital Improvement Program includes the projects needed to correct infrastructure deficiencies.	ADVANCE. This action is carried out on a continuous basis through the City's Engineering and Transportation Department. The Department prepares the annual CIP for Council approval, considering factors such as need, facility condition, and community input. Recent work included about \$18 million in sewer replacement, pedestrian enhancements, and streetscape improvements in downtown and along San Leandro Boulevard near BART.
59.09-A	Explore possible funding sources to assist developers in addressing soil contamination on potential housing sites.	ADVANCE. The City has not specifically pursued funds for clean up of contaminated sites, but works with property owners and developers on an on-going basis to provide technical assistance in remediation. No requests were received during 2007-2014.

“ACHIEVED” indicates the action has been accomplished, while “ADVANCE” means it is on-going or should be carried forward to 2015-2023. “REPLACE” means the action should be replaced with a new or modified program to carry out the policy. “REVISE” means action should be updated.

Goal 60: Fair Housing

The final goal in the Housing Element was to ensure that all persons have freedom of choice as to where they live. The goal was followed by several policies providing the framework for the City's anti-discrimination initiatives and its public education and outreach efforts around fair housing laws and the need for affordable housing. This goal continues to be relevant and should be retained. Seven policies were included, as indicated below.

Policy 60.1 encouraged and supported programs to eliminate housing discrimination. The policy remains valid. It provides the basis for the City's agreement with Eden Council for Hope & Opportunity (ECHO) Housing to investigate discrimination claims and educate tenants and landlords about their rights. The policy should be carried forward into the updated Element.

Policy 60.2 recommended that non-discrimination be required as a condition of approval for City-approved housing programs. The policy is implemented through the City's contracting and procurement procedures. It remains an important policy and should be retained in the updated Element.

Policy 60.3 was to provide information and referral services to families and individuals to help them find suitable housing and overcome financial barriers to obtaining such housing. The policy is implemented by the City's Housing Services Division, ECHO Housing, and local social service organizations. Under the auspices of this policy, the City provides annual funding to organizations such as Davis Street Family Resource Center and Building Futures for Women and Children to assist families in need. It also helped support the Housing Resources Center funded by Homelessness Prevention and Rapid Rehousing funds.

Policy 60.4 was to ensure that the City's housing programs are well publicized, and are made known through a variety of media, including the Internet. The policy is implemented by the Housing Services Division on an ongoing basis and remains relevant. The City continues to provide information on housing programs, and makes a variety of materials available at City Hall, the libraries, and local social service offices.

Policy 60.5 was to provide web-based materials in multiple languages, including Spanish and Chinese. Spanish and Chinese continue to be the two largest non-English languages spoken in San Leandro and the policy remains applicable. Most of the information on the City's website has been translated. As noted in this chapter under Goal 58, a variety of measures have been implemented to improve language access.

Policy 60.6 promoted public education on fair housing requirements and the need for affordable housing in the community. It also sought to address misconceptions about affordable housing, and to build broader acceptance of such housing. This continues to be an important public policy objective, and should be retained. It is implemented in part by the City and in part by the housing advocacy groups and non-profits that are active in the area. The County conducted an Analysis of Impediments to Fair Housing in 2009 and is working on another in 2014.

Policy 60.7 was to provide residents with information on how to avoid predatory lending. This was a problematic issue at the time of the last Housing Element Update (in the midst of the foreclosure crisis). Protection from predatory lenders is a component of the housing counseling services offered by several non-profit and quasi-governmental entities. The policy can probably be merged with others like it under Goal 55 (see Policy 55.5).

Goal 60 included an objective of following up on 100 percent of all fair housing complaints received. The City’s ADA and Section 504 Coordinators respond to all complaints and/or grievances with regard to reasonable accommodations. If City staff cannot handle a fair housing inquiry/complaint, it is referred to ECHO Housing, the City’s outsourced fair housing service provider. ECHO conducts an annual investigation of local property owners/managers to test for fair housing/discrimination concerns. Its findings are reported to the City Council, and ECHO staff follows up with all property owners/managers who may have shown potential discrimination. Between 2011 and 2013, ECHO provided information on 35 fair housing inquiries or allegations of discrimination in San Leandro, affecting 71 clients.

There were three action items listed under Goal 60. These are listed in Table 2-8 below

Table 2-8: Progress on Implementing Actions for Goal 60 (Fair Housing)

Action	Summary	Progress
60.01-A	Continue to contract with ECHO Housing for fair housing assistance and the investigation of discrimination complaints.	ADVANCE. The City implements this federally mandated action on a continuous basis. It provides an annual payment to ECHO for these services, and will continue to do so in the future. Because of the loss of the Redevelopment Agency, the payment is now made from the General Fund.
60.06-A	Work with ECHO Housing to conduct fair housing training sessions for landlords and property owners, tenants and homebuyers, realtors, and the public at large. In addition, support ECHO’s targeted audits to gauge the level of discrimination in the rental housing market.	ADVANCE. Between 2011 and 2013, ECHO Housing’s counselors conducted 28 fair housing training sessions, including 5 sessions for 159 landlords and property managers; 2 fair housing sessions for 55 persons; 5 sessions for 19 tenants or potential homebuyers, 1 session for 70 realtors, and 15 general presentations for 394 persons. ECHO also conducted audits to determine where differential treatment of prospective tenants was present. ECHO also participates in the annual Rental Housing Owners Association Management Fair Housing Training, providing outreach to landlords on fair housing.
60.06-B	Use public service announcements, newspaper ads, educational fliers, and other media to raise community awareness about fair housing and the need for affordable units.	ADVANCE. This is an ongoing activity led by ECHO Housing with financial support from the City. During the past 7 years, ECHO has provided public service announcements to local radio and television stations, distributed educational flyers and posters, and partnered with the City to recognize “Fair Housing Month” every April. These initiatives should be continued in the future.

“ACHIEVED” indicates the action has been accomplished, while “ADVANCE” means it is on-going or should be carried forward to 2015-2023. “REPLACE” means the action should be replaced with a new or modified program to carry out the policy. “REVISE” means action should be updated.

