

Chapter 2

Goals, Policies and Programs

This chapter establishes Fremont’s housing goals for the 2023-2031 planning period and sets forth an action plan to implement those goals

Purpose

The purpose of Fremont’s 2023-2031 Housing Element is to meet the housing needs of **everyone** in the Fremont community over the next eight years. The Housing Element creates a framework of goals, policies and programs which respond to:

- The community’s **values, concerns, priorities, and vision** regarding housing, as captured in Chapter 3, Community Engagement.
- The community’s housing **needs**, as outlined in Chapter 4, Housing Needs Assessment.
- The **constraints** to housing in Fremont, as identified in Chapter 5, Constraints Analysis.
- The community’s **fair housing challenges**, as identified in Chapter 8, Fair Housing Assessment.

Housing Element Goals and Policies

The 2023-2031 Housing Element contains six goals, as listed below:

- **Goal 1.** Preserve, Maintain, and Improve the Existing Housing Supply
- **Goal 2.** Help Current Residents Maintain Stable and Safe Housing in Fremont
- **Goal 3.** Promote Production of New Affordable and Market-Rate Housing
- **Goal 4.** Maximize Support and Resources for Affordable Housing Production
- **Goal 5.** Address Disparities in Access to Housing and Disproportionate Housing Needs
- **Goal 6.** Maintain a Compliant Housing Element and Zoning Ordinance

Goal 1. Preserve, Maintain, and Improve the Existing Housing Supply

Goal 1 focuses on preserving, maintaining and improving the City's existing affordable housing supply and neighborhoods. Not only is the City's older existing housing stock critical to meeting housing needs, but preserving these buildings is far more environmentally sustainable than replacing them with new construction. Older homes are a source of naturally affordable housing and provides a source of housing in the community for lower-income households. At the same time that the City promotes construction of new housing, it will work to retain the existing supply of affordable housing options.

- **Policy 1.01:** Identify and Remedy Substandard Housing Conditions.
- **Policy 1.02:** Facilitate Improvement of Existing Housing Stock.
- **Policy 1.03:** Improve Infrastructure within Existing Residential Neighborhoods

Goal 2. Help Current Residents Maintain Stable and Safe Housing in Fremont

As detailed in Chapter 3 - Needs Assessment, lower-income Fremont residents are at risk of displacement to a greater extent than lower-income residents in Alameda County overall. Displacement can have a range of negative effects at the individual, household, community, and regional levels. Often, individuals and households that are displaced must move further from their places of work, established childcare arrangements, and social support networks, while children in displaced households may experience a disruption in schooling. Widespread displacement often exacerbates inequalities in access to opportunity and patterns of segregation as lower-income households are increasingly excluded from higher-cost areas. In cities where residents have been displaced, these trends can have a negative impact on the economic, racial, ethnic, and social diversity of the local population.

Goal 2 focuses on preserving the ability of Fremont residents to stay housed within the community.

- **Policy 2.01:** Preserve Existing Housing Options
- **Policy 2.02:** Prevent Displacement due to Rising Housing Costs
- **Policy 2.03:** Prevent Direct Displacement from New Development.

Goal 3. Promote Production of New Affordable and Market-Rate Housing

As detailed in Chapter 8 – Sites Inventory and Analysis, Fremont has adequate General Plan land use designations and zoning in place to meet the community's RHNA targets. However, significant barriers exist to develop enough new housing, in particularly affordable housing, to meet the community's needs. Goal 3 focuses on removing the barriers to the production of affordable and market rate housing in Fremont.

- **Policy 3.01:** Implement Clear Regulations and Standards that Reflect the Community's Priorities.
- **Policy 3.02:** Improve Efficiency of Entitlement Process for Housing Developments.
- **Policy 3.03:** Promote Housing Development in Highest Resource Neighborhoods.

- **Policy 3.04:** Intensify Residential Development within Urban Neighborhoods.
- **Policy 3.05:** Raise Awareness of City Resources and Policies Among Housing Developers.

Goal 4. Maximize Support and Resources for Affordable Housing Production

As detailed in Chapter 5 – Constraints to Housing, construction of affordable housing generally requires large subsidies from Federal, State, County or local government sources in order to be financially feasible, yet there is not nearly enough funding available to subsidize all of the affordable housing needs in the region. The lack of available resources is a significant barrier to the production of affordable housing. Goal 4 focuses on maximizing resources, streamlining processes, and providing incentives to encourage the production of affordable housing.

- **Policy 4.01:** Provide Zoning Incentives for Affordable Housing Production
- **Policy 4.02:** Maximize Financial Resources Available for Affordable Housing
- **Policy 4.03:** Assist Affordable Housing Developers
- **Policy 4.04:** Ensure Affordable Housing Meets Needs of Community
- **Policy 4.05:** Pursue Unique and Innovative Opportunities for Providing Affordable Housing
- **Policy 4.06:** Share Expertise as a Regional Leader in Affordable Housing Production

Goal 5. Address Disparities in Access to Housing and Disproportionate Housing Needs

As detailed in Chapter 7 – Fair Housing Assessment, disparities in housing access and quality exists in Fremont, particularly among low-income people of color. Residents of color are more likely to experience homelessness, cost-burden, and overcrowding. Residents of color are also more likely to be renters than homeowners, which contributes to their disproportionate housing instability. Goal 5 focuses on meaningful actions to address the factors that detract from fair housing access within Fremont.

- **Policy 5.01:** Expand Housing Opportunities for People with Disabilities
- **Policy 5.02:** Provide Services, Shelter, and a Pathway to Permanent Housing for Unhoused Residents
- **Policy 5.03:** Promote a Diversity of Housing Options for Seniors
- **Policy 5.04:** Support Housing Opportunities for Households of All Sizes and Types
- **Policy 5.05:** Ensure Availability of Social Services

Goal 6. Maintain a Compliant Housing Element and Zoning Ordinance

Goal 6 focuses on consistent evaluation of the effectiveness of Housing Element programs during the planning period, and adjusting/adapting to changes in state law, and economic conditions to stay on target with housing goals.

- **Policy 6.01:** Maintain Consistency with Regional and State Housing Plans and Laws.
- **Policy 6.02:** Annually Review Progress Towards Housing Goals.

Implementation Programs

Program 1. Identify and Abate Substandard Rental Housing.

As discussed in Chapter 7 - Fair Housing Assessment, renters, people of color, and lower-income people disproportionately face substandard housing conditions in the City. By dedicating resources to prevent and remedy substandard housing, the City furthers fair housing opportunity for those protected groups impacted by this concern.

The City's Code Enforcement Division is responsible for investigating reports of substandard housing conditions and ensuring that landlords address them in a prompt manner. During the previous Housing Element planning period, Code Enforcement investigated over 300 instances of substandard housing conditions.

Code Enforcement is completed on a complaint basis. Tenants can file complaints anonymously by phone, email, web form, or through the City app. When staff investigate and determine that a violation is occurring, they work with property owners and tenants to correct the violation in a timely manner with an emphasis on voluntary compliance from landlords and anti-displacement of tenants.

Objective	Investigate all reported instances of substandard rental housing to ensure Fremont residents have adequate living conditions.
Implements Policies	Policy 1.01: Identify and Remedy Substandard Housing Conditions.
Responds to Findings	Needs Finding #13, #15 AFFH Finding #6
Timeframe	Ongoing
Responsible Party	Code Enforcement Division
Funding Source	General Fund

Program 2. Training for Apartment Owners and Property Managers

The City shall provide an annual training to multi-family rental property owners and managers. The training shall educate property owners and managers about their legal responsibilities to providing safe, habitable dwellings and provide an overview of related City programs like code enforcement and the rent review ordinance.

Objective	Educate apartment owners and property manager on legal responsibilities to ensure Fremont residents have adequate living conditions.
Implements Policies	Policy 1.01: Identify and Remedy Substandard Housing Conditions.
Responds to Findings	Engagement Theme #7 AFFH Finding #6
Timeframe	Hold one training annually
Responsible Party	Housing Division
Funding Source	General Fund

Program 3. Minor Home Repair Grant Program

The City shall continue to partner with a non-profit organization, such as Habitat for Humanity, to provide home rehabilitation assistance to low-income homeowners. Through Habitat’s program, qualified homeowners can apply to receive grants of up to \$15,000 to perform deferred maintenance, address code violations, or make small upgrades to their home.

This program disproportionately assists seniors and people with disabilities to make accessibility improvements that allow them to remain living independently in their homes. Resultantly, it helps seniors and people with disabilities maintain access to housing.

Objective	Utilize all available CDBG funds to assist low-income homeowners with minor home repairs. At least 50% of funded projects shall be for accessibility improvements.
Implements Policies	Policy 1.02: Facilitate Improvement of Existing Housing Stock.
Responds to Findings	Engagement Theme #8 Needs Finding #6, #14 AFFH Finding #1, #6
Timeframe	Utilize all available CDBG funds annually
Responsible Party	Housing Division
Funding Source	CDBG

Program 4. Objective Design Standards for Historic Homes

The City promotes preservation of historic resources through a program that screens possible historic resources when projects come in for alteration or demolition. There have been several successful large residential projects in the City that incorporated historic resources and allowed them to be adapted into modern housing. Additionally, the City has received much interest from homeowners of individual historic homes in adding an ADU consistent with the City’s adopted objective design standards for ADUs on historic properties.

In order to reduce the processing time and uncertainty for applications involving historic resources, the City would develop a set of objective design standards for the review of projects involving historic homes.

Objective	Adopt objective design standards for historic homes
Implements Policies	Policy 1.02: Facilitate Improvement of Existing Housing Stock. Policy 6.01: Maintain Consistency with Regional and State Housing Plans and Laws.
Responds to Findings	Engagement Theme #10 Constraints Finding #5, #7
Timeframe	Within 24 months of Housing Element adoption
Responsible Party	Planning Division
Funding Source	LEAP, General Fund

Program 5. Comprehensive Review of Single-Family Residential Planned Districts.

The City has over 700+ planned districts, many of which closely mirror the standard single-family residential zoning districts. Some of these Planned Districts have limitations that substantially limit or prohibit additions. As the housing stock continues to age, these restrictions may have an increasingly severe effect on the ability to modernize and adapt the housing stock in these neighborhoods.

City shall complete comprehensive study of existing Planned Districts and develop a program to re-zone some Planned Districts to their most comparable standardized districts. This program will allow additions and modernization of additional single-family housing stock.

Objective	Review Planned Districts for opportunities to convert to standard zoning. Rezone Planned Districts to standard zoning where feasible.
Implements Policies	Policy 1.02: Facilitate Improvement of Existing Housing Stock.
Responds to Findings	Engagement Theme #4, #7 AFFH Finding #10
Timeframe	Within 24 months of Housing Element adoption
Responsible Party	Planning Division
Funding Source	LEAP, General Fund

Program 6. Citywide Capital Improvements

Every two years, the City adopts a capital budget, known as the Capital Improvement Program budget (CIP). Separate from the annual city operating budget, the CIP funds public infrastructure projects, including street repair, traffic improvements, and park development/maintenance. Through the Capital Improvement Program, the City identifies and schedules periodic maintenance and improvement of facilities supporting existing residential neighborhoods, such as streets and sidewalks.

Objective	Adopt CIP to fund improvements that support existing residential neighborhoods
Implements Policies	Policy 1.03: Improve Infrastructure within Existing Residential Neighborhoods
Timeframe	Adopt CIP every two years
Responsible Party	Public Works Department
Funding Source	General Fund leveraged with regional, state, and federal funding

Program 7. Mobile Home Preservation and Rent Stabilization.

Currently, there are 753 mobile homes in Fremont. Mobile homes are disproportionately owned by senior citizens, persons on fixed incomes, and persons of low and moderate income. Mobile home owners, unlike apartment tenants or residents of other rental units, are in the unique position of having made a substantial investment in a residence for which space is rented or leased.

Because mobile home owners are limited in their relocation options, they are vulnerable to sudden unreasonable rent increases. The City’s Mobile Home Preservation and Rent Stabilization Ordinance is intended to protect the mobile home owners from unreasonable rent increases and other abusive or disruptive practices by park owners. The ordinance provides limits and a process for rent increases, as well as a process for the conversion of mobile home parks to other uses.

Fremont’s three mobile home parks are located within Census tracts designated as High Resource by HCD/TCAC. Preservation of mobile home spaces at an affordable rent allows continued provision of naturally-affordable housing within High Resource neighborhoods.

Objective	Preserve affordability of 753 mobile homes
Implements Policies	Policy 2.01: Preserve Existing Housing Options
Responds to Findings	Engagement Theme #1, 8 Needs Finding #4 AFFH Finding #3, #4, #9
Timeframe	Ongoing
Responsible Party	Housing Division
Funding Source	General Fund

Program 8. Condominium Conversions.

Condominium conversions decrease the supply of rental housing in the community. Older apartments, which may be more naturally affordable, are at greater risk for condominium conversion during strong markets.

In order to discourage the conversion of rental housing stock into ownership housing stock, the City specifies a procedure for applications for condominium conversion and limits the number of units that can be converted each year.

Objective	Limit conversions to 100 units per year
Implements Policies	Policy 2.01: Preserve Existing Housing Options
Responds to Findings	Engagement Theme #1, 4 AFFH Finding #4, #9
Timeframe	Ongoing
Responsible Party	Planning Division
Funding Source	General Fund for annual tracking, Planning application fees for processing conversions

Program 9. Short Term Rental Ordinance

The City does not currently have an ordinance in place specifically for the regulation of short-term rental units. Based on current estimates, there are more than 300 short term rental units active in the City. Some of these units are full homes or apartments for rent, which removes units from the long-term housing rental market. Others consist of portions of a unit that is occupied by an owner or tenant. The City shall implement a short-term rental ordinance that discourages or disallows short-term rentals that remove housing units from the market. The City shall also consider a program to promote the conversion of short-term rentals into long-term rental housing options, like ADUs.

Objective	Adopt a short-term rental ordinance
Implements Policies	Policy 2.01: Preserve Existing Housing Options Policy 6.01: Maintain Consistency with Regional and State Housing Plans and Laws.
Responds to Findings	Engagement Theme #1, #4 Constraints Finding #10 AFFH Finding #4, #9
Timeframe	Within 12 months of Housing Element adoption
Responsible Party	Planning Division
Funding Source	SB 2

Program 10. Monitor "At Risk" Affordable Housing Units.

Continue to monitor affordable housing developments that could be at risk for converting to market rate. The City will track the status of at risk units on an annual basis with the intention of working with owners to preserve the affordability of the units. The City will utilize its financial resources (HOME and CDBG, State and Federal funding sources, etc.) if necessary to aggressively prevent the conversion of affordable housing units to market rate when feasible.

Past success in achieving continued affordability of at-risk units has shown that conversion of units can be prevented with minimal investment of the City’s limited affordable housing funds and maximum utilization of existing funding sources.

Objective	Monitor and preserve all at-risk units during the planning period
Implements Policies	Policy 2.01: Preserve Existing Housing Options
Responds to Findings	Needs Finding #16 AFFH Finding #9
Timeframe	Monitor annually
Responsible Party	Housing Division
Funding Source	General Fund for annual monitoring. Grants and other federal/state/local housing resources for prevention of conversion.

Program 11. Ensure that Existing Deed-Restricted Housing Complies with Regulatory Restrictions.

Deed-restricted affordable housing complexes require monitoring to ensure that they are being rented in conformance with the requirements of their deed restriction. Ensuring complexes follow their regulatory restrictions is critical to ensuring that existing affordable housing stock is operated correctly.

Objective	Monitor deed-restricted units
Implements Policies	Policy 2.01: Preserve Existing Housing Options
Responds to Findings	AFFH Finding #4, #9
Timeframe	Ongoing
Responsible Party	Housing Division
Funding Source	General Fund

Program 12. Continue to Implement the Rent Review Ordinance.

In 2017, the Fremont City Council adopted the Rent Review Ordinance. The ordinance covers all residential rental units in Fremont, including single family homes. The Rent Review Program provides a review and formal hearing for proposed rent increases in excess of 5% in any 12-month period. A landlord must include information regarding the Rent Review Ordinance when providing notice of a rent increase.

Objective	Support 100% of applicants
Implements Policies	Policy 2.02: Prevent Displacement due to Rising Housing Costs
Responds to Findings	Engagement Theme #1 AFFH Finding #4, #9
Timeframe	Ongoing
Responsible Party	Human Services Department
Funding Source	Rent Review Program fee

Program 13. Provide Landlord/Tenant Counseling Services.

The City of Fremont contracts with Project Sentinel’s Fremont Fair Housing and Landlord/Tenant Services to provide counseling services to tenants. Project Sentinel provides fair housing information/education and investigates housing discrimination complaints. Project Sentinel also provides counseling services relating to security deposits, repairs, right to entry, evictions, retaliations, and rent increases.

Objective	Offer landlord/tenant counseling services. Respond to all inquiries
Implements Policies	Policy 2.02: Prevent Displacement due to Rising Housing Costs
Responds to Findings	Engagement Theme #7 Needs Finding #13, 15 AFFH Finding #1, 6
Timeframe	Ongoing
Responsible Party	Human Services Department
Funding Source	CDBG

Program 14. Implement “Stay Housed” Self-Sufficiency Program.

The Stay Housed program is designed to assist families to avoid eviction and prevent homelessness due to a financial crisis. The program provides time-limited partial rental subsidies to eligible participants as they transition from financial instability to self-sufficiency.

Tenants receiving Stay Housed assistance participate in the SparkPoint Program, which helps low-income households obtain economic success and build assets. Tenants will meet with a financial coach to work toward the goals of increasing income, decreasing debt, improving credit, and managing personal finances.

Objective	Assist 10 families per year
Implements Policies	Policy 2.02: Prevent Displacement due to Rising Housing Costs
Responds to Findings	Engagement Theme #1 Needs Finding #4, #13 AFFH Finding #6, #9
Timeframe	Ongoing
Responsible Party	Human Services Department
Funding Source	CDBG

Program 15. Live/Work Preference for Affordable Housing.

In 2021, the City completed a Residential Displacement Study that indicated that displacement pressure on low-income residents in Fremont is greater than elsewhere in the County. Due to this finding, the City implemented a live/work preference for affordable housing projects. The use of a live/work preference will allow existing residents and people who work in Fremont to find permanent affordable housing close to their community. It will also help address the imbalance of low-wage jobs and housing affordable to people working low-wage jobs within Fremont.

Objective	Assist 10 families per year
Implements Policies	Policy 2.02: Prevent Displacement due to Rising Housing Costs
Responds to Findings	AFFH Finding #9
Timeframe	Ongoing
Responsible Party	Housing Division
Funding Source	General Fund

Program 16. Mandatory Replacement of On-Site Units.

Within Fremont, low- and moderate-income households tend to live within transit-oriented neighborhoods that have aging rental housing units. These are areas that the City has designated for new higher-density residential development. If new housing development occurs on sites with existing naturally-affordable units, it can directly cause displacement of low- and moderate- income residents.

Pursuant to Government Code 65583.2(g)(3), the Housing Element must include a program requiring the replacement of units affordable to the same or lower income level as a condition of any development on a nonvacant site identified in the Housing Element inventory. Replacement units shall be required for sites identified in the inventory that currently have residential uses, or within the last five years have had residential uses that have been vacated or demolished, and were either rent or price restricted, or were occupied by low or very low-income households.

The City shall update the code to incorporate this requirement within 12 months of the adoption of the Housing Element. In preparation of the code update, the City shall consider implementation of a wider-

ranging policy to require the replacement of existing low-income units on any existing residential site that is redeveloped within a Transit-Oriented Development (TOD) district. The City shall also consider implementation of a right of return for displaced tenants.

Objective	Adopt code update
Implements Policies	Policy 2.03: Prevent Direct Displacement from New Development. Policy 6.01: Maintain Consistency with Regional and State Housing Plans and Laws.
Responds to Findings	AFFH Finding #4, #9
Timeframe	Within 12 months of Housing Element adoption
Responsible Party	Planning Division
Funding Source	LEAP, General Fund

Program 17. Develop and Refine Objective Design Standards Consistent with State Law to Provide a Predictable Basis to Review Housing Projects.

The City shall revise existing design guidelines to encourage the highest level of design quality, while at the same time reducing delays and uncertainty for developers by providing clear direction on the required standards.

Objective	Adopt updated Design Guidelines
Implements Policies	Policy 3.01: Implement Clear Regulations and Standards that Reflect the Community’s Priorities.
Responds to Findings	Engagement Theme #10 Constraints Finding #5, #6
Timeframe	Within 12 months of Housing Element adoption
Responsible Party	Planning Division
Funding Source	SB 2

Program 18. Develop Objective Findings for Residential Projects.

The City shall develop objective findings to apply when residential projects require discretionary design review.

Objective	Adopt code update
Implements Policies	Policy 3.01: Implement Clear Regulations and Standards that Reflect the Community’s Priorities. Policy 6.01: Maintain Consistency with Regional and State Housing Plans and Laws.
Responds to Findings	Engagement Theme #10 Constraints Finding #5, #6
Timeframe	Within 12 months of Housing Element adoption
Responsible Party	Planning Division
Funding Source	SB 2, LEAP, General Fund

Program 19. Explore Reach Codes that Balance Sustainability with Housing Production.

With each three-year Building Code cycle, the City can choose to incorporate additional standards for sustainability that exceed the requirements of the standard Building Code. The City shall consider adoption of these code requirements to ensure the sustainability of new housing construction. In developing reach codes, the City shall consider potential additional costs that the codes would add for developers.

Objective	Adopt reach codes that balances sustainability goals with housing goals
Implements Policies	Policy 3.01: Implement Clear Regulations and Standards that Reflect the Community’s Priorities.
Responds to Findings	Constraints Finding #8
Timeframe	Within 12 months of Housing Element adoption
Responsible Party	Building Division, Planning Division
Funding Source	General Fund

Program 20. Offer Preliminary Review Procedure (PRP) Process.

The City shall continue to offer a “team-based” preliminary review procedure (PRP) process to allow developers to get informal feedback from multiple departments on an application prior to a formal submittal.

Objective	Continue to process PRP applications
Implements Policies	Policy 3.02: Improve Efficiency of Entitlement Process for Housing Developments.
Responds to Findings	Engagement Theme #9
Timeframe	Ongoing
Responsible Party	Planning Division
Funding Source	General Fund, Planning Application Fees

Program 21. Encourage Early Community Outreach on Large Housing Development Projects.

Community concern regarding housing projects is a constraint to housing production in the City. Oftentimes, the community does not find out about a project until the public hearing is noticed, which can lead to project delays if time is required for community concerns to be addressed. Proactive community outreach can help developers hear and address community concerns earlier in the process.

The City shall encourage developers to consult early in the development process with housing advocates, real estate professionals, the business community, and other stakeholders. The City shall revise application materials and handouts encouraging community engagement,

Objective	Encourage outreach during development review process
Implements Policies	Policy 3.02: Improve Efficiency of Entitlement Process for Housing Developments.
Responds to Findings	Engagement Theme #5, 9, 10 Constraints Finding #3
Timeframe	Revise handouts within 12 months of adoption of Housing Element. Encourage developers on an ongoing basis
Responsible Party	Planning Division

Funding Source	General Fund
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Program 22. Continue to Coordinate Development Review with Outside Agencies.

Outside agencies such as the Alameda County Water District, Union Sanitary District, Pacific Gas and Electric, and the Regional Water Quality Control Board have requirements that must be considered and incorporated into the development review process. Continue to work with outside agencies to establish standards, share information, and provide coordinated information.

Objective	Coordinate with outside agencies during development review process
Implements Policies	Policy 3.02: Improve Efficiency of Entitlement Process for Housing Developments.
Responds to Findings	Engagement Theme #9
Timeframe	Ongoing
Responsible Party	Planning Division
Funding Source	General Fund, Planning Application Fees

Program 23. Electronic Processing and Permitting.

The City shall continue to offer electronic-only permit reviews. The City shall monitor and upgrade its electronic processing and permitting procedures as issues arise, in order to streamline the process for applicants.

Objective	Monitor effectiveness of review process and implement improvements
Implements Policies	Policy 3.02: Improve Efficiency of Entitlement Process for Housing Developments.
Responds to Findings	Engagement Theme #9
Timeframe	Evaluate permit review annually. Implement process improvements on an ongoing basis
Responsible Party	Community Development Department
Funding Source	General Fund, Application Fees

Program 24. Offer “Over the Counter” (OTC) Type Plan Checks for Qualifying Residential Projects.

Due to the COVID-19 pandemic, the City had to suspend in-person plan reviews. OTC reviews were popular among applicants and allowed many small housing projects – like attached or conversion ADUs – to be permitted in a single day. The City has since transitioned to electronic plan review, which will require changes to the previous OTC process. The City shall develop a revised protocol for OTC plan reviews or virtual OTC, focused on additions and ADUs, in order to expedite the permit process for applicants

Objective	Implement process
Implements Policies	Policy 3.02: Improve Efficiency of Entitlement Process for Housing Developments.
Responds to Findings	Engagement Theme #9 Constraints Finding #11
Timeframe	Within 24 months of Housing Element adoption
Responsible Party	Community Development Department
Funding Source	SB 2

Program 25. Review Impact Fee Structure.

Periodically review the City’s impact fee structure to assure that fees are equitable and fair in relationship to the infrastructure needs identified in the General Plan and that fees remain consistent with the provisions of the Mitigation Fee Act.

Objective	Review impact fee structure and revise if fees are not fair in relationship to infrastructure needs
Implements Policies	Policy 3.02: Improve Efficiency of Entitlement Process for Housing Developments.
Responds to Findings	Constraints Finding #4
Timeframe	2026
Responsible Party	Community Development Department / Public Works Department
Funding Source	General Fund

Program 26. Have a Designated “Affordable Housing Ally” to Support Affordable Development Projects.

The City shall appoint a specific staff person to serve as a “Affordable Housing Ally”. This individual shall be a point of first contact for potential residential developers exploring affordable housing opportunities in Fremont. They shall monitor the progress of housing developments through the review process and intercede to help address issues when needed.

Objective	Designate ally
Implements Policies	Policy 3.02: Improve Efficiency of Entitlement Process for Housing Developments.
Responds to Findings	Engagement Theme #1, #2
Timeframe	Designate ally within 12 months of Housing Element adoption. Ongoing support for affordable housing projects
Responsible Party	Housing Division
Funding Source	General Fund

Program 27. Facilitate Environmental Review Process.

The City shall continue to utilize allowable California Environmental Quality Act (CEQA) exemptions for qualified urban infill and other residential projects where site characteristics and an absence of potentially significant environmental impacts allow. Supplemental EIRs for specific planning areas also provide the opportunity for individual projects which fall within the scope of the EIR to tier off the original environmental clearance. The City will advocate for the use of these streamlining measures where appropriate in order to reduce the time and cost of housing development.

Objective	Utilize CEQA streamlining provisions whenever feasible
Implements Policies	Policy 3.02: Improve Efficiency of Entitlement Process for Housing Developments.
Responds to Findings	Engagement Theme #9
Timeframe	Ongoing
Responsible Party	Planning Division
Funding Source	Planning Application Fees

Program 28. Housing Education Campaign.

Develop an awareness campaign to bolster community support for affordable housing and increase awareness of the benefits and need for providing housing within the community. This campaign could include a central website dedicated to all housing-related information from the City; social media content about housing needs, challenges, and resources; informational interviews for reporters with staff who work on housing challenges and programs; and demonstration projects that exhibit how proposed solutions can work in various settings.

Objective	Develop and implement outreach strategy
Implements Policies	Policy 3.02: Improve Efficiency of Entitlement Process for Housing Developments.
Responds to Findings	Engagement Theme #6 Constraints Finding #3
Timeframe	Develop strategy within 12 months of Housing Element adoption; implementation ongoing.
Responsible Party	Planning Division, Housing Division
Funding Source	LEAP, General Fund

Program 29. Identify Potential Historic Resources on Housing Inventory Sites

Unidentified historic resources may exist on inventory sites and provide uncertainty for potential developers. The City shall identify properties on the sites inventory with buildings older than 50-years of age which may possibly be eligible for listing on a historic register. The City shall work with a qualified historian to evaluate those properties for historic significance, and when found to be eligible for listing on a historic register, provide high level guidance for compatible development adjacent to the resource.

Objective	Identify and evaluate inventory sites with possible historic resources
Implements Policies	Policy 3.02: Improve Efficiency of Entitlement Process for Housing Developments.
Responds to Findings	Engagement Theme #10 Constraints Finding #7
Timeframe	Develop strategy within 12 months of Housing Element adoption; evaluate five properties per year as needed.
Responsible Party	Planning Division
Funding Source	LEAP, General Fund

Program 30. Provide Resources to Encourage Development of Accessory Dwelling Units.

ADUs are predominantly constructed within the City’s highest-resource neighborhoods. They provide a lower-cost rental housing option in neighborhoods that would be otherwise unaffordable to people with lower-incomes.

In order to promote the development of ADUs, the City has created a one-stop assistance webpage and a Preapproved ADU Program. The City is currently surveying residents and applicants to determine what future programs would be most helpful to promote ADU production. Following the implementation of the survey in 2022, the City shall implement the suggested programs. Potential ideas include:

- Cost estimate calculator
- Permit process workbook
- ADU webinar series

Objective	Implement programs to enhance ADU production
Implements Policies	Policy 3.03: Promote Housing Development in Highest Resource Neighborhoods.
Responds to Findings	Engagement Theme #1, 2, 4, 9 Needs Finding #6, 10 Constraints Finding #11 AFFH Finding #3, #8
Timeframe	Complete survey in 2022; implement programs within 12 months of Housing Element adoption.
Responsible Party	Planning Division
Funding Source	SB 2, LEAP, General Fund

Program 31. Amend Regulations to Facilitate Production of ADUs

The City shall amend the zoning ordinance to facilitate the production of ADUs, including removal of unnecessary aesthetics-based standards for rear yard ADUs that will not be easily viewable from the public right of way, and elimination of minimum size requirements to allow for innovative and efficient ADU designs, The City shall consider amending the zoning ordinance and building code to develop standards to allow tiny homes to be permitted in residential districts,

Objective	Adopt code update
Implements Policies	Policy 3.03: Promote Housing Development in Highest Resource Neighborhoods. Policy 6.01: Maintain Consistency with Regional and State Housing Plans and Laws.
Responds to Findings	Engagement Theme #1, #2, #4, #9 Needs Finding #6, #10 Constraints Finding #11 AFFH Finding #3, #8
Timeframe	Within 24 months of Housing Element adoption
Responsible Party	Planning Division
Funding Source	LEAP, General Fund

Program 32. Expand Homeownership Opportunities within Existing Highest Resource Neighborhoods.

The new state law SB 9 allows for the construction of duplexes and lot splits within existing single-family residential neighborhoods. The City shall develop a local ordinance implementing SB 9 to create more homeownership opportunities within existing neighborhoods. The City shall also create a one-stop assistance webpage to provide technical and assistance for developments under SB 9, and provide resources promoting high standard of design and best practices. As SB9 units would be located on smaller lots, they would be more affordable by nature than standard single-family dwellings.

Objective	Adopt ordinance
Implements Policies	Policy 3.03: Promote Housing Development in Highest Resource Neighborhoods. Policy 6.01: Maintain Consistency with Regional and State Housing Plans and Laws.
Responds to Findings	Engagement Theme #1, #2, #4 Needs Finding #10 Constraints Finding #6 AFFH Finding #3

Timeframe	Within 12 months of Housing Element adoption
Responsible Party	Planning Division
Funding Source	General Fund

Program 33. Explore Options to Add Intensity in High Resource Single-Family Neighborhoods within TODs.

The City shall explore opportunities to further intensify small lots near transit. In particular, the following options shall be explored for small, primarily single-family lots near transit stations:

- Utilize SB 10 to selectively increase the permitted unit density
- Modify the ADU ordinance to allow additional ADUs

Objective	Identify sites for intensification. Develop a strategy to add potential density and adopt ordinance or other regulations as needed.
Implements Policies	Policy 3.03: Promote Housing Development in Highest Resource Neighborhoods. Policy 6.01: Maintain Consistency with Regional and State Housing Plans and Laws.
Responds to Findings	Engagement Theme #1, #2 AFFH Finding #3, #4
Timeframe	Within 24 months of Housing Element adoption
Responsible Party	Planning Division
Funding Source	LEAP, General Fund

Program 34. Further Reduce Parking Requirements in TOD Areas.

The City shall amend the zoning ordinance to further reduce parking requirements within the TOD district. The City shall study the feasibility for eliminating residential parking minimums or eliminating minimums for small units and affordable units.

Objective	Adopt code update
Implements Policies	Policy 3.04: Intensify Residential Development within Urban Neighborhoods.
Responds to Findings	Engagement Theme #3, Constraints Finding #1, #9
Timeframe	Within 24 months of Housing Element adoption
Responsible Party	Planning Division
Funding Source	LEAP, General Fund

Program 35. Set Density Minimums Outside of TODs

In order to ensure that inventory sites with a mixed-use zoning district have housing production consistent with the City’s projections, the City shall establish a density floor for mixed use development in MX and non-TOD commercial districts.

Objective	Adopt code update
Implements Policies	Policy 3.04: Intensify Residential Development within Urban Neighborhoods.
Responds to Findings	Engagement Theme #4 Needs Finding #2

Timeframe	Within 24 months of Housing Element adoption
Responsible Party	Planning Division
Funding Source	LEAP, General Fund

Program 36. Update Mixed-Use Zoning Standards.

Developers have expressed that ground-floor retail requirements require substantial subsidy in order to construct. The City’s current mixed-use standards are difficult to understand and apply to non-standard sites. The City shall update the mixed-use standards to enhance clarity and promote thriving retail corridors. The update shall be consistent with SB 330 in that it shall not reduce the density or intensity of residential development permitted on mixed-use sites.

Objective	Adopt code update
Implements Policies	Policy 3.04: Intensify Residential Development within Urban Neighborhoods. Policy 6.01: Maintain Consistency with Regional and State Housing Plans and Laws.
Responds to Findings	Engagement Theme #10 Constraints Finding #1
Timeframe	Within 12 months of Housing Element adoption
Responsible Party	Planning Division
Funding Source	SB2, LEAP, General Fund

Program 37. Update Zoning to Reflect Intensity Permitted Under SB 478.

The City shall update the code to implement the requirements of SB 478, which sets minimum FAR standards for certain small housing development projects

Objective	Adopt code update
Implements Policies	Policy 3.04: Intensify Residential Development within Urban Neighborhoods. Policy 6.01: Maintain Consistency with Regional and State Housing Plans and Laws.
Responds to Findings	Engagement Theme #4, Constraints Finding #6
Timeframe	Within 12 months of Housing Element adoption
Responsible Party	Planning Division
Funding Source	LEAP, General Fund

Program 38. Update Community Plans as Needed.

Staff shall periodically review the progress of housing development within community plan areas, particularly the City Center Community Plan and Downtown Community Plan, and update these community plans as necessary.

Objective	Review Community Plans, and update as needed
Implements Policies	Policy 3.04: Intensify Residential Development within Urban Neighborhoods. Policy 6.01: Maintain Consistency with Regional and State Housing Plans and Laws.
Responds to Findings	Needs Finding #2
Timeframe	Review annually

Responsible Party	Planning Division
Funding Source	General Fund

Program 39. Seek Funding for Capital Improvements in TOD Districts.

The City shall apply for competitive grant opportunities to improve pedestrian, bicycle, and street infrastructure in TOD districts. By prioritizing improvements in these areas, which have the greatest LMI populations in the City, the City is affirmatively furthering fair housing. Improvements in these areas will also ensure adequate infrastructure for the construction of housing developments in these neighborhoods.

Objective	Apply for funding for capital improvements in TOD Districts
Implements Policies	Policy 1.03: Improve Infrastructure within Existing Residential Neighborhoods Policy 3.04: Intensify Residential Development within Urban Neighborhoods.
Responds to Findings	Needs Finding #1 I AFFH Finding #8
Timeframe	Ongoing
Responsible Party	Public Works Department, Planning Division
Funding Source	General Fund

Program 40. Promote Inventory of Residential Vacant and Underutilized Opportunity Sites.

In order to help potential residential developers looking for vacant and underutilized sites, the City shall publish a webpage containing the Sites Inventory. The website shall provide information on identified vacant and underutilized sites to aid with facilitating potential housing development.

Objective	Create website and related materials
Implements Policies	Policy 3.06: Raise Awareness of City Resources and Policies Among Housing Developers.
Responds to Findings	Engagement Theme #6, #10
Timeframe	Within 12 months of adoption of Housing Element
Responsible Party	Planning Division
Funding Source	SB 2

Program 41. Publish Monthly Development Digest with Updates and Information on Multi-Family Housing Standards.

The Development Digest is the City’s primary communication tool to reach developers. The Digest disseminates updates about changes to standards, fees, and regulations. It also provides explanations of the City’s development processes. The City shall continue to publish the Development Digest each month during the planning period.

Objective	Provide updates and information to the development community through the Development Digest
Implements Policies	Policy 3.06: Raise Awareness of City Resources and Policies Among Housing Developers.
Responds to Findings	Engagement Theme #6, #10
Timeframe	Publish monthly

Responsible Party	Community Development Department
Funding Source	General Fund

Program 42. Consultation with Stakeholders on Housing Policy Changes.

The City shall consult with affordable housing developers, market-rate developers, housing advocates, real estate professionals, the business community, and other stakeholders on proposed housing policy changes. Consultation may include surveys, community meetings, and public comment periods.

Objective	Consult with stakeholders
Implements Policies	Policy 3.06: Raise Awareness of City Resources and Policies Among Housing Developers.
Responds to Findings	Engagement Theme #5, #10 Constraints Finding #3
Timeframe	Ongoing, as policy changes are proposed
Responsible Party	Community Development Department
Funding Source	General Fund

Program 43. Create Online Fee Calculator for Developers.

In order to provide greater transparency and certainty with permitting and development impact fees, the City shall create an online calculator that provides developers with an estimate of such fees for their project.

Objective	Create online fee calculator
Implements Policies	Policy 3.06: Raise Awareness of City Resources and Policies Among Housing Developers.
Responds to Findings	Engagement Theme #10
Timeframe	Within 12 months of Housing Element adoption
Responsible Party	Planning Division
Funding Source	LEAP, General Fund

Program 44. By Right Approval of Projects with 20% Affordable Units.

Pursuant to AB 1397, the City shall amend the zoning ordinance to require by-right approval of housing development that includes 20 percent of the units as housing affordable to very-low- and low-income households, on sites being used to meet the 6th cycle RHNA that represent a “reuse” of sites previously identified in the 4th and 5th cycles Housing Element.

Objective	Adopt ordinance
Implements Policies	Policy 4.1: Provide Zoning Incentives for Affordable Housing Production Policy 6.01: Maintain Consistency with Regional and State Housing Plans and Laws.
Responds to Findings	Engagement Theme #1, #2 Constraints Finding #6 AFFH Finding #2, #3, #7
Timeframe	Within 12 months of Housing Element adoption
Responsible Party	Planning Division
Funding Source	LEAP, General Fund

Program 45. Update Zoning to be Consistent with State Density Bonus Law.

The City shall amend the zoning ordinance to incorporate changes in State Density Bonus law under AB 2345.

Objective	Adopt ordinance
Implements Policies	Policy 4.1: Provide Zoning Incentives for Affordable Housing Production Policy 6.01: Maintain Consistency with Regional and State Housing Plans and Laws.
Responds to Findings	Engagement Theme #1 Constraints Finding #6
Timeframe	Within 12 months of Housing Element adoption
Responsible Party	Planning Division
Funding Source	LEAP, General Fund

Program 46. Offer Additional Flexibility in Satisfying Open Space Requirements.

The City shall amend the zoning ordinance to provide additional flexibility in the manner in which private open space may be provided within a multi-family affordable housing development.

Objective	Adopt ordinance
Implements Policies	Policy 4.1: Provide Zoning Incentives for Affordable Housing Production
Responds to Findings	Constraints Finding #1
Timeframe	Within 12 months of Housing Element adoption
Responsible Party	Planning Division
Funding Source	LEAP, General Fund

Program 47. Continue to Allocate Percentage of General Fund Revenue from “Boomerang Funds” to Affordable Housing and Interim Shelter Projects.

“Boomerang funds” represent a portion of tax increment funds from former Redevelopment Agencies that come back to local jurisdictions as both a one-time lump sum from their former Low- and Moderate-Income Housing Fund and as annual property tax distributions. The City of Fremont was one of the first major cities in California to dedicate both one-time and on-going Boomerang Funds received to affordable housing. The boomerang funds are used almost entirely for affordable housing and interim shelter projects in the City. The opportunity to utilize these funds for affordable development projects is noticed and outlined via the City’s Notice of Funding Availability (NOFA) process

Objective	Continue utilizing boomerang funds towards affordable housing and shelter projects
Implements Policies	Policy 4.02: Maximize Financial Resources Available for Affordable Housing Policy 5.02: Provide Services, Shelter, and a Pathway to Permanent Housing for Unhoused Residents
Responds to Findings	Engagement Theme #1 Constraints Finding #2 AFFH Finding #2, #3
Timeframe	Annually through budget process
Responsible Party	Community Development Department
Funding Source	Boomerang Funds

Program 48. Annually Monitor Effectiveness of Affordable Housing Ordinance and Commercial Linkage Fee.

The City recently updated its Affordable Housing Ordinance in January 2022. The updated ordinance requires developers of market-rate housing to contribute to affordable housing by making 15% of the units affordable; by paying an increased “in-lieu” fee that the City can use to subsidize affordable units; or by assisting the City’s affordable housing efforts in some other way, such as via a land donation. All affordable rental units produced through the ordinance must be deed-restricted for a period of at least 55 years.

The City also implemented a Commercial Linkage Fee in 2015, which requires all non-residential developers to pay fees based on the need for affordable housing generated by new commercial and industrial construction.

These two programs are major funding sources for the City’s Affordable Housing Trust Fund. The City shall continue to monitor the effectiveness and success of these programs at providing funding for affordable housing production. A summary of the units and funds produced each year through each program shall be included in the Housing Element Annual Progress Report.

Objective	Monitor effectiveness
Implements Policies	Policy 4.02: Maximize Financial Resources Available for Affordable Housing Policy 6.02: Annually Review Progress Towards Housing Goals.
Responds to Findings	Engagement Theme #1 Constraints Finding #2 AFFH Finding #2, #3
Timeframe	Review annually
Responsible Party	Community Development Department
Funding Source	General Fund

Program 49. Continue to Allow Deferral of Impact Fees for Affordable Housing Projects.

The City’s impact fee deferral program allows applicants to defer all City impact fees for 18 months or until final inspection, whichever comes first.

Objective	Offer deferral of impact fees for affordable housing projects
Implements Policies	Policy 4.02: Maximize Financial Resources Available for Affordable Housing Policy 4.03: Assist Affordable Housing Developers
Responds to Findings	Engagement Theme #1 Constraints Finding #2, #4 AFFH Finding #2, #3
Timeframe	Ongoing
Responsible Party	Community Development Department

Program 50. Charge Reduced Impact Fees for Affordable Housing Projects.

The City shall continue to charge Traffic, Parkland, and Park Facilities impact fees for deed-restricted affordable housing units at 50% of the rate for market rate units in accordance with the City’s Affordable Housing Ordinance and Resolution 2021-76.

Objective	Charge affordable housing projects reduced development impact fees
Implements Policies	Policy 4.02: Maximize Financial Resources Available for Affordable Housing Policy 4.03: Assist Affordable Housing Developers
Responds to Findings	Engagement Theme #1 Needs Finding #2, #4 AFFH Finding #2, #3
Timeframe	Ongoing
Responsible Party	Community Development Department
Funding Source	General Fund

Program 51. Waive Impact Fees for ADUs.

Although ADUs are not deed-restricted affordable housing, data indicates that they typically provide housing at rents affordable to lower-income and moderate-income households. To facilitate production of these naturally affordable units, the City shall continue to waive development impact fees for ADUs.

Objective	Waive development impact fees for ADUs
Implements Policies	Policy 4.02: Maximize Financial Resources Available for Affordable Housing
Responds to Findings	Engagement Theme #4, #8 Constraints Finding #4, #11 AFFH Finding #3, #5, #7, #8
Timeframe	Ongoing
Responsible Party	Community Development Department
Funding Source	General Fund

Program 52. Quickly Adapt to New State Funding Resources.

The City is committed to leveraging all available resources to promote affordable housing. The City is constantly exploring new funding resources and opportunities that could bring more affordable housing to Fremont.

Objective	Leverage all available resources
Implements Policies	Policy 4.02: Maximize Financial Resources Available for Affordable Housing
Responds to Findings	Engagement Theme #1, #2 Needs Finding #4 Constraints Finding #2 AFFH Finding #2, #3
Timeframe	Ongoing
Responsible Party	Community Development Department
Funding Source	General Fund

Program 53. Remain Competitive at Obtaining State Funding Resources for Affordable Housing.

The City shall explore avenues to remain competitive at obtaining state funding resources for affordable housing. This could include applying for and receiving the State’s Pro-Housing Designation, which would provide the City additional points or other preferences in the scoring of competitive State funding grant programs.

Objective	Obtain grant funding for affordable housing resources
Implements Policies	Policy 4.02: Maximize Financial Resources Available for Affordable Housing
Responds to Findings	Engagement Theme #1, #2 Needs Finding #4 Constraints Finding #2 AFFH Finding #2, #3
Timeframe	Ongoing
Responsible Party	Community Development Department
Funding Source	General Fund

Program 54. Advocate for Increased Allocation of Project-Based Section 8 Vouchers from the Alameda County Housing Authority.

Project-based vouchers provide secure, long-term funding sources for affordable housing projects. The City shall advocate for an increased allocation of project-based vouchers for affordable housing projects located within the City.

Objective	Advocate for increased allocation of vouchers.
Implements Policies	Policy 4.02: Maximize Financial Resources Available for Affordable Housing
Responds to Findings	Engagement Theme #1, #2, #7 Needs Finding #4, #13 Constraints Finding #2 AFFH Finding #2, #3
Timeframe	Ongoing
Responsible Party	Community Development Department
Funding Source	General Fund

Program 55. Collaborate with the Bay Area Housing Finance Authority (BAHFA) to Develop Initiatives that will Provide Additional Resources for Affordable Housing.

BAHFA is a new regional finance authority with the mission of raising funds to support preservation and creation of affordable housing. Future financing initiatives sponsored by BAHFA could include a regional ballot measure, state and federal appropriations, as well as philanthropic and corporate contributions. The City shall continue to collaborate with BAHFA to generate additional funding for affordable housing.

Objective	Collaborate with BAHFA as specific projects are identified.
Implements Policies	Policy 4.02: Maximize Financial Resources Available for Affordable Housing
Responds to Findings	Engagement Theme #1, #2 Needs Finding #4, #13 Constraints Finding #2 AFFH Finding #2, #3

Timeframe	Ongoing
Responsible Party	Community Development Department
Funding Source	General Fund

Program 56. Assist Affordable Developers to Acquire Land for Affordable Housing.

The City has identified suitable sites for affordable housing through its Sites Inventory. As feasible, the City shall assist developers with acquiring Sites Inventory land for future development of affordable housing. Assistance may include financial support for land acquisition and leveraging connections with existing property owners.

Objective	Include land acquisition as a qualifying expense in the NOFA process.
Implements Policies	Policy 4.03: Assist Affordable Housing Developers
Responds to Findings	Engagement Theme #1, #2 Needs Finding #4, #13 Constraints Finding #2 AFFH Finding #2, #3
Timeframe	Ongoing
Responsible Party	Housing Division
Funding Source	General Fund

Program 57. Priority Processing for Affordable Housing Development Projects.

The City shall continue to offer an expedited building permit review process for affordable housing developments. Affordable housing developments are reviewed in 15 business days (10 business days each subsequent cycle).

Objective	Expedite building permit reviews for affordable housing developments
Implements Policies	Policy 4.03: Assist Affordable Housing Developers
Responds to Findings	Engagement Theme #1, #2, #9 Needs Finding #4, #13 Constraints Finding #2 AFFH Finding #2, #3
Timeframe	Ongoing
Responsible Party	Community Development Department
Funding Source	General Fund

Program 58. Provide Technical Assistance to Affordable Housing Property Managers.

The City shall provide technical assistance to affordable housing property managers regarding lease-up practices and property management to ensure that affordable housing developments in the City utilize industry best practices.

Objective	Provide technical assistance.
Implements Policies	Policy 4.03: Assist Affordable Housing Developers
Responds to Findings	AFFH Finding #1
Timeframe	Ongoing
Responsible Party	Housing Division
Funding Source	General Fund

Program 59. Prioritize Development of Housing Affordable to Extremely Low-Income Households.

Extremely-low income units require an extensive subsidy, and therefore can be most challenging to build. The City shall prioritize the development of extremely-low income units as one of the criteria in evaluating responses to issued Notices of Funding Availability.

Objective	Prioritize extremely low-income units in NOFA scoring criteria
Implements Policies	Policy 4.04: Ensure Affordable Housing Meets Needs of Community Policy 5.04: Support Housing Opportunities for Households of All Sizes and Types
Responds to Findings	Engagement Theme #1 Needs Finding #4, #13 AFFH Finding #3
Timeframe	Ongoing, when NOFA is released
Responsible Party	Housing Division
Funding Source	General Fund

Program 60. Prioritize Development of Family Size Affordable Housing Units.

Family size affordable housing units can be difficult to incorporate into a project due to their size, but there is significant need for these apartments in the community. The City shall prioritize the development of family-sized units as one of the criteria in evaluating responses to issued Notices of Funding Availability.

Objective	Prioritize family-sized units in NOFA scoring criteria
Implements Policies	Policy 4.04: Ensure Affordable Housing Meets Needs of Community Policy 5.04: Support Housing Opportunities for Households of All Sizes and Types
Responds to Findings	Engagement Theme #1, #7 Needs Finding #14 AFFH Finding #1, #10
Timeframe	Ongoing, when NOFA released
Responsible Party	Housing Division
Funding Source	General Fund

Program 61. Explore Opportunities to Increase Community Participation in the Funding Process.

The City shall explore ways to provide opportunities for low-income residents to provide feedback on funding of affordable housing projects.

Objective	Develop and implement community input component of NOFA application review
Implements Policies	Policy 4.04: Ensure Affordable Housing Meets Needs of Community
Responds to Findings	Engagement Theme #5 AFFH Finding #2
Timeframe	Prior to release of NOFA
Responsible Party	Housing Division

Funding Source	General Fund
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Program 62. Facilitate Hotel Acquisition/Rehabilitation.

In the current economic climate, conversion of hotels and motels into affordable housing has been more feasible than conversion of existing market-rate apartments. In the past planning cycle, the City funded the conversion of the Islander Motel into a 79-unit affordable housing complex. The State of California’s successful Homekey program also provides funding for developers to purchase existing hotels and convert them into permanent supportive housing for formerly unhoused individuals. The City shall continue to look for opportunities to convert underperforming hotel properties into permanent affordable housing.

Objective	Apply for funding through Homekey 2.0 program for conversion of Motel 6 in Warm Springs into permanent supportive housing. Apply for similar funding opportunities as they arise.
Implements Policies	Policy 4.05: Pursue Unique and Innovative Opportunities for Providing Affordable Housing
Responds to Findings	Engagement Theme #1, #2 Constraints Finding #1, #2
Timeframe	Ongoing
Responsible Party	Housing Division
Funding Source	General Fund, Homekey

Program 63. Prioritize Affordable Housing on Public Property

Given that land costs are a significant constraint to housing development, land already owned by public agencies shall be prioritized for the development of affordable housing. The City shall regularly review the inventory of City-owned surplus, vacant, or underused land, no longer needed for current or foreseeable future public operations, that should be considered for sale or lease for development of affordable housing and/or shelters. The City shall prioritize the review of sites within high resource areas and comply with all requirements of the Surplus Lands Act. The City shall also work with other public agencies, such as BART, to prioritize development of affordable housing on their properties, and remove barriers to the construction of affordable housing on those lands. The Fremont BART Station in particular has an underutilized parking area that could provide an opportunity for affordable housing near transit.

Objective	Facilitate development of affordable housing on publicly-owned land.
Implements Policies	Policy 4.05: Pursue Unique and Innovative Opportunities for Providing Affordable Housing
Responds to Findings	Engagement Theme #1, #2 Constraints Finding #1, #2, #12 AFFH Finding #2, #3
Timeframe	Report on status of public property annually. In partnership with BART, identify constraints and design parameters for development of Fremont BART parking lot site with affordable housing within 12 months of Housing Element adoption. Facilitate development of Fremont BART parking lot site ongoing.
Responsible Party	Community Development Department
Funding Source	General Fund

Program 64. Promote Housing on Underutilized Church Properties.

Many underutilized sites within the Sites Inventory are excess land associated with a religious facility. The City shall provide technical assistance and support to religious organizations interested in subdividing and selling their land for housing development.

Objective	Provide technical assistance to facilitate housing development on church properties
Implements Policies	Policy 4.05: Pursue Unique and Innovative Opportunities for Providing Affordable Housing
Responds to Findings	Engagement Theme #1, #2, #4
Timeframe	Contact organizations within 12 months of Housing Element adoption. Technical assistance ongoing
Responsible Party	Planning Division
Funding Source	General Fund

Program 65. Facilitate Shared Housing Opportunities.

The City partners with Covia to sponsor a home match program. Home Match Fremont helps connect homeowners with extra rooms with people seeking an affordable place to live. Homeowners benefit from additional income, companionship, or help with chores such as grocery shopping, pet care, or yard work. Home seekers benefit from an affordable rent and/or a more flexible form of rental payment.

Home Match expands housing opportunities for lower-income individuals in high-opportunity areas, particularly within existing single-family neighborhoods that may be otherwise unaffordable to people with lower incomes.

Objective	Make 10 matches each year
Implements Policies	Policy 4.05: Pursue Unique and Innovative Opportunities for Providing Affordable Housing Policy 5.04: Support Housing Opportunities for Households of All Sizes and Types
Responds to Findings	Engagement Theme #2, #4, #8 AFFH Finding #2, #3, #5, #8
Timeframe	Ongoing
Responsible Party	Housing Division
Funding Source	General Fund

Program 66. Participate in Affordable Housing Week.

Staff shall participate in the annual Affordable Housing Week to share best practices and support for affordable housing among other affordable housing professionals and advocates.

Objective	Share best practices and support for affordable housing
Implements Policies	Policy 4.06: Share Expertise as a Regional Leader in Affordable Housing Production
Responds to Findings	Engagement Theme #6
Timeframe	Annually
Responsible Party	Housing Division
Funding Source	General Fund

Program 67. Influence Statewide Affordable Housing Priorities and Legislation.

The City shall proactively collaborate with Bay Area housing organizations to share best practices and influence priorities for affordable housing policy and legislation, based on Fremont’s extensive experience with affordable housing promotion and production.

Objective	Share best practices and support for affordable housing, as needed.
Implements Policies	Policy 4.06: Share Expertise as a Regional Leader in Affordable Housing Production
Responds to Findings	Engagement Theme #1, #2, #6
Timeframe	Ongoing
Responsible Party	Housing Division
Funding Source	General Fund

Program 68. Implement Reasonable Accommodations Ordinance.

The City shall continue to implement the City’s “Reasonable Accommodations Ordinance” to comply with the federal Fair Housing Act. The ordinance was put in place to provide a process for making and acting upon requests for reasonable accommodation.

Objective	Continue to implement ordinance.
Implements Policies	Policy 5.01: Expand Housing Opportunities for People with Disabilities Policy 5.04: Support Housing Opportunities for Households of All Sizes and Types
Responds to Findings	Needs Finding #14 AFFH Finding #10
Timeframe	Ongoing
Responsible Party	Planning Division, Building Division
Funding Source	General Fund

Program 69. Address Zoning Barriers for Large Residential Care Facilities.

Residential facilities for seven or more persons are not currently classified in the zoning ordinance. The City shall develop provisions for large residential facilities for seven or more persons, analyze the demand and consider revisions to consider the use by right within appropriate zones throughout the City and other revisions as necessary to its zoning ordinance to mitigate the potential constraints on housing for persons with disabilities.

Objective	Adopt ordinance
Implements Policies	Policy 5.01: Expand Housing Opportunities for People with Disabilities Policy 6.01: Maintain Consistency with Regional and State Housing Plans and Laws.
Responds to Findings	Needs Finding #14 Constraints Finding #6 AFFH Finding #10
Timeframe	Within 12 months of Housing Element adoption
Responsible Party	Planning Division
Funding Source	LEAP, General Fund

Program 70. Implement Universal Design Ordinance.

Universal Design calls for residences to be built with certain design features that would improve their livability through various life cycles. Housing units that incorporate Universal Design improvements are more adaptable to persons as they age or face physical challenges so they can still function well in their homes.

In 2011, the City adopted a Universal Design Ordinance that allows greater adaptability and accessibility of housing. During the project review process, the Planning Division notifies applicants of the requirements, and the Building Division verifies compliance during plan review and inspection.

Objective	Continue to implement ordinance.
Implements Policies	Policy 5.01: Expand Housing Opportunities for People with Disabilities Policy 5.04: Support Housing Opportunities for Households of All Sizes and Types Policy 6.01: Maintain Consistency with Regional and State Housing Plans and Laws.
Responds to Findings	Needs Finding #14 AFFH Finding #10
Timeframe	Ongoing
Responsible Party	Planning Division, Building Division
Funding Source	General Fund

Program 71. Develop an Accessible Preapproved ADU Design.

The City shall contract with an architect to provide a “pre-approved” ADU design that is fully accessible. The City shall offer the plan set to residents at no charge in order to promote the development of new housing accessible to seniors and people with disabilities.

Objective	Offer accessible design through Pre-approved ADU Program
Implements Policies	Policy 5.01: Expand Housing Opportunities for People with Disabilities Policy 5.04: Support Housing Opportunities for Households of All Sizes and Types
Responds to Findings	Engagement Theme #8 Needs Finding #14 AFFH Finding #10
Timeframe	Within 24 months of Housing Element adoption
Responsible Party	Planning Division
Funding Source	LEAP

Program 72. Provide Services to Improve the Quality of Life for People Experiencing Homelessness.

The City shall continue to provide services to people experiencing homelessness. Current services include:

- A mobile hygiene unit that provides shower and laundry services to those experiencing homelessness at rotating locations
- The Bay Area Community Services Homeless Wellness Center, which provides homeless persons with housing placement and dignity services.

Objective	Continue to provide services that improve the quality of life of homeless persons
Implements Policies	Policy 5.02: Provide Services, Shelter, and a Pathway to Permanent Housing for Unhoused Residents Policy 5.05: Ensure Availability of Social Services
Responds to Findings	Needs Finding #2, #15 AFFH Finding #6
Timeframe	Ongoing
Responsible Party	Human Services Department
Funding Source	General Fund, HEAP, HHAP, NPLH

Program 73. Provide A Diversity of Shelter Options.

The City shall continue to provide temporary shelter options to people experiencing homelessness. Current shelter options include:

- A non-congregate hotel voucher program
- A faith based-temporary shelter program allowing religious organizations to host people overnight within religious facilities
- A safe parking program allowing faith-based organizations to establish safe-parking sites.
- A Housing Navigation Center, which has 45 shelter beds with supportive services
- Sunrise Village, a shelter for families and individuals run by Abode Services with financial support from the City

Objective	Provide a diversity of shelter options
Implements Policies	Policy 5.02: Provide Services, Shelter, and a Pathway to Permanent Housing for Unhoused Residents
Responds to Findings	Needs Finding #2, #15 AFFH Finding #6
Timeframe	Ongoing
Responsible Party	Human Services Department
Funding Source	General Fund, HOME, HEAP, HHAP, SB 2

Program 74. Address Zoning Barriers for Low-Barrier Housing Navigation Centers and Emergency Shelters

Pursuant to AB 101, the City shall amend the zoning ordinance to add low-barrier navigation centers as a use that is permitted by right in areas zoned for mixed use and nonresidential zones permitting multifamily uses, if the center meets certain statutory requirements in Government Code Section 65662. The City shall also amend the zoning ordinance to clarify location and parking requirements applicable to emergency shelters, in compliance with Government Code Section 65583(a)(4)(A)(ii).

Objective	Adopt code update
Implements Policies	Policy 5.02: Provide Services, Shelter, and a Pathway to Permanent Housing for Unhoused Residents Policy 6.01: Maintain Consistency with Regional and State Housing Plans and Laws.
Responds to Findings	Needs Finding #2, #15 Constraints Finding #6 AFFH Finding #6
Timeframe	Within 12 months of Housing Element adoption
Responsible Party	Planning Division
Funding Source	General Fund

Program 75. Participate in the Alameda County IMPACT Program.

Alameda County Impact Supportive Housing Program is operated by Abode Services in collaboration with the City of Fremont, other local cities, and the County EveryOne Home Program. The program services homeless persons who have multiple barriers to housing and who are “frequent users” of public systems, with a focus on chronically homeless who have multiple interactions with law enforcement.

Objective	Provide support to homeless persons through the IMPACT program
Implements Policies	Policy 5.02: Provide Services, Shelter, and a Pathway to Permanent Housing for Unhoused Residents
Responds to Findings	Needs Finding #2, #15 AFFH Finding #6
Timeframe	Ongoing
Responsible Party	Human Services Department
Funding Source	HOME

Program 76. Remove Zoning Barriers for Supportive and Transitional Housing.

Per AB 2162, the City must also allow 100 percent affordable projects that include 25 percent, or 12 units of supportive housing, by right where multi-unit and mixed-use development is permitted. The City shall update the zoning ordinance to codify requirements of AB 2162.

Objective	Adopt code update
Implements Policies	Policy 5.02: Provide Services, Shelter, and a Pathway to Permanent Housing for Unhoused Residents Policy 6.01: Maintain Consistency with Regional and State Housing Plans and Laws.
Responds to Findings	Needs Finding #2, #15

	Constraints Finding #6 AFFH Finding #6
Timeframe	Within 12 months of Housing Element adoption
Responsible Party	Planning Division
Funding Source	LEAP, General Fund

Program 77. Participate in Countywide Planning Efforts to End Homelessness.

In May 2022, the City Council endorsed the Alameda County *Home Together 2026 Community Plan*. The plan lays out the goals, strategies and investments needed to dramatically reduce homelessness by 2026 and reverse racial disparities in homelessness through fully centering racial equity. The plan includes a needs analysis identifying the gap in the current system of homeless services in the type and availability of housing resources.

The Home Together Community Plan is the blueprint for transforming Alameda County’s needs analysis, informed by City-level information and data, into an Action Plan to draw down and leverage significant new State funding. The City shall continue to work with its regional and County partners to implement the key findings from the Plan and update the Plan as necessary during the planning period.

Objective	Collaborate with Alameda County jurisdictions on implementation of Home Together Plan
Implements Policies	Policy 5.02: Provide Services, Shelter, and a Pathway to Permanent Housing for Unhoused Residents
Responds to Findings	Needs Finding #2, #15 AFFH Finding #6
Timeframe	Ongoing
Responsible Party	Human Services Department
Funding Source	General Fund

Program 78. Provide Resources on Diverse Housing Opportunities through Age Well Centers.

The City’s two Age Well Centers (one in Central Fremont and one in South Fremont) provide resources and information to seniors in the community. The City Planning Division shall ensure that information is available in these centers about different housing options available to seniors, including ADUs, HomeMatch, age-restricted communities, and affordable senior housing.

Objective	Provide resources to seniors through the Age Well Centers
Implements Policies	Policy 5.03: Promote a Diversity of Housing Options for Seniors Policy 5.04: Support Housing Opportunities for Households of All Sizes and Types
Responds to Findings	Engagement Theme #6, #8 Needs Finding #6
Timeframe	Annually verify informational materials are available and up-to-date
Responsible Party	Human Services Department, Planning Division
Funding Source	General Fund

Program 79. Continue to Implement the Pathways to Positive Aging Project.

The City of Fremont provides extensive support to elders, including paratransit and in-home health and case management services. As part of its Pathways to Positive Aging project, the City is partnering with numerous other service providers and community volunteers to enhance the service network and increase community awareness. This work is funded through a combination of outside grants and local funds.

Objective	Continue to provide support to elders through the Pathways to Positive Aging Project
Implements Policies	Policy 5.03: Promote a Diversity of Housing Options for Seniors Policy 5.05: Ensure Availability of Social Services
Responds to Findings	Engagement Theme #6, #8 Needs Finding #6
Timeframe	Ongoing
Responsible Party	Human Services Department
Funding Source	Human Services Funds

Program 80. Monitor Incentives to Encourage Development of Smaller, More Efficient Units for Single-Person and Small Households.

In 2015, the City established a lower affordable housing fee for rental units under 700 square feet, to recognize that units of this size are more affordable by design. The City shall annually monitor the number of new units under 700 square feet approved and report it as part of the Housing Element Annual Progress Report, to assess the effectiveness of this program.

Objective	Monitor effectiveness of measures in creating smaller units that will be affordable by design, and adopt amendments as needed
Implements Policies	Policy 5.04: Support Housing Opportunities for Households of All Sizes and Types
Responds to Findings	AFFH Finding #5, #10
Timeframe	Annually
Responsible Party	Planning Division
Funding Source	General Fund

Program 81. Continue to Operate the Fremont Family Resource Center.

The City partners with more than 25 government and non-profit organizations in the operation of the Fremont Family Resource Center (FRC), where families can access a variety of supportive services under one roof. FRC programs include housing information, youth and family services, case management, child care resources and referral, and family economic self-sufficiency programs.

Objective	Continue to operate FRC
Implements Policies	Policy 5.04: Support Housing Opportunities for Households of All Sizes and Types
Responds to Findings	AFFH Finding #4, #6
Timeframe	Ongoing
Responsible Party	Human Services Department
Funding Source	General Fund, Other Human Services funds

Program 82. Encourage Location of Case Management and Other Supportive Services in Affordable Housing Developments and Housing for Seniors.

Research shows that convenient, accessible supportive services are a key to keeping many families housed. Access to support services are also key to assisting older adults to age in place. Where it is feasible, the City will encourage on-site case management, senior services and other support services in affordable housing developments and housing for seniors, or to provide space which would allow services to be brought on site.

Objective	Encourage location of services to keep families housed
Implements Policies	Policy 5.05: Ensure Availability of Social Services
Responds to Findings	AFFH Finding #4, #6
Timeframe	Ongoing, on a case-by-case basis
Responsible Party	Human Services Department
Funding Source	General Fund

Program 83. Funding for Non-Profit Social Service Providers.

The City currently provides funding to local non-profit agencies that offer a variety of supportive services to the community, including homeless assistance, meal programs, domestic violence services, child care services, health services, adult day care, and case management. These services, such as In-Home Assessment and Care Coordination for seniors, paratransit, the Family Resource Center (FRD), and SparkPoint, enable households to stay housed.

Objective	Provide funding for supportive servies
Implements Policies	Policy 5.05: Ensure Availability of Social Services
Responds to Findings	AFFH Finding #4, #6
Timeframe	Ongoing
Responsible Party	Human Services Department
Funding Source	CDBG, Human Services funds

Program 84. Inter-Jurisdictional and Regional Planning.

The City shall coordinate with other local jurisdictions, counties, agencies, and regional organizations, such as ABAG, to plan for residential development. When necessary, the City shall update its own plans and ordinances as needed to reflect regional growth priorities.

Objective	Coordinate with other agencies to synergize planning efforts
Implements Policies	Policy 6.01: Maintain Consistency with Regional and State Housing Plans and Laws.
Timeframe	Ongoing
Responsible Party	Planning Division
Funding Source	General Fund

Program 85. Review and Periodically Amend Zoning Ordinance and Other Planning Documents to Comply with Changes to State Laws.

The City shall strive to update its procedures, public outreach handouts, and ordinances to comply with new state laws adopted throughout the planning period.

Objective	Adopt code updates
Implements Policies	Policy 6.01: Maintain Consistency with Regional and State Housing Plans and Laws.
Responds to Findings	Constraints Finding #6
Timeframe	Annually
Responsible Party	Planning Division
Funding Source	General Fund

Program 86. Prepare and Submit Annual Progress Report on Housing to HCD.

The City shall prepare the Housing Element Annual Progress Report (APR) each year in the format specified by HCD. City staff shall present the information contained in the APR to Planning Commission and City Council prior to submittal to HCD.

Objective	Submit APR
Implements Policies	Policy 6.02: Annually Review Progress Towards Housing Goals.
Timeframe	Annually
Responsible Party	Planning Division
Funding Source	General Fund

Program 87. Improve Tracking of No Net Loss.

The City currently tracks compliance with SB 166 (No Net Loss) by hand. To ensure that the City maintains compliance with No Net Loss policies, the City will develop a dependable electronic procedure to annually track:

- Unit count and income/affordability assumed on parcels included in the sites inventory.
- Actual units constructed and income/affordability when parcels are developed.
- Net change in capacity and summary of remaining capacity in meeting remaining Regional Housing Needs Allocation (RHNA).

Objective	Implement new tracking procedure
Implements Policies	Policy 6.02: Annually Review Progress Towards Housing Goals.
Responds to Findings	Constraints Finding #6
Timeframe	Develop improved system for 2024 APR. Tracking ongoing
Responsible Party	Planning Division
Funding Source	General Fund

Program 88. ADU Monitoring.

The City shall track new ADUs and collect information on the use and affordability of these units. Halfway through the projection period (2027), if trends indicate a potential shortfall in meeting the estimated ADUs in the sites inventory, the City shall employ additional strategies to incentivize ADU production, and/or identify additional inventory sites to the extent necessary to accommodate the RHNA.

Objective	Monitor progress to ensure projections are accurate, and adjust strategies if needed
Implements Policies	Policy 6.02: Annually Review Progress Towards Housing Goals.
Responds to Findings	Constraints Finding #6
Timeframe	Track progress annually. Determine necessity for adjustments in 2027
Responsible Party	Planning Division
Funding Source	General Fund

Quantified Objectives

The table below contains quantified objectives for the maintenance, preservation and construction of housing in Fremont for the 2023-2031 planning period.

Table 2-1. Qualified Objectives

	Extremely Low-Income	Very Low-Income	Low-Income	Moderate-Income	Above-Mod Income	Total
New Construction	2,177	1,463	2,096	1,996	5,165	12,897
Rehabilitation						
Conservation/Preservation			234			234