

## 6. Goals, Objectives, Policies, and Actions

### 6.1 INTRODUCTION

The California Government Code requires the Housing Element to contain “a statement of goals, quantified objectives, and policies relative to the maintenance, preservation, improvement, and development of housing” (Section 65583(b)(1)). This chapter fulfills that requirement. It builds on information in previous chapters to provide direction on key housing issues in Orinda.

The Housing Element’s goals define the major topic areas covered. These topics are:

- New Housing Production
- Housing Conservation
- Housing Opportunity Sites
- Housing Constraints
- Fair Housing

In accordance with state law, measurable objectives have been developed for each goal. These objectives represent targets for the number of housing units to be preserved, improved, or developed during the time period covered by this element, or other metrics which indicate the City’s progress toward implementation of the element.

Each of the Housing Element’s five goals is accompanied by policies and action programs. The policies are intended to guide day-to-day decisions on housing, while the actions identify the specific steps the City will take after the element is adopted to achieve its housing objectives. The actions are followed by narrative text providing further detail on the steps to be taken in the coming years. The action programs lay the groundwork for future housing development through the establishment and administration of land use and development controls, concessions and incentives, and the utilization of available federal and state financing and subsidy programs.

A conclusion of Orinda’s Housing Needs Assessment is that the city’s needs relate to seniors, many of whom have disabilities or decreased mobility, wish to downsize from properties requiring more maintenance than can be accommodated, are on a fixed income that cannot carry the burden of increasing housing-related expenses, and/or wish to be closer to services and transit. The city’s needs also relate to empty nesters, young professionals, families with children, and the local workforce. One possible location to meet these needs may be in and around the Downtown area, where vacant and underutilized sites exist within walking distance of the Orinda BART station and other transit. Another conclusion of the Housing Needs Assessment is that the city contains a sizeable number of older homes and second units that represent an important affordable housing resource. Therefore, policies in this element support conservation of the existing stock of more moderately priced housing in the city, as well as the production of second units.

### 6.2 GOALS, POLICIES, AND ACTIONS

#### GOAL 1: NEW HOUSING PRODUCTION

Encourage the development of a variety of types of housing for all income levels, which will be assisted through appropriate zoning and development standards.

#### Quantified Objectives for Goal 1:

- (1) Facilitate the production of at least 42 new single-family homes (suitable for moderate- and above moderate-income households) between 2014 and 2022 (RHNA period).
- (2) Facilitate development of 57 second units between 2014 and 2022. Based on prevailing market rents (and the analysis in Chapter 4 of this element), it is presumed that 2 of these units will be affordable to very low-income households, 13 to low-income households, and 38 to moderate-income households.
- (3) Facilitate completion of 8 units of owner-occupied housing affordable to moderate-income households on the former Pine Grove School site.
- (4) Facilitate completion of 66 units of housing for very low- and extremely low-income seniors at the Monteverde Senior Apartments Project.

#### POLICIES

##### *Policy 1.1: Housing Diversity*

Provide for a diversity of housing types to meet current and future needs of all residents without compromising the semi-rural character of Orinda's single-family neighborhoods.

##### *Policy 1.2: Design Quality*

Apply high standards of quality and design to all housing development in the city. Where multi-family or mixed-use housing is constructed, it should respect the context of the site and its surroundings and make a positive contribution to the character of Orinda.

##### *Policy 1.3: Energy Efficiency*

Require energy-efficient design and construction in all residential development and rehabilitation projects.

##### *Policy 1.4: Context-Appropriate Programs*

Participate in those housing assistance programs that are most appropriate to Orinda's setting and demographics, with an emphasis on programs that benefit local seniors and those who live or work in Orinda.

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### ***Policy 1.5: Mobile and Manufactured Homes***

As required by state law, continue to allow mobile and manufactured housing on all lots in the city, subject to design standards and procedures that ensure such housing is compatible with the community.

### ***Policy 1.6: Second Units***

Encourage the inclusion of second units (“in-law” apartments) in new single-family homes, and support the creation of such units in existing single-family homes, subject to design criteria of the Zoning Ordinance and building code standards as well as neighborhood compatibility considerations.

### ***Policy 1.7: Registration of Existing Second Units***

Promote the registration and legalization of existing second units in the city that meet current zoning and building safety standards, including those which are in active use as rental housing and those with the potential to be used as rental units.

### ***Policy 1.8: Density Bonuses***

Continue to provide density bonuses for housing that includes dedicated affordable units or units set aside for seniors, consistent with state law.

### ***Policy 1.9: Planned Unit Developments***

Encourage planned unit developments (PUDs or PDs), which allow variations from development standards provided that the overall density on the site remains consistent with the General Plan. By enabling smaller lots and more variations in unit size, PUDs can enhance affordability and provide a broader mix of unit types.

## **Implementing Actions**

### ***ACTION 1.A: ORINDA GROVE DEVELOPMENT***

Facilitate redevelopment/reuse of the former Pine Grove School as a mixed-income residential development including 8 moderate-income housing units and 65 market-rate housing units.

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### Description:

Unit construction is under way on the Orinda Grove development at the Pine Grove School site, and construction will continue through 2014 and 2015. Development of this site was made possible through a land exchange agreement between the City of Orinda, the Orinda Union School District, and Pulte Homes. Using Planned Development (PD) provisions, the City allowed flexibility in lot size and enabled a mix of unit types in the development. Eight of the units will be set aside in perpetuity for moderate-income households of four persons or more. The remaining 65 units will count toward the City's above moderate-income production target.

Responsible Parties: Planning Department, Contra Costa County Building Department

Timing: 2014–2015

Funding: Private funding, staff time (General Fund)

### *ACTION 1.B: MONTEVERDE SENIOR APARTMENTS DEVELOPMENT*

Facilitate continued development and construction of the Monteverde Senior Apartments development on the former Orinda Library site. This development will produce 66 units of housing for very low- and extremely low-income seniors at a density of 48 units per acre and is anticipated to be completed in December 2014.

### Description:

As noted earlier in the Housing Element, the City entered into a Development Disposition and Loan Agreement (DDLA) with Eden Housing for the development of senior housing on the City-owned 1.4-acre former library site. The City's contribution of the site for the project was made possible by in-lieu fees collected from the developers of the Wilder project in Gateway Valley. City funds were supplemented by HOME and CDBG funds provided by the County. The City will continue to work with Eden Housing to facilitate completion of the project, which is now under construction. The project includes 66 units reserved for very low- and extremely-low income seniors, and one manager's unit (presumed to rent at moderate income affordability levels).

Responsible Parties: Planning Department, Contra Costa County Building Department

Timing: 2014

Funding: CDBG, HOME, in-lieu fees, staff time (General Fund)

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### *ACTION 1.C: PROMOTION OF SECOND UNITS*

Continue to implement a public information and outreach campaign via the City's website and the Orinda City newsletter to inform property owners of the standards for second unit development and the importance of second units to Orinda. Provide information to encourage residents to apply for second units, particularly where their homes already include space that is configured for a conforming second unit (e.g., carriage houses, au pair quarters, second kitchens on floors with separate entrances). The City will produce a flyer regarding second units and provide the flyer at the Planning Department counter and to project applicants for all discretionary land use applications. On average, a total of 93 discretionary land use applications, mainly for residential development projects, are considered annually by the Planning Department. Many of the projects are on property that could support the development of a second unit. In addition, the City will publish at least annually informational materials pertaining to second units through a combination of media including the City's website and direct mailings.

#### Description:

The City recognizes second units as an essential part of Orinda's affordable housing supply and seeks to increase the number of second units as a way to provide for the City's share of the region's housing needs. Use permit requirements for most second units were eliminated over a decade ago in accordance with state law. However, many residents may still be unaware of their right to apply for a second unit, the standards for second units, and the potential benefits of second units (in terms of supplemental household income or providing an affordable living environment for local workers, elder Orindans, college students, or young professional adults).

The City will continue to make information on second units available on its website and will include an article on second unit standards and opportunities in the quarterly Orinda newsletter.

Responsible Parties:	Planning Department, City Manager's Office
Timing:	Annual newsletter articles, update website information as needed, make information available on an ongoing basis
Funding:	Staff time (General Fund)

### *ACTION 1.D: LEGALIZATION OF EXISTING UNREGISTERED SECOND UNITS*

Notify property owners that under the revised second dwelling unit standards, formerly illegal second units may possibly now meet the requirements of the Zoning Ordinance.

#### Description:

In tandem with Action 1.C, the City will continue to proactively reach out to the owners of properties where unregistered second units are believed to exist, based on anecdotal evidence, past permit applications, real estate advertisements, and other sources. These owners will be notified (via a letter from the City) of the opportunity to legalize or

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register their second units, subject to the development standards established through the City's zoning regulations. The City seeks to legalize unregistered units both to ensure the health and safety of occupants and to maintain better data on the contribution such units make to Orinda's housing supply. Through this action, the City anticipates legalization of five second units during the planning period.

Responsible Parties: Planning Department, City Manager's Office  
Timing: Ongoing; send letters as information regarding a unit is made known to the City  
Funding: Staff time (General Fund)

### *ACTION 1.E: SECOND UNITS IN WILDER (GATEWAY VALLEY)*

Encourage builders in the Wilder development to include second units in new homes or to incorporate space with the flexibility for second unit conversions in the future.

#### Description:

The approval of the Wilder subdivision provides Orinda with a unique opportunity to promote the inclusion of second units in new homes. The development is the largest project to be developed in Orinda in over 40 years. A number of different builders have been and will be engaged in development of the project's 245 homesites. The City will continue to work with these builders and with new property owners to promote the idea of second units as a component of the housing stock. A number of incentives will continue to be considered, such as deferring collection of impact fees for the square footage associated with the second unit until issuance of the certificate of occupancy.

Because second units in Wilder will be located within new custom-built homes, their rents would most likely place them in the affordability range for moderate-income households. This is a segment of the market that is difficult to accommodate in Orinda now, due to the historic nature of single-family homes in what is now a predominantly built-out community. Even if 10 percent of the new homes included a second unit, 25 new units could be generated in this manner.

Responsible Parties: Planning Department  
Timing: Ongoing  
Funding: Staff time (General Fund)

### *ACTION 1.F: AFFORDABLE HOUSING INCENTIVE PROGRAM*

Continue to implement the City's affordable housing incentive program (density bonus ordinance), which grants up to a 35 percent increase in the number of permitted units for developments which set aside 20 percent or more of their units as affordable, as defined by state law.

#### Description:

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The City has adopted an Affordable Housing Incentive Program (Section 17.4.31 of the Municipal Code) that includes provisions for density bonuses for developments that include units reserved for low- and moderate-income households. The program is intended to comply with state density bonus law (Government Code Section 65915) and does not include requirements or incentives beyond those mandated by the Government Code.

Under the state requirements, developers are entitled to develop up to 35 percent more housing units on a site than is allowed by zoning, if a share of the units is reserved for lower- and moderate-income households. A sliding scale (based on the percentage of total units in the project that are affordable) is used to calculate the bonus. Such incentives were exercised in the approval of the Monteverde Senior Apartments project, wherein the permitted density of 38 units per acre was increased to 51 units per acre. The City will continue to apply such bonuses in the future, as appropriate.

Implementation of this action has resulted in the development of 18 extremely low- and very low-income units in the first year of the 5<sup>th</sup> cycle. Further implementation of this action is dependent on housing developer interest and could generate up to 16 additional units with development of the remaining RHNA (48 units) for affordable housing.

Responsible Parties:	Planning Department
Timing:	Ongoing; implement as residential projects are proposed
Funding:	None required

### *ACTION 1.G: TECHNICAL ASSISTANCE TO ORGANIZATIONS THAT CAN DEVELOP OR PRESERVE LOWER-COST HOUSING*

Provide outreach and assistance to nonprofit organizations and builders whose expertise can inure to the benefit of low- and moderate-income Orinda residents, particularly seniors and those with special needs.

#### Description:

A number of builders in the Bay Area are engaged in the development of high-quality affordable housing for low- and moderate-income households, including seniors. The City has worked collaboratively with such developers in the past to facilitate affordable housing construction. For example, the City provided technical assistance to Eden Housing during the permitting process for the Monteverde Senior Apartments development and provided financial assistance through \$2.5 million in in-lieu fees from the Wilder development. The City will continue to provide information on federal, state, and county housing assistance programs in the future and will assist these individuals and organizations in obtaining funds to build and/or preserve affordable housing.

The City meets with people interested in developing housing on an ongoing basis, and will continue to do so in the future. When applications for affordable units or mixed-income housing developments are received, the City will proactively work with the applicants to address issues of concern, such as parking, traffic, and design. The City may

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also continue to explore ways to reduce the cost of developing such housing in Orinda, including offsetting land costs and fees on a case-by-case basis. The City anticipates contacting at least once a year non-profit organizations and builders of affordable and special needs housing to apply for funding to develop or preserve lower cost housing. The City anticipates applying for one funding application during the planning period.

Responsible Parties:	Planning Department, City Manager's Office
Timing:	Ongoing; provide assistance to developers as requested
Funding:	Staff time (General Fund)

### GOAL 2: HOUSING CONSERVATION

**Promote the conservation and maintenance of Orinda's housing stock.**

#### Quantified Objectives for Goal 2:

- (1) Preserve 100 percent of the existing multi-family rental units in the city through 2023.
- (2) Preserve 100 percent of the existing housing in the city's nonresidential zoning districts through 2023.
- (3) Preserve affordability restrictions on all 150 units at Orinda Senior Village for the duration of the planning period.
- (4) Encourage 10 existing very low-income Orinda households to participate in the County's major rehabilitation loan program.

### POLICIES

#### ***Policy 2.1: Housing Reinvestment***

Encourage reinvestment in the city's housing stock by private property owners.

#### ***Policy 2.2: Affordable Housing Preservation***

Encourage the preservation of existing affordable housing in the city, including the Orinda Senior Village, and existing second units and rental apartments.

#### ***Policy 2.3: Smaller Homes***

Conserve Orinda's existing supply of smaller and more affordable single-family homes, including older two- and three-bedroom homes on lots smaller than 10,000 square feet. Development standards that encourage preservation of smaller homes on such lots should be continued as a way to discourage "teardowns" and maintain housing diversity.

#### ***Policy 2.4: Code Enforcement***

Maintain code enforcement programs to ensure that all housing units are safe and sanitary and contribute positively to the city's character. Require abatement of housing nuisances, consistent with provisions of the Orinda Municipal Code.

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### *Policy 2.5: Home-Based Businesses*

Continue to allow home-based businesses as a way to improve housing affordability for those who would otherwise need to rent office space or pay commute costs.

#### **Implementing Actions**

##### *ACTION 2.A: ASSISTANCE TO LOWER-INCOME SENIOR HOMEOWNERS*

Participate in Contra Costa County’s housing rehabilitation program, and publicize the availability of the County’s low interest loan programs for lower-income seniors and other households.

#### Description:

Contra Costa County’s Neighborhood Preservation Program provides loans to low- and moderate-income persons to improve their homes by correcting health and safety problems and improving livability. Loans are available throughout the entire county of Contra Costa except for the incorporated cities of Richmond and Pittsburg. Work done under the program may include re-roofing, plumbing, heating, electrical, dry rot and termite repairs, disabled access, security, exterior painting, and energy conservation. Participation in the program is subject to annual income limits—in 2014, qualifying participants could earn no more than \$45,100 for a household of one to \$64,400 for a household of four. The low interest loans range from a 3% interest rate for up to \$50,000 to zero interest loans with deferred payment.

The City has not advertised this program in the past due to the relatively high incomes of most residents and the excellent condition of Orinda’s housing. However, as the population gets older and a larger number of residents may be living on fixed incomes, there may be benefits to local participation. This action would include coordination with County staff to confirm program requirements and eligibility, followed by advertisement of the program on the City’s website and in its quarterly newsletter.

Responsible Parties:	Planning Department, Contra Costa County Conservation and Development Division
Timing:	Ongoing; coordinate with County staff at least annually; post information/links to the City’s website by 2015; advertise the program in the City newsletter annually
Funding:	Contra Costa County

##### *ACTION 2.B: PARTICIPATION IN FIRST-TIME HOMEBUYER AND MCC PROGRAMS*

Participate in the County’s First-Time Homebuyer and Mortgage Credit Certificate (MCC) programs.

#### Description:

Contra Costa County offers programs for first-time homebuyers, including the Mortgage

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Credit Certificate program and a Below Market Rate home purchase program. The County also provides referral services to local nonprofits which assist homeowners seeking to purchase their first homes. The MCC program has been in effect since 1985 and provides qualified first-time buyers with federal income tax credits. These credits reduce the individual's annual tax payment, which effectively frees up additional income for the mortgage payment. The program is available for homes up to \$673,616 for persons with annual incomes up to \$89,200 for households with 1–2 persons and \$102,500 for households with 3 persons or more

The County has indicated that MCCs are currently available. The City will contact appropriate representatives at the County to determine how to best advertise opportunities for first-time buyers. If appropriate, information on the program will be included on the City's website and included in the quarterly newsletter.

Responsible Parties: Planning Department, City Council  
Timing: Coordinate with County staff by 2015  
Funding: MCC program (Contra Costa County)

### *ACTION 2.C: HOME MAINTENANCE AND REPAIR PROGRAMS*

Advertise the availability of existing home maintenance, repair, and improvement programs such as the low- and zero-interest loans offered through Contra Costa County's Neighborhood Preservation Program. Consider applying for additional grant funding to assist homeowners with addressing ADA accessibility modifications to their homes. Conduct code enforcement on a complaint-driven basis to address safety and code compliance issues.

#### Description:

Although the Needs Assessment (Chapter 3) in this Housing Element indicated Orinda's housing stock is in excellent condition, advertising programs and pursuing funding for new loans and grants will help to ensure that Orinda residents have access to the resources needed to complete preventative maintenance and make needed alterations.

Responsible Parties: Planning Department, Contra Costa County Building Department  
Timing: Advertise existing programs in 2015 and ongoing, consider pursuing new funding by 2017 code enforcement is ongoing  
Funding: Staff time (General Fund)

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### *ACTION 2.D: SECOND UNIT RENT DATA*

Continue to collect and monitor data on second unit rents to better understand their role in the Orinda housing market and the income groups they serve.

#### Description:

As noted in the programs under Goal 1, the City supports the construction of second units as a way to meet Orinda's Regional Housing Needs Allocation. This action program calls for the continued regular collection of data on second unit rents, using a combination of outreach to the owners of registered units and surveys of data sources and advertised rental listings (such as craigslist).

Responsible Parties:	Planning Department, Finance Department
Timing:	Ongoing; update data annually
Funding:	Staff time (General Fund)

### *ACTION 2.E: FLOOR AREA RATIO LIMITS*

Maintain a sliding scale for calculating floor area ratios (FAR) as a way to preserve the city's existing stock of smaller homes.

#### Description:

As noted in Chapter 5 of the Housing Element, the City's zoning regulations limit the floor area that may be constructed on each Orinda lot based on the size of that lot. For example, a home on a 5,000-square-foot lot may not exceed 1,400 square feet. In 2010, the City amended its requirements so that that the limits could be exceeded through the design review process. Nonetheless, the limits are still effective at reducing the incidence of teardowns and maintaining the city's inventory of smaller homes, especially on lots less than 10,000 square feet. Over 600 residential parcels in the city are less than 10,000 square feet. Data from the assessor's office indicates that existing homes on these lots have average assessed values that are 40 percent lower than homes on lots greater than 10,000 square feet. The City will continue to maintain floor area limits as a strategy for maintaining the city's semi-rural character and conserving more affordable homes.

Responsible Parties:	Planning Department
Timing:	Ongoing
Funding:	None required

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### *ACTION 2.F: DESIGN AWARDS AND RECOGNITION*

Develop a new category in the Mayor's Awards for Architectural Excellence for small homes or modifications to existing small homes.

Description:

The City currently has an annual design awards program that recognizes outstanding projects in several categories, including community beautification and environmental sustainability. The City should consider creating a new category for renovation or new construction of small homes (2,000 square feet or less) as a way to recognize the value and benefits of such homes as part of the Orinda housing stock.

Responsible Parties:	Planning Department, City Council
Timing:	Create new category by 2015; present the award annually
Funding:	Staff time (General Fund)

### *ACTION 2.G: REDUCTION OF HOME ENERGY COSTS*

Continue to advise residents of programs for reducing residential energy costs.

Description:

Pacific Gas and Electric (PG&E) offers a number of programs to reduce residential energy costs. REACH (Relief for Energy Assistance through Community Help) provides one-time assistance payments for energy costs to low-income customers. The federal LIHEAP (Low Income Home Energy Assistance Program) offers assistance through reduced energy rates and weatherization assistance. In addition, CARE (California Alternate Rates for Energy) and FERA (Family Energy Rate Assistance) both provide rate discounts for low-income households. PG&E also offers energy audits and rebates for the use of energy-efficient appliances and the recycling of less efficient appliances. Information on these programs should be kept in the Planning Department waiting area and made available via links from the City's website.

Responsible Parties:	Planning Department
Timing:	Ongoing; update information annually or as new material is made available
Funding:	REACH, LIHEAP, CARE, FERA, PG&E

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### *ACTION 2.H: TITLE 24 ADMINISTRATION*

Continue to enforce residential energy conservation requirements as set forth in Title 24, California Administrative Code.

#### Description:

Orinda will continue to implement and enforce Title 24 energy efficiency standards. Adhering to these standards can substantially reduce energy costs in new construction and major remodels, reducing home energy costs and providing more income for housing and other expenses.

Responsible Parties:	Planning Department, Contra Costa County Building Department
Timing:	Ongoing; implement as residential development is proposed
Funding:	Staff time (General Fund, permit fees)

### **GOAL 3: HOUSING OPPORTUNITY SITES**

Provide additional housing opportunities and sites to meet the needs of Orinda's low-, very low-, and moderate-income households.

#### **Quantified Objectives for Goal 3:**

- (1) Meet annually with at least one affordable housing developer or representative of an affordable housing advocacy group to discuss housing issues, needs, and opportunities in Orinda.

### **POLICIES**

#### ***Policy 3.1: Adequate Sites***

Maintain an adequate number and variety of sites to meet the City's Regional Housing Needs Allocation.

#### ***Policy 3.2: Multi-Family Sites***

Meet Orinda's Regional Housing Needs Allocation mandates through a combination of second units and rezoning of adequate land area at the default density.

#### ***Policy 3.3: Mixed-Income Housing***

Encourage larger-scale residential developments to include a mix of unit types, including smaller units and units that are affordable to lower- and moderate-income households.

#### ***Policy 3.4: Downtown Residential Use***

Continue to allow multi-family residential uses above the ground floor within Orinda's Downtown Commercial zoning district.

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### ***Policy 3.5: Shared Housing***

Encourage the sharing of housing units by homeowners seeking to age in place or supplement their income. Shared housing can provide an important resource for seniors, young adults, and others in the community who cannot afford their own home or apartment.

### ***Policy 3.6: Extremely Low-Income Households***

Ensure compliance with state regulations regarding zoning for emergency shelters and other provisions to ensure housing opportunities for extremely low-income Orinda households or those residents who are in crisis or in need of emergency assistance.

### ***Policy 3.7: Development Agreements***

On a case-by-case basis, consider the use of development agreements in larger residential projects as a mechanism for generating funding for affordable housing or providing affordable units within new market-rate projects.

## **Implementing Actions**

### *ACTION 3.A: DOWNTOWN*

Study the feasibility of mixed-use development at appropriate densities.

Description:

Both the existing Orinda General Plan and the existing Orinda Zoning Ordinance support mixed-use development in the Downtown area. Mixed use (upper-floor residential over ground-floor retail or office uses) is explicitly allowed by the Zoning Ordinance in the Downtown Commercial (DC) zone.

This action would continue the planning efforts for Downtown to determine the type, extent, and density of housing that would be appropriate in the Downtown area and would also explore the types of zoning standards that could facilitate such development.

Responsible Parties:	Planning Department, Planning Commission, City Council
Timing:	2018
Funding:	Staff time (General Fund, permit fees)

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### *ACTION 3.B: ADJUSTMENT OF DESIGN STANDARDS TO IMPROVE AFFORDABILITY*

Implement the City’s Affordable Housing Incentive Program to reduce production costs in projects containing affordable units such as adjusting design standards on a case-by-case basis, which could include adjusting standards for setbacks, lot coverage, street width, unit size, and parking, for all affordable housing projects.

#### Description:

As noted earlier in this chapter, the City’s Affordable Housing Incentive Program corresponds to the State-mandated density bonus law. Government Code Section 65915(d)(2) requires every city in California to provide one to three development incentives or concessions for projects that include affordable units (the number of incentives/concessions depends on the percentage of affordable units in the project). It is up to each local government to determine the incentives (for example, allowing additional height, reducing parking requirements, or allowing greater lot coverage). Cities may also offer incentives above and beyond those required by the State.

This task will include an evaluation of the potential incentives available to developers in Orinda in order to determine which are most effective and which are most viable given community concerns related to building mass, scale, height, parking, and other compatibility issues. Modifications to the existing program may be made in response to the findings.

Responsible Parties:	Planning Department
Timing:	2015
Funding:	Staff time (General Fund)

### *ACTION 3.C: SHARED HOUSING PROGRAM*

Consider participating in ECHO housing’s “Shared Housing” or some similar program as a way to improve housing opportunities for lower-income seniors and extremely low-income Orinda residents.

#### Description:

Orinda has the second highest median age among Contra Costa County cities. In 2010, 36 percent of the city’s households included a person over 65 and 11 percent of the city’s households—695 households in total—consisted of persons over 65 living alone. At the same time, the Census indicates that Orinda has the highest average number of rooms per housing unit among the 19 cities in Contra Costa County. These statistics suggest that the City might benefit from a program that matches single seniors with others in the community—including locally employed service workers, teachers, public safety personnel, caregivers, and even “boomerang” young adults (children returning to Orinda after college).

Some of the city’s single seniors and empty nesters with surplus space in their homes may wish to rent out space in return for income or care, but may be reluctant to advertise

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or rent to strangers. The nonprofit Eden Council for Hope and Opportunity (ECHO), which serves residents throughout the East Bay, operates a shared housing program that might potentially benefit those residents. The program matches persons needing housing with homeowners who have available space. ECHO is currently carrying out a shared housing program in Livermore and Pleasanton.

The intent of this program is to explore the feasibility of engaging ECHO or some similar organization to start a comparable program in Orinda. ECHO also provides counseling on shared living, supportive services, and information and referral, as well as educational workshops on home sharing. The program may be a helpful way to assist extremely low-income Orinda households, including single seniors on fixed incomes, persons with physical or developmental disabilities, and young adults seeking employment.

Responsible Parties: Planning Department  
Timing: 2016  
Funding: CDBG, staff time (General Fund)

### *ACTION 3.D: NO NET LOSS OF HOUSING CAPACITY*

Develop and implement an evaluation procedure to ensure the City maintains sufficient land to accommodate the Regional Housing Needs Allocation throughout the planning period.

Because Orinda has a limited number of sites on which it can meet its Regional Housing Needs Allocation for low- and very low-income households during the planning period, it is important that the availability of these sites be monitored. Section 65863 of the California Government Code stipulates that a community may not reduce the allowable density on a housing site if the result is that the city is no longer able to meet its Regional Housing Needs Allocation. The City will comply with Government Code 65863.

Responsible Parties: Planning Department  
Timing: Ongoing; monitor if zoning changes are proposed and/or as development is proposed on multi-family housing sites  
Funding: Staff time (General Fund)

### *ACTION 3.E: HOUSING SITE(S)*

As noted in Chapter 4 (see Table 4.1), capacity to meet the 2014-2022 RHNA existed under zoning in place at the beginning of the 5<sup>th</sup> Cycle Housing Element, that existing zoning includes zoning on a 3.2-acre portion of the Santa Maria site at a density meeting/exceeding the State law “default density” of up to 20 units per acre. However, as a part of the 5<sup>th</sup> Cycle Housing Element, the City considered anew whether to rely on the 3.2 acre Santa Maria site to help meet the City’s RHNA for lower income households. This process involved extensive public input and careful consideration of environmental issues pursuant to the California Environmental Quality Act. After preparation of a Final Environmental Impact Report (EIR) in which three alternatives were analyzed at an equal level of detail, the City selected the Santa Maria site in EIR Alternative 1 to zone at up to 20 dwelling units per acre (the “default density” under State law) in order to

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accommodate 48 units of the City’s allocation of lower income households. Chapter 4, Section 4.3 Sites for New Housing (pages 4-6 through 4-9) describes the Alternative site selected.

Through this Action, the City will initiate and process an amendment of the development policies (i.e., general plan, zoning and/or zoning map) applicable on the selected site to replace the existing High Density Overlay District on the site with policies to accommodate a total of 48 units at up to 20 dwelling units per acre (the “default density” under State law). This will be a public process. The precise wording of the development policies and configuration of the area covered will be determined through that public process.

Responsible Parties:	Planning Department
Timing:	Within two years of Housing Element adoption
Funding:	Staff time (General Fund)

### *ACTION 3.F: EXTREMELY LOW-INCOME-HOUSING*

Encourage additional housing resources for extremely low-income Orinda residents, particularly seniors and persons with physical or developmental disabilities.

#### Description:

The Needs Assessment in Chapter 3 identified 283 extremely low-income owner-occupied households and 156 extremely low-income renter households in Orinda. Based on Census data, the majority of these households are headed by seniors. Other extremely low-income households in the city include persons with disabilities, low wage workers, and the long-term unemployed.

The City encourages the creation of additional housing resources for extremely low-income households. Since a majority of Orinda’s extremely low-income residents are homeowners, programs to assist in home repair and maintenance through low-cost loans or grants are strongly supported. The City may also encourage the inclusion of extremely low-income units within new affordable rental developments. In addition, affordable housing tenant selection should place a priority on extremely low-income persons. The Monteverde Senior Apartments development now under construction exemplifies both of these provisions—it includes units reserved for extremely low-income persons and a tenant selection process that focuses on extremely low-income households. Similar measures may be included in the event affordable housing is built for persons with developmental disabilities or other physical disabilities.

The City will also encourage context-appropriate solutions to meet the housing needs of other extremely low-income households in Orinda, including individuals and families. These include shared housing opportunities, second units, small group homes, and transitional housing. Activities such as grant and funding assistance, priority processing, deferral of impact fees until issuance of certificates of occupancy, and support for applications to create new housing units will be supported in the future. The Planning Department will produce an informational pamphlet regarding assistance and resources

## GOALS, OBJECTIVES, POLICIES, AND ACTIONS

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available to all extremely low-income households and to persons with developmental or other physical disabilities. The information will be updated at least twice during the planning period and distributed to the local faith community and made available at City Hall and on the City's website and at the Contra Costa County Supervisors' office.

Responsible Parties:	Planning Department
Timing:	Ongoing
Funding:	Staff time (General Fund)

### **GOAL 4: HOUSING CONSTRAINTS**

Reduce governmental constraints to the production and preservation of housing in Orinda.

#### **Quantified Objectives for Goal 4:**

- (1) Make a "completeness" determination for planning applications within two weeks or less for 80 percent of all applications received, rather than waiting the full 30 days allowed by the Permit Streamlining Act.
- (2) Provide at least one workshop or training seminar a year to assist owners, builders, contractors, and others with understanding Orinda's development process and requirements.

### **POLICIES**

#### ***Policy 4.1: Development Standards***

Ensure that the development standards expressed in the City's zoning regulations support the types of uses and activities listed as permitted or conditionally permitted in the Zoning Ordinance, including housing.

#### ***Policy 4.2: Public Information***

Provide additional information to the public regarding planning and building regulations and requirements to facilitate the application process and reduce delays. Special efforts should be made to inform the public about opportunities and procedures for adding second units.

#### ***Policy 4.3: Approval Processes***

Ensure that Orinda's permitting and approval processes do not unduly constrain or delay the construction of housing. City procedures should be consistent with Permit Streamlining Act requirements and should not include unreasonable fees or regulations.

#### ***Policy 4.4: Development Flexibility***

Consider flexibility in development standards, such as reduced parking requirements for senior housing, in order to accommodate additional affordable units and reduce housing costs.

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### Implementing Actions

#### *ACTION 4.A:-REVISE THE USE PERMIT REQUIREMENTS*

Revise the use permit process in the Residential Medium-Density (RM) District.

Description:

The City will modify the decision-making criteria in the current use permit process in the RM District and establish guidelines to define compatibility of uses. The revisions will balance certainty for applicants with the continued preservation and enhancement of existing community character.

Responsible Parties: Planning Department, Planning Commission, and City Council

Timing: within 1 year of adoption of the Housing Element

Funding: Staff time (General Fund)

#### *ACTION 4.B: REDUCTION OF PERMITTING COSTS AND DELAYS*

Explore the feasibility of expanding the City's Affordable Housing Incentive Program to add provisions for reductions in application-processing costs for multi-family projects containing affordable units.

Description:

Although Title 17.4.31 of the Municipal Code establishes an Affordable Housing Incentive Program, the program currently only includes State-mandated density bonus requirements. The City used in-lieu housing fees from the Wilder project to facilitate affordable housing and may, on a case-by-case basis, continue to consider housing fees through development agreements in the future. Additional financial incentives also may be considered for projects incorporating affordable units, including priority processing and deferral of impact fees until issuance of certificates of occupancy. Such reductions would be determined on a case-by-case basis, depending on the attributes of each project.

Responsible Parties: Planning Department, City Manager's Office

Timing: Ongoing; implement as developments with affordable units are proposed

Funding: Staff time (General Fund), CDBG

#### *ACTION 4.C: SHARED PARKING REGULATIONS*

Consider adopting shared parking regulations where it can be demonstrated that there will be no parking shortages.

Description:

The City's current parking regulations require that each use in a mixed-use building provide parking as though it were a freestanding use. As a result, uses in the same

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building with different parking demand characteristics may be providing a larger aggregate number of spaces than is actually needed by the building.

This action will study provisions to allow sharing of parking where it can be demonstrated that the overall demand for the project can be met without spillover onto nearby streets. For example, residential guest parking could be shared with office or retail parking. These provisions might also consider the feasibility of shared parking agreements that enable the use of off-site parking lots.

Responsible Parties: Planning Department, Public Works/Engineering

Timing: 2016

Funding: Staff time (General Fund)

### *ACTION 4.D: BUILDING CODE UPDATES*

Continue to implement the California Building Code of Regulations as locally amended. Update or amend the codes as state requirements change.

#### Description:

This is an ongoing program. The City will amend Title 15 of the Municipal Code (Building Regulations) as needed to incorporate state requirements, including those related to green building and energy conservation. Amendments to reflect issues of local concern (such as high fire danger) will be made as needed.

Responsible Parties: Planning Department, Contra Costa County Building Department

Timing: Ongoing; update local regulations as needed based on state requirement updates

Funding: Staff time (General Fund)

### *ACTION 4.E: FEE UPDATES*

Periodically review planning and building fees to ensure they cover required costs but are not more than is necessary to provide the required City services.

#### Description:

This is an ongoing program. The City periodically reviews its planning and building fees to ensure that they are appropriate, based on actual operating costs and fees charged for comparable services provided by other cities. The City will ensure that its fees are not excessive and that its housing-related fees are not used to cross-subsidize other City services. Fees were last updated in 2014.

Responsible Parties: Finance Department, Planning Department, City Council

Timing: Annually

Funding: Staff time (General Fund)

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### GOAL 5: FAIR HOUSING

Promote equal housing opportunities for all Orinda residents, regardless of race, religion, sex, marital status, ancestry, national origin, or color.

#### Quantified Objectives for Goal 5:

- (1) Follow up on 100 percent of all fair housing complaints received by the City.

### POLICIES

#### *Policy 5.1: Equal Housing Opportunity*

Continue to promote equal housing opportunity for all Orinda residents and others seeking housing in the city, regardless of race, religion, marital/family status, ethnic background, or other arbitrary factors.

#### *Policy 5.2: Housing for Seniors and Disabled Residents*

Encourage the development of housing designed to meet the unique needs of seniors and persons with disabilities. The City endorses the concept of universal design, wherein all new construction and renovations are designed to recognize the varying levels of mobility in the population.

#### *Policy 5.3: Education and Enforcement*

Support programs that educate and inform residents about fair housing laws, the Regional Housing Needs Allocation process, and the City's obligations under state housing law. The City will also support enforcement of fair housing laws and provide appropriate referrals to those filing complaints.

#### *Policy 5.4: Reasonable Accommodation*

Provide reasonable accommodation for persons with disabilities in the City's development regulations, policies, and procedures.

#### *Policy 5.5: Intergovernmental Coordination*

Coordinate local housing efforts with Contra Costa County, nearby cities, and the State of California. Where local programs are not feasible due to limited resources, consider partnering with neighboring cities and/or the County to achieve more effective results.

### Implementing Actions

#### *ACTION 5.A: FAIR HOUSING PROGRAM*

Distribute information regarding fair housing issues in the City's quarterly newsletter, at the Orinda Library, and at City offices.

Description:

This is an ongoing program. Pamphlets on fair housing laws and procedures will be made available at City Hall and the library, and information on fair housing requirements will

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be incorporated in the City's newsletter. This information should also be available via the City website. The City's Planning Director will be identified as the point of contact in the event a fair housing complaint is received, with referrals provided to the Contra Costa Housing Authority or the California Department of Fair Employment and Housing as necessary.

Responsible Parties:	Planning Department
Timing:	Ongoing; post information annually in the City's newsletter; update and redistribute informational materials as needed
Funding:	Staff time (General Fund)

### *ACTION 5.B: LOCAL PREFERENCE IN HOUSING OPPORTUNITIES*

Continue measures to ensure that persons who work in Orinda receive preference in the occupancy of new affordable for-sale housing units.

#### Description:

The City has already taken steps to provide preference in the purchase of the moderate-income units at Orinda Grove for those who currently work in Orinda, including schoolteachers, firefighters, law enforcement officers, and others in the moderate-income bracket. Similar provisions would apply as additional moderate-income for-sale housing is developed in the future.

Responsible Parties:	Planning Department
Timing:	Ongoing; implement as projects with affordable units are developed
Funding:	Staff time (General Fund)

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### *ACTION 5.C: ASSISTANCE FOR PERSONS WITH DEVELOPMENTAL DISABILITIES.*

Support the construction and rehabilitation of housing to meet the needs of Orinda residents with developmental disabilities, including small group homes and units in affordable housing developments that are designed for developmentally disabled persons.

#### Description:

Developmentally disabled residents include children with mental or physical impairments and adults who were born with a disability or developed a disability before age 18. Many developmentally disabled persons can live and work independently, but some require a group living environment with supervision or living units with special features. The City will continue to support the development of small group homes that serve developmentally disabled adults and will work with the nonprofit community to encourage the inclusion of units for persons with developmental disabilities in future affordable housing developments. The City will also coordinate with the Regional Center of the East Bay to inform Orinda families of the resources available to them and to explore incentives so that a larger number of future housing units include features which meet the needs of persons with developmental disabilities and other special needs.

Responsible Parties:	Planning Department
Timing:	Ongoing
Funding:	General Fund (staff time)

## 6.3 SUMMARY OF QUANTIFIED OBJECTIVES

As shown in Tables 6.1 and 6.2, approvals for more than 312 new dwelling units could be granted by the City of Orinda during the current planning period. Of these units, 100 units could be for extremely low- and very low-income households—including 67 units that are already under construction at the Eden Housing Monteverde Senior Apartments development. Another 47 units could be added for low-income households and 49 units for moderate-income households. The balance of the new units would be for market-rate units and will be accommodated through partial buildout of the Wilder project, the Orinda Grove development, and vacant low-density residentially zoned parcels located throughout the city.

The ability for developers to construct new housing for moderate-, very low-, and low-income households will be assisted by the successful implementation of the housing policies and actions in this Housing Element. Whether or not these units will be constructed is dependent on a variety of factors, including factors beyond the City's control, such as developer interest or response, and the ability to procure funding from private, nonprofit, and public sources. However, through the actions contained in this element, the City has committed to making the maximum feasible effort to facilitate the development of these units.

**GOALS, OBJECTIVES, POLICIES, AND ACTIONS**

<b>Table 6.1: Summary of Quantified Housing Objectives by Project</b>					
<b>Housing Location/Project</b>	<b>Income Category</b>				<b>Total</b>
	<b>Very Low</b>	<b>Low</b>	<b>Moderate</b>	<b>Market</b>	
Homes completed or permitted as of June 2014	0	0	0	22	22
Second units permitted January to June 2014	0	2	2	0	4
Monteverde Senior Apartments	66	0	1	0	67
Orinda Grove	0	0	8	65	73
Second units throughout community	2	13	13	4	32
Second units in Wilder	0	0	25	0	25
Single-family home developments (including Wilder)	0	0	0	25+	25+
Site(s) to be selected through the EIR process	32	32	0	0	64
<b>Total Units</b>	<b>100</b>	<b>47</b>	<b>49</b>	<b>116+</b>	<b>312+</b>
<b>Regional Housing Needs Allocation (2014–2022)</b>	<b>84</b>	<b>47</b>	<b>54</b>	<b>42</b>	<b>227</b>

<b>Table 6.2: Summary of Quantified Objectives by Project Type</b>			
<b>Income Category</b>	<b>New Construction</b>	<b>Rehabilitation</b>	<b>Conservation/Preservation</b>
Extremely Low	35 units (Monteverde Senior Apartments)	5 households assisted	—
Very Low	2 second units 31 units (Monteverde Senior Apartments) 32 assisted multi-family units	5 households assisted	150 units preserved at Orinda Senior Village
Low	13 second units 32 assisted multi-family units	—	5 existing second units to be “registered”
Moderate	13 second units (not location specific) 8 BMR homes at Orinda Grove 25 second units at Wilder	—	36 market-rate multi-family rentals preserved
Above Moderate	65 new market-rate homes at Orinda Grove 25+ new market-rate homes at Orinda Oaks, Wilder, and elsewhere in the city	—	—

Table 6.3 provides a summary of the actions to be implemented following Housing Element adoption, based on the information presented in the prior section.

**GOALS, OBJECTIVES, POLICIES, AND ACTIONS**

<b>Table 6.3: Housing Element Program Summary</b>				
<b>Action Number</b>	<b>Title</b>	<b>Timeline</b>	<b>Responsible Agency</b>	<b>Funding</b>
1A	Orinda Grove Development	2014–2015	Planning, Building (County)	Private funding, staff time
1B	Monteverde Senior Apartments Development	2014	Planning, Building (County)	CDBG, HOME, in-lieu fees, staff time
1C	Promotion of Second Units	Ongoing; annual newsletter articles; update website information as needed	Planning, City Manager	Staff time
1D	Legalization of Unregistered Second Units	Ongoing	Planning, City Manager	Staff time
1E	Second Units in Wilder	Ongoing	Planning	Staff time
1F	Affordable Housing Incentive Program (State Density Bonus Law)	Ongoing	Planning	None required
1G	Technical Assistance to Nonprofit Organizations	Ongoing	Planning, City Manager	Staff time
2A	Assistance to Lower-Income Senior Homeowners	Ongoing; coordinate with County staff annually; post information/links by 2015; advertise in the City newsletter annually	Planning, County	County
2B	First-Time Homebuyer and MCC Programs	Coordinate with County staff by 2015	Planning, City Council	County
2C	Home Maintenance and Repair Needs Assessment	2017	Planning, Building (County)	Staff time
2D	Second Unit Rent Data	Ongoing; update data annually	Planning, Finance	Staff time
2E	Floor Area Ratio Limits	Ongoing	Planning	None required
2F	Design Awards and Recognition	Create category by 2015; implement annually	Planning, City Council	Staff time
2G	Reduction of Home Energy Costs	Ongoing	Planning	Various and through PG&E
2H	Title 24 Administration	Ongoing	Planning, Building (County)	Staff time, permit fees
3A	Downtown Mixed Use Opportunities	2015	Planning, Planning Commission, City Council	Staff time, permit fees
3B	Adjustment of Design Standards to Improve Affordability	2015	Planning	Staff time
3C	Shared Housing Program	2016	Planning	Staff time, CDBG
3D	No Net Loss of Housing Capacity	Ongoing	Planning	Staff time
3E	Housing Site(s)	Within one year of Housing Element adoption	Planning	Staff time

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**Table 6.3: Housing Element Program Summary**

<b>Action Number</b>	<b>Title</b>	<b>Timeline</b>	<b>Responsible Agency</b>	<b>Funding</b>
3F	Extremely Low-Income Housing	Ongoing	Planning	Staff time
4A	Reduction of Permitting Costs and Delays	Ongoing	Planning, City Manager	Staff time, CDBG
4B	Shared Parking Regulations	2016	Planning, Public Works/Engineering	Staff time
4C	Building Code Updates	Ongoing	Planning, Building (County)	Staff time
4D	Fee Updates	Annually	Finance, Planning, City Council	Staff time
5A	Fair Housing Program	Ongoing	Planning	Staff time
5B	Local Preference in Housing Opportunity	Ongoing	Planning	Staff time
5C	Assistance for Persons with Developmental Disabilities	Ongoing	Planning	Staff time