

CHAPTER 6 **Housing Element**



COUNTY OF SAN DIEGO

6th CYCLE HOUSING ELEMENT UPDATE County of San Diego General Plan





6th CYCLE HOUSING ELEMENT UPDATE

County of San Diego General Plan

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County of San Diego

LAND USE AND ENVIRONMENT GROUP

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1 INTRODUCTION

The 5th Cycle Housing Element for the 2013-2021 planning period was adopted by the County of San Diego’s Board of Supervisors on April 24, 2013, and subsequently certified by the California Department of Housing and Community Development (State HCD). The County then updated the Housing Element on March 24, 2017, as required by state law.¹

This Housing Element represents the 6th Cycle update covering from April 15, 2021, through April 15, 2029, and retains the goals, policies, and relevant implementation programs previously approved in the 2017 update. Significant revisions have been limited to the Background Report, which contains updated statistics and analyses based on data from the 2010 US Census and the American Community Survey and a revised Sites Inventory to meet the Regional Housing Needs Assessment (RHNA).

¹ The County of San Diego was required to conduct a four-year update to the 2013 Housing Element due to the delayed update of the 4th Cycle Housing Element due in 2009.



2 COMMUNITY OUTREACH

2.1 OVERVIEW

The County of San Diego is required to update the Housing Element of its General Plan no later than August 13, 2021. As a part of the update process, both County procedures and state law (Government Code 65583(C)(7)) require the County to conduct meaningful engagement and obtain public participation of all economic segments of the community.

In order to receive community input on important housing issues facing communities in the Unincorporated Areas, the County made an online survey available from November 2020 to May 11, 2021. Additionally, the County held three online public workshops via Zoom and solicited input from the local development community and affordable housing advocates in small focus groups. Additional focus group meetings with business and development industry representatives, environmental groups representatives, and community-based organizations were held in March and April 2021.

Also, the County hosted six virtual public workshops about the updates to the Safety Element and new Environmental Justice Element. During these workshops, the Housing Element update was presented, providing community members additional opportunity for comment and feedback. The input from all engagement activities was evaluated and integrated into the Draft 6th Cycle Housing Element.

To announce upcoming webinars and other key project milestones, GovDelivery email announcements were sent to registered subscribers. As of February 2021, the County sent multiple GovDelivery announcements to 29,144 people of which 6,749 people opened the emailed announcement. Hard copy flyers were mailed in January 2021 to 9,988 property owners and residents within the County communities announcing outreach events. To reach additional community members, including those without internet access, staff delivered project flyers to 10 community gathering points, such as pharmacies, grocery stores, and coffee shops.

In March 2021, before the release of the Draft Housing Element for public review, email announcements in English, Spanish, and Arabic were delivered to over 29,000 registered email subscribers to announce the public review period and upcoming public webinars.

Two subsequent versions of the Housing Element were also made available for public review. These revisions addressed comments received from stakeholders, a member of the public, and State HCD. The May 27, 2021 version of the Housing Element modified the Site Inventory (Appendix 6-G and Appendix 6-H) and incorporated additional analysis related to fair



housing, housing constraints, non-vacant sites, and small sites. The June 24, 2021 version of the Housing Element included additional fair housing analysis and revisions to the Implementation Plan programs.

Two workshops were conducted with the Board of Supervisors to discuss the Housing Element update. In addition to GovDelivery announcements, these workshops were announced in the County's Health and Human Services Agency (HHS) Instagram and Twitter feed.

2.2 SUMMARY OF ENGAGEMENT ACTIVITIES

SURVEY

County staff published a survey in November 2020 with contextual questions based on whether the respondent was a renter, homeowner, and/or landlord. The questions for homeowners asked about annual expenditures on home repairs or improvements and barriers to accessory dwelling unit (ADU) construction. Questions for renters asked about the type of rental housing and the property's condition/ maintenance. Questions for rental property owners asked about the types of property, annual maintenance expenditures, and the ease of obtaining County permits.

The survey concluded with general questions about the types of housing and housing programs that should be prioritized in the County's Housing Element, along with an open-ended comment form to obtain input on anything that was not asked about in the survey.

As of April 22, 2021, 114 respondents had filled out the survey. Approximately 35 percent live in North County, 19 percent live in East County, 40 percent live in an incorporated City, 3 percent in the Backcountry, and 3 percent outside of San Diego County. About 61 percent of the respondents own their home, 31 percent rent, and the remaining 8 percent neither own nor rent their home.

Many survey respondents expressed that it was difficult to find affordable homes in the unincorporated County and indicated that housing choices were primarily limited by monthly costs. Common themes expressed in the responses indicated preferences to:

- Allow additional housing on a single lot
- Provide additional homeless support services; ensure that information about resources is readily accessible and easy to interpret
- Consider the existing infrastructure conditions and local community input on new housing development



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- Preserve existing parks and open space; focus development in existing community nodes
- Provide housing options that suit the needs of young adults
- Incentivize the provision of lower-income and moderate-income units
- Limit new housing and ADU construction

FOCUS GROUP MEETINGS

In November 2020, the County held two “focus group” meetings with members of the San Diego development community and affordable housing advocates. At each meeting, members of the County team gave a brief presentation discussing the general scope and extent of the Housing Element Update and major components of the effort: the adequate sites inventory, housing programs, and housing constraints. The County then facilitated a guided discussion and obtained input about community housing needs, development constraints, and potential policy changes/programs to improve housing access in the unincorporated areas.

Housing Advocates

Housing advocates from the San Diego Housing Federation and Interfaith Community Services attended the focus group meeting. Primary topics of the discussion included affordable housing financing, HCDS Voucher allocation, RHNA inventory site selection, and recent changes to state law. The advocates expressed support for continuing the local gap financing program through the HOME partnership and discussed the value and importance of this funding source for affordable housing projects. The advocates also discussed the County’s administration of HUD vouchers and that the vouchers should also be prioritized in incorporated cities, rather than targeted towards unincorporated areas of the County. The group discussed some of the challenges associated with combining and managing different affordable housing funding sources, including the application requirements for County funding. Finally, the group discussed RHNA site selection. The advocates noted that the County would need to consider AFFH and the Climate Action Plan (CAP) when choosing sites. The advocates encouraged locating sites for lower income households near transit, jobs, and other amenities.

Housing Development Community

An economist, market analyst and consultant, and strategic advisor to the real estate development community from London Moeder Associates participated in the focus group meeting. The group discussed regional development patterns, development constraints, and inclusionary housing. The representative stated that complying with the California Environmental Quality Act (CEQA) and the CAP are large burdens and constraints for developers in the



unincorporated County. He also believes additional lands outside of the currently designated “Villages” should be allowed higher residential densities, as the existing zoning and General Plan create significant constraints and make the construction of new housing financially difficult. The representative suggested the designation of a “transportation corridor” along the I-15, which could allow for higher density housing with access to regional transit and job centers. He also stated that requiring high percentages of a project for lower income households (e.g., 20 percent of the total units) makes it difficult for smaller housing projects to be financially viable, and that only larger developments could accommodate these requirements. The meeting concluded with the group discussing the increase of remote work, and that future housing locations and desired amenities have and may permanently change in response to telecommuting and COVID-19.

Additional Focus Group Meetings

In March and April 2021, the County conducted additional focus group meetings with business development and real estate organizations, environmental organizations, and community-based organizations. Five meetings were conducted with these groups. During these meetings, County staff discussed the housing element components and requirements, goals and policies, implementation program, as well as options for the Housing Element Sites Inventory.

The Business Development and Real Estate Interest Group meeting included members of the Pacific Southwest Realtors Association, San Diego Regional Economic Development Corporation, San Diego Regional Chamber of Commerce, and the San Diego Building Owners and Managers Association. The Environmental Interest Group focus meeting included members of the Nature Conservancy, Sunrise Movement, Tree San Diego, Say San Diego, American Lung Association, and the San Diego Food Assistance Alliance. Finally, three Community-Based Focus Groups were formed with organizations located in the northern region of the County, eastern region of the County, and the southern region of the County. The Lakeside Community Focus Group, Spring Valley Community Focus Group, and North County Community Focus Group included members of local organizations active in the community, including the Spring Valley Community Alliance, Heaven’s Windows, the El Cajon and Lemon Grove Collaboratives, and the Education Compact of Escondido.

- 3/16/2021 – Business Development and Real Estate Interest Group
- 3/16/2021 – Environmental Interest Group
- 3/16/2021 – North County Community Focus Group
- 3/19/2021 – Spring Valley Community Focus Group



- 4/01/2021 – Lakeside Community Focus Group

WORKSHOPS

The project team conducted three public workshops about the Housing Element Update. Due to the COVID-19 pandemic, all of the workshops were held remotely via Zoom webinar. The County also offered translation services in Spanish and Arabic at the public webinars per public request. Request for translation services was received through the webinar registration or by comments received during the webinars. Additionally, the County provided Spanish and Arabic translations for the March 2021 webinar announcements and project flyer.

Participants were allowed to provide comments and questions through the Q&A tool, as well as complete interactive polls. Most webinar attendees lived and/or owned single-family homes in North or East County, or in an incorporated City. General comments by attendees included support for subsidized sanitary sewer connections and information about certain environmental constraints, such as fire risk, slopes, and floodplains. Commenters indicated a desire that new housing be consistent with the County's CAP, and that new projects should be compatible with the existing community.

COMMUNITY PLANNING AND SPONSOR GROUPS

Community interests within the unincorporated County are represented by Community Planning Groups (CPG) and Community Sponsor Groups (CSG). CPG members are elected while CSG members are appointed. The purpose of these groups is to advise County Planning & Development Services, Planning Commission, and Board of Supervisors on land use-related issues.

The 26 CPG/CSGs represent a broad cross section of the community and are established for the North County communities of Fallbrook, Rainbow, San Dieguito, and Valley Center; the East County communities of Alpine, Crest/Dehesa, Jamul/Dulzura, Lakeside, Ramona, Spring Valley, Sweetwater, and Valle de Oro; and the backcountry communities of Boulevard, Campo/Lake Morena, Descanso, Julian, Pine Valley, and Potrero. CSGs serve the North County communities of Bonsall, Hidden Meadows, Pala-Pauma, and Twin Oaks Valley, along with the backcountry communities of Borrego Springs, Cuyamaca, Jacumba, and Tecate.

Generally, CPG and CSG members represent a broad cross section of the community. Most of the groups consist of at least 15 members. Many CPGs and CSGs have subcommittees that are tasked with addressing housing-related issues. The CPGs and CSGs hold regularly scheduled public meetings which are advertised in local media (community newspapers) and on CPG/CSG websites (most CPGs and CSGs have websites hosted by the County of San Diego). In addition,



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meeting agendas and notices are posted on bulletin boards in community centers where meetings are held. Also, group rosters, meeting agendas, and minutes are posted on the County's website at <http://www.sdcountry.ca.gov/pds/CommunityGroups.html>.

These venues allow the County to provide outreach to a broad base of community members, including very low-, low- and moderate-income residents and those with special needs. Backcountry communities, in particular, have a high percentage of very low- and low-income families.

The Housing Element Update was presented during the November 7, 2020, and the March 13, 2021, Quarterly Training for the Community Planning and Sponsor Groups. During these meetings, County staff explained the purpose and scope of this Housing Element Update, and offered to provide additional presentations to each of the CPG/CSG during their monthly community meetings.

The County presented the Housing Element Update during the following CSG/CPG monthly meetings:

- 12/1/2020 – Bonsall CPG
- 1/5/2021 – Sweetwater CPG
- 1/7/2021 – Boulevard CPG
- 1/11/2021 – Valley Center CPG
- 1/25/2021 – Campo/Lake Morena CPG
- 2/25/2021 – Hidden Meadows CPG
- 3/16/2021 – Jacumba CSG
- 3/24/2021 – Twin Oaks Valley CPG
- 3/25/2021 – Hidden Meadows CPG
- 3/30/2021 – Spring Valley CPG
- 4/1/2021 – Ramona CPG
- 4/8/2021 – San Dieguito CPG
- 4/19/2021 – Fallbrook CPG
- 5/5/2021 – Lakeside CPG



OTHER ENGAGEMENT ACTIVITIES

Between fall 2020 and spring 2021, County staff attended several stakeholder group meetings. These meetings provided an opportunity for staff to engage in detailed discussions on how the Housing Element complies with state requirements and aligns with other General Plan Elements and County programs and services, and to hear from stakeholders and the community about their preferences and concerns regarding the Housing Element Sites Inventory.

- 11/19/2020 – Land Development Technical Working Group
- 1/19/2021 – San Diego Regional Chamber
- 11/20/2020 – Business Industry Association (BIA)
- 12/3/2020 – New Green Deal Alliance
- 12/17/2020 – San Diego Association of Realtors (SDAR)
- 1/19/2021 – San Diego Regional Chamber
- 1/21/2021 – Wildlife Habitat Collation
- 2/19/2021 – Building Industry Association (BIA)
- 2/19/2021 – Quarterly meeting with the Environmental Groups
- 2/19/2021 – HHSA’s Unincorporated Rural Communities Telebriefing
- 3/10/2021 – Lemon Grove Collaborative
- 3/11/2021 – Wildlife Agencies
- 4/14/2021 – Pacific Southwest Association of Realtors (PSAR)
- 5/4/2021 – Business for Good
- 5/13/2021 – Business Industry Association (BIA)
- 5/21/2021 – Quarterly meeting with the Environmental Groups
- 5/26/2021 – Age Well San Diego



2.3 OUTCOMES/POLICY IMPLICATIONS

KEY THEMES FROM ALL OUTREACH

- New housing should be planned near existing services and transit, and away from environmental constraints.
- The County should encourage a variety of housing types, including both multi-family and single-family unit options.
- The cost of homes is a significant constraint for housing choice in the unincorporated County.
- Many respondents felt that families, young adults, and persons experiencing homelessness face the greatest need for housing and related services.
- Facilitation of development of low- and moderate-income housing should be prioritized.
- Ensure that development applications are reviewed and permitted in a timely manner.

KEY POLICY IMPLICATIONS

In response to comments received during outreach efforts, the Housing Element was updated to reflect the input. The following actions were taken to incorporate the comments received as part of the public outreach:

Input Received: Comments provided by members of the public, as well as a letter received from the Climate Action Campaign (CAC), requested that housing be located within vehicle miles traveled (VMT) efficient areas, and outside environmentally constrained areas.

- **Actions Taken:** Considerations included fire and other environmental risks during the development of the Sites Inventory. Units located within very high fire hazard risk areas were screened out from the Sites Inventory. Additional actions taken included removing units located within floodways, steep slopes, and sensitive habitats. Regarding VMT, sites located outside VMT efficient areas that would be eligible for the By-Right Approval for Projects with 20 Percent Affordable Housing (details on this program are provided below) were also removed from the Sites Inventory. This will ensure that non-VMT efficient projects continue to provide mitigation for VMT impacts.

Input Received: Community members and the CAC requested that housing be located close to services, infrastructure, and amenities.



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- **Actions Taken:** All sites included in the Housing Element Sites Inventory are within the County Water Authority (CWA) boundary and have access to water and sewer systems. Also, all sites have access to transit and dry utilities (cable, internet). Other actions included identifying sites within high and moderate resource areas based on characteristics linked to critical life outcomes, such as educational attainment, earnings from employment, and economic mobility.

Input Received: Community members and the CAC requested that the County incentivize the provision of lower-income and moderate-income units and housing that meets the needs of special populations.

- **Actions Taken:** The Housing Element included programs intended to incentivize the development of affordable housing. The Expedited Permit Processing for Affordable Housing Projects will ensure that the projects that include an affordable housing component are given priority during the development process. Also, the development of a Low to Moderate-Income Inclusionary Ordinance will help increase affordable housing development. Finally, programs were included to continue incentivizing ADU development, including reducing permitting costs and developing an ADU Subsidy Program for special needs populations.

Input Received: The San Diego Housing Federation (SDHF) requested that the County consider implementing new state housing laws, including Density Bonus, and other bills focused on affordable housing. In addition, the SDHF discussed the need for local gap financing of affordable housing, and the need for the County to implement policies intended to provide diversity of building types and multifamily development.

- **Actions Taken:** The County is already implementing new state law and has updated all of its forms to be consistent with new Density Bonus, Accessory Dwelling Units, and Supportive Housing legislation. In addition, by the end of 2022, the County's Zoning Ordinance will be updated to reflect all recent changes to the state's housing laws. The Housing Element Implementation Plan includes several programs to ensure that a range of building types can be achieved in village areas. The Zoning Ordinance Cleanup program will review development designators to ensure that the densities established under the General Plan can be achieved and that designators facilitate development at the maximum density allowed under the General Plan. Finally, on April 6, 2021, the Board of Supervisors referred to Budget for consideration of the establishment of an additional \$25 million appropriation in order to expand funding for the Innovative Housing Trust Fund, which will provide local gap financing for the development of affordable housing.



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Input Received: The Boulevard Community Planning Group provided a comment letter expressing concerns regarding dilapidated housing and requested that resources be provided to facilitate rehabilitation and repairs.

- **Actions Taken:** The Housing Element will continue the existing Home Repair Program to assist homeowners in repairing and rehabilitating their homes. Also, the Proactive Housing Rehabilitation Program will help connect and inform homeowners of existing programs and resources available for housing rehabilitation and repair.

Input Received: Comments were received from the public regarding the County's Accessory Dwelling Unit (ADU) process identifying constraints to the process for ADUs that require Septic Layout approval.

- **Actions Taken:** The Housing Element included the Accessory Dwelling Unit (ADU) Efficiency Improvements program, which will investigate opportunities to create efficiencies during the review of ADU applications, such as increasing coordination between departments, preparing informational handouts, and setting up a consultation process for applicants that are on septic.

Input Received: Comments were received from the BIA and developers requesting that the County review regulatory requirements to facilitate housing development, such as expanding opportunities for ministerial review (e.g., only requiring a building permit as opposed to discretionary permit).

- **Actions Taken:** The Housing Element included programs to facilitate housing development and streamline the review of multifamily projects. The By-Right Approval for Projects with 20 Percent Affordable Housing will allow affordable housing projects that meet specific criteria to be developed ministerially. The Objective Standards Program will facilitate the development of housing while ensuring that projects deliver a high-quality design. The Zoning Ordinance Cleanups of Building Types and Development Designators will also evaluate the County's Zoning Ordinance to ensure that regulations are consistent with the densities established by the General Plan and are not acting as barriers to housing development.

Input Received: Comments were received from the BIA expressing concerns regarding the County's implementation of SB 743 through the VMT guidelines. Comments focused on the impacts that VMT mitigation may pose to the costs to develop housing.

- **Actions Taken:** County staff held monthly meetings with the BIA to discuss the development of the Housing Element and address any concerns. Meetings were held on



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June 30, 2021, April 16, 2021, May 13, 2021, and June 10, 2021. During these meetings, the County discussed concerns regarding the implementation of SB 743 and potential costs associated with VMT mitigation. On May 19, 2021, the Board of Supervisors directed staff to explore opportunities to address constraints associated with VMT mitigation requirements. The Board directed staff to explore 13 options and return to the Board for consideration by 2022. These actions were incorporated under the Addressing VMT Constraints program, which will be developed in collaboration with the BIA, the development industry, and other stakeholders.



3 KEY ISSUES

3.1 OVERVIEW

This Housing Element seeks to balance housing requirements with infrastructure deficiencies, safety issues, and the rural character of many of the County's unincorporated communities. It also seeks to reconcile housing needs with competing land use interests. For example, agriculture is a major sector within the regional economy, and most agricultural operations are located within the unincorporated County. San Diego County also has the greatest number of endangered species of any county within the continental United States, and most of those species are located within unincorporated areas. Retaining agricultural and environmental resources, therefore, must be reconciled with meeting the Regional Housing Needs Allocation (RHNA).

Because of the size and physical variation of the unincorporated County, key Housing Element issues are identified by location type—Village, Semi-Rural, and Rural Lands regional categories as defined in the Land Use Element—to facilitate place-based solutions for housing issues within the unincorporated County.

3.2 VILLAGE ISSUES

Communities located within the San Diego County Water Authority (CWA) boundary will accommodate most of the County's future population growth and housing. Many of these communities face common issues:

- **Housing Choice:** Allowable density, lot size, building type, and parking requirements make it difficult for developers to provide a variety of housing choices for different age or economic groups.
- **Achieving Planned Densities:** Minimum lot sizes, height restrictions, and other regulations can reduce development yield to well below planned densities. For example, two-story height restrictions will typically limit density to 15 or 20 units per acre.
- **Infrastructure and Services:** Providing roads, sewer, and other infrastructure to support urban or suburban development is a challenge in many communities, particularly in the County's outlying communities. Higher residential densities cannot be supported due to equipment limitations in many fire districts.



- **Community Acceptance:** Some community resistance to high-density housing is based on existing, older, and less attractively designed development. Most unincorporated communities resist new types of higher-intensity development unless it includes parks, landscaping, and other amenities that help retain rural character.

In the unincorporated County, environmental conditions also limit development potential. Even within existing Village areas, unique environmental resources such as the vernal pools can limit development potential. The County also contains a Village area outside the CWA called Borrego Springs. Located next to Anza-Borrego State Park, this desert community includes a seasonal tourism-based economy that presents unique housing issues.

3.3 SEMI-RURAL AND RURAL LANDS ISSUES

Improving housing affordability in Semi-Rural and Rural Lands is a challenge because high-density housing is not compatible with the character in these locations. Semi-Rural and Rural areas often contain existing environmental resources, are farther from regional job centers, and may not be served by public infrastructure, all of which limit their ability to accommodate additional growth. To maintain the semi-rural character and pattern of development in these communities, residential growth is directed away from Rural and remote areas with minimal public services to areas where higher density and a less rural character is consistent with the existing pattern of development and the availability of public services. Housing-related issues include:

- **Affordability:** Existing requirements for large lot sizes increase costs for land and infrastructure in Semi-Rural areas.
- **Housing choice:** Affordable housing that is consistent with rural character, such as mobile or manufactured homes and farmworker housing, may be limited by existing regulations that restrict these types of development.
- **RHNA requirements for lower-income households:** Although the state encourages the use of higher-density zoning to meet RHNA requirements for lower-income families, higher multi-family densities are often not supported by the General Plan, Community Plans, or Zoning Ordinance in San Diego Semi-Rural and Rural communities.



4 IMPLEMENTATION PLAN

Table 6-4-1: Implementation Plan

No.	Program/Action Description	GP Policy Reference	Responsibility: <i>Lead</i> <i>Support</i>	Program Implementation	Time Frame/Priority		
					Ongoing	0-2 Years	2-7 Years
3.0	HOUSING						
3.1	Community Development						
3.1.1	Regional Housing Needs						
3.1.1.A	<u>Residential Sites Inventory for Regional Housing Needs Allocation (RHNA)</u> . Maintain land use policies that provide adequate sites for a variety of housing for the County's 6th Cycle RHNA of 6,700 units: <ul style="list-style-type: none"> ▪ Very Low Income – 1,834 units ▪ Low Income – 992 units ▪ Moderate Income – 1,165 units ▪ Above Moderate Income – 2,709 units 	H-1.1	<u>PDS</u>	A-2	X		
3.1.1.B	<u>By-Right Approval for Projects with 20 Percent Affordable Units</u> . Pursuant to AB 1397, amend the Zoning Ordinance by the end of 2023 to require by-right approval of housing development that includes 20 percent of the units as housing affordable to lower-income households, on sites being used to meet the 6th Cycle RHNA that represent a “reuse” of sites identified in the 4th Cycle and 5th Cycle Housing Elements.	H-1.1	<u>PDS</u>	B-2		X	

County Health and Human Services Agency, Housing and Community Development Services (HCDS);
Planning & Development Services (PDS); California Department of General Services (DGS)

In the County's Implementation Plan, the following Program Implementation Categories to help guide budgetary and staffing allocation decisions:

A-1 = Current/No Change

A-2 = Change/No Additional Resources

A-3 = Change/Additional Resources

B-1 = New/No Additional Resources

B-2 = New/Additional Resources



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SECTION 4 ■ IMPLEMENTATION PLAN**

Table 6-4-1, continued

No.	Program/Action Description	GP Policy Reference	Responsibility: <i>Lead</i> <i>Support</i>	Program Implementation	Time Frame/Priority		
					Ongoing	0-2 Years	2-7 Years
3.1.1.C	<u>Zoning Ordinance Amendments to Achieve Maximum Density.</u> Amend the Zoning Ordinance by early 2023 to facilitate development on sites identified in the Sites Inventory for the 6th Cycle RHNA. Specifically, establish minimum densities for multi-family districts at 70 percent of the maximum allowable densities, with the goal of achieving an average development density at 80 percent of the maximum allowable density.	H-1.1 H-1.2	<u>PDS</u>	B-2		X	
3.1.1.D	<u>Diversity of Land Use Designation and Building Type.</u> Maintain a mixture of residential land use designations and development regulations that accommodate various building types and styles, including but not limited to: small lot single-family homes; tiny homes; detached condominium Projects; townhomes; duplex/triplex/multiplex; courtyard apartments; bungalow courts; live/work units; mixed-use projects; moveable tiny homes; 3D printed homes; and new prefab housing types that meet state and local building code standards. Continue to explore innovative building types and housing options that can be implemented through the County's Zoning Ordinance by reviewing development designators and designations and amend the Ordinance as appropriate (in coordination with action 3.1.3.A).	LU-3.1	<u>PDS</u>	A-2	X		

County Health and Human Services Agency, Housing and Community Development Services (HCDS);
Planning & Development Services (PDS); Department of General Services (DGS)

In the County's Implementation Plan, the following Program Implementation Categories to help guide budgetary and staffing allocation decisions:

A-1 = Current/No Change

A-2 = Change/No Additional Resources

A-3 = Change/Additional Resources

B-1 = New/No Additional Resources

B-2 = New/Additional Resources



**6TH CYCLE HOUSING ELEMENT UPDATE
SECTION 4 ■ IMPLEMENTATION PLAN**

Table 6-4-1, continued

No.	Program/Action Description	GP Policy Reference	Responsibility: <i>Lead</i> <i>Support</i>	Program Implementation	Time Frame/Priority		
					Ongoing	0-2 Years	2-7 Years
3.1.1.E	<u>Low to Moderate Inclusionary Ordinance</u> . Based on the results of the Inclusionary Housing Feasibility Study conducted in 2021, develop an Inclusionary Ordinance by 2022 with pre-determined set asides applicable to all housing projects of all sizes above a minimum threshold including incentives and reforms to help facilitate construction of affordable housing for lower- and moderate-income households.	H-1.9 H-1.10	<u>PDS</u>	A-2		X	
3.1.1.F	<u>Objective Design Standards</u> . Pursuant to SB 330, the County will review its development standards and design guidelines by the end of 2023 applicable to urbanized Census Designated Places to ensure they are objective to facilitate the development of housing. To streamline the design review process, the County will: <ul style="list-style-type: none"> ▪ Encourage applicants to utilize existing objective design review checklists, waivers, and exemptions. ▪ Implement Section 7015 of the Zoning Ordinance, allowing staff to act without Advisory Board recommendation if the recommendation is not provided within 60 days. ▪ Conduct educational outreach with Community Planning Groups (CPGs) and Design Review Board (DRB) regarding Section 7015, 	H-5.1 H-5.4	<u>PDS</u>	A-1		X	

County Health and Human Services Agency, Housing and Community Development Services (HCDS);
Planning & Development Services (PDS); Department of General Services (DGS)

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A-3 = Change/Additional Resources

B-1 = New/No Additional Resources

B-2 = New/Additional Resources



**6TH CYCLE HOUSING ELEMENT UPDATE
SECTION 4 ■ IMPLEMENTATION PLAN**

Table 6-4-1, continued

No.	Program/Action Description	GP Policy Reference	Responsibility: <i>Lead</i> <i>Support</i>	Program Implementation	Time Frame/Priority		
					Ongoing	0-2 Years	2-7 Years
	<ul style="list-style-type: none"> Address quorum issues by combining DRB and CPG meetings to allow CPG to vote when DRB does not have quorum. 						
3.1.1.G	<p><u>Residential Sites Inventory Monitoring</u>. Expand the County's Housing Production and Capacity Portal by the end of 2021 to monitor parcels included in the Residential Sites Inventory for this 2021-2029 Housing Element on a GIS mapping application designed for staff and public use, and available on the County's website.</p> <p>To assist the County with tracking its compliance with SB 166 (No Net Loss), the system should track:</p> <ul style="list-style-type: none"> 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. 	H-1.1	<u>PDS</u>	A-2	X		

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**6TH CYCLE HOUSING ELEMENT UPDATE
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Table 6-4-1, continued

No.	Program/Action Description	GP Policy Reference	Responsibility: <i>Lead</i> <i>Support</i>	Program Implementation	Time Frame/Priority		
					Ongoing	0-2 Years	2-7 Years
3.1.1.H	<p><u>Housing Yields in Mixed-Use Zones.</u> The County will review the development code for opportunities to increase the likelihood and yield of residential development in mixed-use commercial zones. Specifically, review by the end of 2023 whether and where residential should be allowed as a primary use in commercial zones, and create objective standards for mixed-use developments, granting developers clarity and increasing the likelihood for the conversion of underutilized commercial to residential.</p> <p>The County will include mixed use and commercial sites as a consideration as part of the Feasibility Analysis of Expanded By-right Approval Program (3.1.1.O) for projects that provide 20% affordable housing onsite, and return to Board in December 2021 with funding/resource needs.</p>	H-1.2 H-1.6 H-1.7	<u>PDS</u>	B-2			X
3.1.1.I	<p><u>Replacement Requirement.</u> Pursuant to State law, amend the Zoning Ordinance by the end of 2022 to require the replacement of units affordable to the same or lower income level as a condition of any development on a nonvacant site consistent with those requirements set forth in the State Density Bonus Law.</p>	H-1.1	<u>PDS</u>	A-2		X	
3.1.1.J	<p><u>Lot Consolidation.</u> Facilitate the consolidation of small sites for development by providing technical assistance and exploring incentives such as streamlined processing and reduced fees for affordable housing. Incentives may include:</p>	H-1.1	<u>PDS</u>	B-2		X	

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					Ongoing	0-2 Years	2-7 Years
	<ul style="list-style-type: none"> ▪ Density bonus ▪ Fee reduction - starting in July 1, 2021, lot consolidation fee would be a fixed flat fee, changing from the deposit-based fee <p>Technical assistance may include:</p> <ul style="list-style-type: none"> ▪ Maintain a list of parcels with potential for lot consolidation ▪ Create a new informational page with checklist requirements ▪ Dedicate specific staff to assist with lot consolidation ▪ Establish lot consolidation program by 2023. 						
3.1.1.K	<p><u>Expand Eligibility of Checklist Exemptions.</u> Develop additional checklists for site plan applications. Site plans that can be waived or exempted are currently indicated with a zoning designation (i.e., requirement in zoning box) for a design review. Work with Community Planning and Sponsor Groups and obtain public input prior to developing new checklist exemptions.</p>	H-5.1 H-5.4	<u>PDS</u>	A-1		X	

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Table 6-4-1, continued

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					Ongoing	0-2 Years	2-7 Years
3.1.1.L	<p><u>Coordination and Outreach with Developers, Builders, and Owners.</u> Work as a liaison between the property owners of non-vacant RHNA sites and developers/builders who may wish to pursue projects on these sites. Coordinate with property owners to help understand and mitigate non-governmental constraints to facilitate redevelopment of non-vacant RHNA sites. Reach out to property owners to inform them of developer interest, incentives, and other benefits of redevelopment, such as:</p> <ul style="list-style-type: none"> ▪ Work with owners of non-vacant RHNA sites to provide options for streamlined project review. ▪ As part of the Zoning Code Clean-up Program (3.1.3.A), evaluate zoning of parcels adjacent to non-vacant RHNA sites to ensure contiguous parcels can be developed at the same density. ▪ Implement program 3.1.1.H to improve mixed-use opportunities in existing commercial areas and incentivize development on non-vacant RHNA sites. ▪ Implement program 3.1.1.B to provide opportunities for streamlined ministerial review on re-listed non-vacant RHNA sites to further incentivize housing development. ▪ Implement program 3.1.1.K to expand checklist exemptions and further incentivize streamlined development review. 	H-1.1	PDS	B-1		X	

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3.1.1.M	<p><u>Addressing VMT Constraints.</u> In order to mitigate potential constraints associated with the implementation of SB 743 and VMT mitigation requirements, as Directed by the Board on May 19, 2021, the County will:</p> <ul style="list-style-type: none"> ▪ Assess and explore the process by which infill development can be done in a manner to ensure no VMT mitigation is necessary. ▪ Explore the potential creation of transit accessible areas and look at the intersection between VMT efficient areas or lower thresholds in accordance with the areas that do not require further analysis. Explore the potential transit corridors and look at the SANDAG Regional Transportation Plan, Metropolitan Transit System (MTS), North County Transit District (NCTD), and other possible areas and how that may impact VMT efficient areas or areas covered by the exemption. ▪ Explore mitigation of VMT opportunities, looking at a regional mitigation bank, the opportunity for mitigation to not be tied or connected to the project along with the potential of a sliding scale of mitigation based on severity. ▪ Explore by-right process for development in VMT efficient areas. ▪ Further exploration of exceptions to the VMT thresholds for affordable housing projects at less than 100% affordable, including mixed income and various 	H-1.2	PDS	B-1		X	

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	<p>components of Area Median Income (AMI), along with exploring the possibility of exceptions for middle income or workforce housing, local hire, and agriculture type projects that might have a net impact of lowering VMT.</p> <ul style="list-style-type: none"> ▪ Explore land use density of land that is in VMT efficient areas. ▪ Continue to track guidance from the California Office of Planning and Research (OPR), along with other governing body efforts, including the SANDAG Regional Transportation Plan. ▪ Monitor the progress of other jurisdictions as it relates to their adoption, along with what unique programs, exemptions, or opportunities they may be exploring that the County may want to consider. ▪ Consider a phase in timeline to allow for a transition into a Regional geography. ▪ Consider compliance options for projects that have already been proposed or are in the process now. ▪ Conduct an analysis of the options to remove the Local Mobility Analysis. ▪ Inform the Board regarding updates on development of the Smart Growth component of the Climate Action Plan (CAP) SEIR to ensure it is integrated and aligned with efforts around VMT. 						

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Table 6-4-1, continued

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					Ongoing	0-2 Years	2-7 Years
	<ul style="list-style-type: none"> Conduct an analysis of proposed housing projects designated for individuals under 60% AMI and under 80% AMI and the potential cost impact of switching to a regional geography. 						
3.1.1.N	<p><u>Small Lot Subdivision Program</u>. Explore the feasibility of developing a Small Lot Subdivision Program and return to the Board with program options, funding and resource needs by December 2021 for further direction.</p>	H-1.8	<u>PDS</u>	B-1		X	
3.1.1.O	<p><u>Feasibility analysis of Expanded By-right Approval Program</u>. Conduct an environmental constraints and feasibility analysis of expanding the By-Right Approval Program (3.1.1.B) to additional RHNA sites not eligible for ministerial process under AB 1397 (192 sites), if the developer agrees to provide at least 20% affordable housing and return to the Board with program options by the end of 2021 for further direction.</p> <p>The Feasibility Analysis of Expanded By-right Approval Program will consider mixed use and commercial sites, under the Housing Yields in Mixed-Use Zones program (3.1.1.H), if the project provides 20% affordable housing onsite. Staff will return to Board in December 2021 with funding/resource needs.</p>	H-1.1	<u>PDS</u>	B-2		X	

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Table 6-4-1, continued

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					Ongoing	0-2 Years	2-7 Years
3.1.2	Village Development						
3.1.2.A	<u>Transit Nodes</u> . Work with transit agencies, San Diego Association of Governments, and developers to facilitate development within identified transit nodes. Specifically, establish comprehensive planning principles for transit nodes such as Buena Creek Sprinter Station in North County Metro anticipated to begin in 2025. Additionally, continue current work on development of a Specific Plan in the Casa de Oro community, which will be completed by end of 2022, and will expand housing opportunities and contribute to a revitalized community center.	H-1.3	<u>PDS</u>	A-3			X
3.1.2.B	<u>Community Planning</u> . Through the community planning process, establish appropriate development standards and incentives to facilitate housing production and coordinate efforts for public facility and infrastructure improvements.	H-1.6 H-1.7 H-1.8 H-1.10 H-2.1	<u>PDS</u>	A-3	X		
3.1.3	Maximum Development Yield in Villages						
3.1.3.A	<u>Zoning Ordinance Cleanups</u> . Review the development designators in the Zoning Ordinance, and amend Code by the end of 2022 as necessary and appropriate to ensure that a range of housing types and densities can be achieved, and that the designators facilitate development at the maximum density allowed by the General Plan.	H-1.6 H-1.7 H-1.8	<u>PDS</u>	A-2		X	

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Table 6-4-1, continued

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					Ongoing	0-2 Years	2-7 Years
3.1.4	Accessory Dwelling Units (ADUs)						
3.1.4.A	<u>Zoning Ordinance Amendments for Accessory Dwelling Units (ADUs)</u> . Amend the Zoning Ordinance by the end of 2022 to address multiple recent changes to state law regarding ADUs (including AB 587, AB 671, AB 68, and SB 13). Monitor state law on an ongoing basis and revise the Zoning Ordinance as appropriate.	H-3.7	<u>PDS</u>	B-1		X	
3.1.4.B	<u>Accessory Dwelling Unit (ADU) Construction</u> . Promote County incentives and tools available to facilitate ADU construction, including: <ul style="list-style-type: none"> ▪ Continue to make preapproved ADU site/floor plans available to the public free of charge. ▪ County Fee Waiver Program for ADUs (effective January 2019 through January 2024), which offers incentives above and beyond state law, to waive building permit fees, on-site wastewater fees, development impact fees, park fees, traffic impact fees, and drainage fees. ▪ Annually monitor the development and affordability of ADUs. If trends indicate a potential shortfall in meeting the estimated 1,800 ADUs, consider additional efforts to incentivize ADU production and reassess and revise the overall sites strategy for the RHNA within one year through adjusting ADU capacity assumptions with actual permitted units, and/or identifying additional sites to expand site 	H-3.7 H-6.6	<u>PDS</u>	A-1		X	

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					Ongoing	0-2 Years	2-7 Years
	capacity to the extent necessary to accommodate the RHNA. Quantified Objectives: <ul style="list-style-type: none"> 250 ADUs annually over 8 years for 2,000 units 						
3.1.4.C	<u>Affordable Accessory Dwelling Units (ADUs)</u> . By 2023, develop a program and pursue funding to spur the development of affordable housing through the construction of ADUs.	H-3.7	<u>HCDS</u> <i>PDS</i>	A-2		X	
3.1.4.D	<u>Develop an Accessory Dwelling Unit (ADU) subsidy program</u> by 2023 to encourage the construction of ADUs for vulnerable populations such as seniors, veterans, and low-income individuals or households in the unincorporated County.	H-3.7	<u>HCDS</u> <i>PDS</i>	A-2		X	
3.1.4.E	<u>Accessory Dwelling Unit (ADU) Efficiency Improvements program</u> . By 2022 investigate opportunities to increase efficiency during the review of ADU applications, such as increasing coordination between departments, preparing informational handouts, and setting up a consultation process for applicants that are on septic.	H-3.7	<u>PDS</u>	A-2		X	
3.1.5	Energy Conservation						
3.1.5.A	<u>Build Green Incentive Program</u> . Offer reduced plan check times and plan check and building permit fees for projects that use resource-efficient construction materials, water	H-5.1 H-5.2	<u>PDS</u>	A-1	X		

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Table 6-4-1, continued

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					Ongoing	0-2 Years	2-7 Years
	conservation measures and increased energy efficiency in new and remodeled residential and commercial buildings. Quantified Objectives: <ul style="list-style-type: none"> 15 permits annually over 8 years for 120 permits 						
3.1.5.B	<u>Residential Solar Photovoltaic (PV) Building Permits</u> . Continue to waive the cost to plan check/permit a residential solar PV building permit. The County will continue to promote this program on the County website. Quantified Objectives: <ul style="list-style-type: none"> 5,000 residential solar PV building permits annually over 8 years for 40,000 permits 	H-5.1	<u>PDS</u>	A-1	X		
3.2	Lower Income Housing Development						
3.2.1	Density Bonus Incentives						
3.2.1.A	<u>Density Bonus Ordinance Update</u> . On an ongoing basis, review and update the Density Bonus Ordinance to be consistent with state law. Specifically update ordinance by 2022 to address the following: <ul style="list-style-type: none"> AB 1763 (Density Bonus for 100 Percent Affordable Housing) – Density bonus and increased incentives for 100 percent affordable housing projects for lower-income households. 	H-1.5 H-3.3 H-6.5	<u>PDS</u>	A-2		X	

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Table 6-4-1, continued

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					Ongoing	0-2 Years	2-7 Years
	<ul style="list-style-type: none"> SB 1227 (Density Bonus for Student Housing) – Density bonus for student housing development for students enrolled at a full-time college, and to establish prioritization for students experiencing homelessness. 						
3.2.1.B	<u>Density Bonus Projects.</u> Publicize density bonus incentives to developers through community events and information posted on PDS and HCDS websites.	H-1.5 H-3.3 H-6.6	<u>PDS</u> <i>HCDS</i>	A-1	X		
3.2.2	Expedited Permit Processing						
3.2.2.A	<u>Affordable Housing Projects.</u> Implement expedited permit processing for affordable housing projects, including projects that qualify for density bonuses (in compliance with Board Policy A-68 as well as SB 35 – Affordable Housing Streamlined Approval). Continue to explore ways to expedite affordable housing development.	H-5.2	<u>PDS</u>	A-1	X		
3.2.3	Affordable Housing Resources						
3.2.3.A	<u>Affordable Housing and Services Funds.</u> Funding strategies for affordable housing and supportive services include: <ul style="list-style-type: none"> As funding permits, allocate funding, through the Notice of Funding Availability (NOFA) or other competitive process, in an equitable manner for affordable housing development, acquisition, rehabilitation, and/or supportive services. Pursue funding programs (for construction/ permanent financing, operating subsidies, 	H-3.1	<u>HCDS</u> <i>PDS</i>	A-1	X		

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	<p>project-based vouchers, supportive services, etc.) available at the state and federal levels and explore local funding mechanisms for affordable housing and services. Specifically, target housing funds for persons with special needs, such as seniors, farm laborers, and persons with disabilities (including persons with developmental disabilities), and households with extremely low incomes.</p> <ul style="list-style-type: none"> ▪ Pursue strategies for expanding local affordable housing resources. ▪ Facilitate the development of 150 lower-income units within the unincorporated areas over eight years. (The County also facilitates affordable housing in the cities participating in the County's CDBG and HOME jurisdictions.) 						
3.2.3.B	<p><u>Inventory of Surplus Sites</u>. Annually coordinate with the DGS Real Estate Services Division and HCDS to update and maintain an inventory of surplus sites suitable for affordable housing. Annually evaluate the feasibility of using the surplus County sites for affordable housing.</p>	H-1.1 H-6.4	DGS PDS HCDS	A-1	X		
3.2.4	Rental Assistance						
3.2.4.A	<p><u>Housing Choice Vouchers (HCV)</u>. Continue to provide HCVs, including other Office of Public and Indian Housing funded vouchers, such as VASH, Mainstream, Family Unification Program, etc., to extremely low- and very low-income</p>	H-3.1 H-3.8	HCDS	A-1	X		

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	<p>households. These vouchers are not restricted to specific jurisdictions within the service area of the local Public Housing Agency (PHA). The Housing Authority uses Small Area Fair Market Rents to improve access to high-resource areas, improve choice, and deconcentrate poverty. Additionally, each year Payment Standards are set at the maximum amount allowable based on the annual budget.</p> <p>Quantified Objectives:</p> <ul style="list-style-type: none"> 6,000 extremely low- and very low-income households assisted with HCVs in the unincorporated area over 8 years. <p>(Note: HCVs are available to income-eligible households PHA jurisdiction wide.)</p>						
3.2.4.B	<p><u>Tenant-Based Rental Assistance (TBRA)</u>. Continue to provide assistance to extremely low- and very low-income households.</p>	H-3.1 H-3.8	<u>HCDS</u>	A-1	X		

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3.2.4.C	<p><u>Outreach and Education to Landlords</u></p> <p>Annually promote participation of current and new landlords in the Housing Choice Voucher (HCV) and other rental assistance programs through outreach and education. Information provided includes program rules, benefits of participation, processes for tenants and landlords, and other key program guidelines such as recent changes in applicable laws or program rules.</p> <p>Quantified Objectives:</p> <ul style="list-style-type: none"> Engage 100 new and existing landlords annually through advertising and outreach events. 	H-3.8 H-6.6	<u>HCDS</u>	A-1	X		
3.2.5	Homebuyer Assistance						
3.2.5.A	<p><u>Down Payment and Closing Cost Assistance (DCCA) Program</u></p> <p>Assist low- and moderate-income households with low interest deferred-payment loans for down payment and closing costs.</p> <p>Quantified Objectives:</p> <ul style="list-style-type: none"> Assist 10 households in the unincorporated area with DCCA annually for 80 households over 8 years. 	H-3.1	<u>HCDS</u>	A-1	X		

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3.3	Special Needs Housing						
3.3.1	Housing for the Homeless						
3.3.1.A	<u>Homeless Services Funding</u> . Administer state, local, and federal funds aimed at addressing housing and service needs of persons experiencing homelessness or at risk of homelessness.	H-3.6	<u>HCDS</u>	A-1	X		
3.3.1.B	<u>Zoning Ordinance Amendments to Facilitate Shelter Development</u> . Pursuant to state law, amend the Zoning Ordinance by the end of 2022 to address the following recent changes to state law regarding housing for the homeless: <ul style="list-style-type: none"> ▪ Low Barrier Navigation Centers (AB 101) ▪ Emergency and Transitional Housing (AB 139) ▪ Supportive Housing (AB 2162) 	H-3.6	<u>PDS</u>	B-1		X	
3.3.2	Housing for Persons with Disabilities						
3.3.2.A	<u>Group Homes for Seven or More</u> . In 2022, the County will review its Zoning provisions for large group homes (7+ persons) and will implement mitigating strategies to remove potential constraints and to facilitate objectivity in review and approval in the development of large group homes.	H-3.6	<u>PDS</u>	A-2		X	

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**6TH CYCLE HOUSING ELEMENT UPDATE
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Table 6-4-1, continued

No.	Program/Action Description	GP Policy Reference	Responsibility: <i>Lead</i> <i>Support</i>	Program Implementation	Time Frame/Priority		
					Ongoing	0-2 Years	2-7 Years
3.3.3	Housing for Seniors						
3.3.3.A	<u>Senior Housing Program Options</u> . Explore the feasibility of developing a program that would facilitate/remove barriers to senior and assisted living housing development, and return to the Board with program options, funding and resource needs by December 2021 for further direction.	H-3.6	<u>PDS</u>	B-2		X	
3.4	Housing and Neighborhood Preservation						
3.4.1	Preservation of At-Risk Housing						
3.4.1.A	<u>Preservation of At-Risk Housing</u> . Work to preserve the projects (totaling 22 units) identified as at risk of converting to market-rate housing. Strategies include: <ul style="list-style-type: none"> ▪ Monitoring project status annually. ▪ Ensuring property owners comply with the extended noticing requirements (three-year, one-year, and six-month notices) under state law. ▪ Include preservation as an eligible use in Notices of Funding Availability. 	H-4.1 H-4.2	<u>HCDS</u>	A-1	X		
3.4.2	Residential Rehabilitation Programs						
3.4.2.A	<u>Home Repair Program</u> . Continue to provide home repair assistance to homeowners. Facilitate health and safety, accessibility, and weatherization improvements and installation of energy-efficient systems through this program.	H-4.1	<u>HCDS</u>	A-1	X		

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Table 6-4-1, continued

No.	Program/Action Description	GP Policy Reference	Responsibility: <i>Lead</i> <i>Support</i>	Program Implementation	Time Frame/Priority		
					Ongoing	0-2 Years	2-7 Years
	Annually explore additional funding opportunities from State and federal programs and emphasize outreach to communities (such as Backcountry) with concentrated substandard housing issues to expand participation in programs. Quantified Objectives: <ul style="list-style-type: none"> 30 completed home repair projects in the unincorporated area annually for 240 completed projects over 8 years. 						
	<u>See also 3.6.7.C – Proactive Housing Rehabilitation Resources.</u>						
3.5	Community Participation						
3.5.1	Public Outreach						
3.5.1.A	<u>Public Education Programs.</u> Work with nonprofit organizations and other agencies in educating the public and community groups regarding the need for and benefits of affordable housing.	H-6.6	<u>HCDS</u>	A-1	X		
3.5.1.B	<u>Community Meetings and Workshops.</u> Facilitate and participate in community meetings and/or workshops to assist neighborhoods in identifying projects and pursuing funding for improvements, provide education/outreach, solicit input from the community, and address affordable housing needs and other housing concerns from members of the public.	H-4.1 H-6.6	<u>HCDS</u>	A-1	X		

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SECTION 4 ■ IMPLEMENTATION PLAN**

Table 6-4-1, continued

No.	Program/Action Description	GP Policy Reference	Responsibility: <i>Lead</i> <i>Support</i>	Program Implementation	Time Frame/Priority		
					Ongoing	0-2 Years	2-7 Years
	Quantified Objectives: ▪ 10 community engagements annually.						
3.5.1.C	<u>Outreach Methods</u> . Implement outreach campaign using multi-media platforms, including eblasts, social media such as Facebook and YouTube, as well as other meeting/discussion forums such as chat rooms and webinars.	H-6.6	<u>PDS</u> HCDS	A-1	X		
3.6	Affirmatively Furthering Fair Housing						
3.6.1	Regional Coordination						
3.6.1.A	<u>San Diego Regional Alliance for Fair Housing (SDRAFFH)</u> . Participate in the SDRAFFH which coordinates regional responses to housing discrimination issues and monitors progress toward addressing impediments identified in the Regional Analysis of Impediments to Fair Housing.	H-6.1 H-6.7	<u>HCDS</u>	A-1	X		
3.6.2	Fair Housing Services, Outreach, and Education						
3.6.2.A	<u>Fair Housing Services</u> . Allocate resources to retain qualified fair housing service provider(s) to provide fair housing outreach, education, complaint resolution and referrals, testing, and tenant/landlord counseling. Scope of services includes bilingual outreach and education materials, multilingual tenant legal counseling, quarterly testing, and public seminars, among others. Encourage increased efforts to provide services in communities with disproportionate housing needs (such as Spring Valley, Bostonia/Lakeside,	H-6.6 H-6.7	<u>HCDS</u>	A-1	X		

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Table 6-4-1, continued

No.	Program/Action Description	GP Policy Reference	Responsibility: <i>Lead</i> <i>Support</i>	Program Implementation	Time Frame/Priority		
					Ongoing	0-2 Years	2-7 Years
	Valle de Oro, Rancho Santa Fe, Ramona, Fallbrook, Sweetwater, and Backcountry). Quantified Objectives: <ul style="list-style-type: none"> 250 persons assisted with fair housing services annually for 2,000 persons over 8 years. 						
	See also County actions on promoting equal access to information and community participation: 3.5.1.A – Public Education Program 3.5.1.B – Community Meetings and Workshops 3.5.1.C – Outreach Methods	H-4.1 H-6.6					
3.6.3	Fair Housing Enforcement						
3.6.3.A	<u>Random Testing</u> . Conduct random testing on a regular basis to identify issues, trends, and problem properties. Expand testing to investigate emerging trends of suspected discriminatory practices.	H-6.7 H-6.7	<u>HCDS</u>	A-1	X		
3.6.4	Housing Mobility						
	See County efforts in providing rental assistance, which are anticipated to increase housing mobility by providing opportunities for lower-income residents to obtain assistance and live in a variety of locations across the County (both incorporated and unincorporated): 3.2.4.A – Housing Choice Vouchers (HCV)	H-3.1 H-3.8 H-6.6					

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SECTION 4 ■ IMPLEMENTATION PLAN**

Table 6-4-1, continued

No.	Program/Action Description	GP Policy Reference	Responsibility: <i>Lead</i> <i>Support</i>	Program Implementation	Time Frame/Priority		
					Ongoing	0-2 Years	2-7 Years
	3.2.4.B – Tenant-Based Rental Assistance (TBRA) 3.2.4.C – Outreach and Education to Landlords As part of implementing housing mobility strategies and enhancing access to areas of opportunity, the following programs, will include targeted outreach, marketing, and program implementation in high opportunity areas as identified in the fair housing analysis of the element, as well as Environmental Justice Communities: 3.1.1.E – Low to Moderate Inclusionary Ordinance 3.2.4.A – Housing Choice Vouchers (HCV) 3.2.4.B – Tenant-Based Rental Assistance (TBRA) 3.2.4.C – Outreach and Education to Landlords 3.1.4.B – Accessory Dwelling Unit (ADU) Construction 3.1.4.C – Affordable Accessory Dwelling Units (ADUs) 3.1.4.D – Develop an Accessory Dwelling Unit (ADU) subsidy program						
3.6.5	New Housing Choices in Areas of High Opportunity						
3.6.5.A	<u>Removal of Constraints to Multi-Family Housing in Areas of Opportunity.</u> Facilitate multi-family housing in areas of opportunity by 2025: <ul style="list-style-type: none"> ▪ Including a list of properties that allow multi-family housing by right on County website. 						X

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SECTION 4 ■ IMPLEMENTATION PLAN**

Table 6-4-1, continued

No.	Program/Action Description	GP Policy Reference	Responsibility: <i>Lead</i> <i>Support</i>	Program Implementation	Time Frame/Priority		
					Ongoing	0-2 Years	2-7 Years
	<ul style="list-style-type: none"> ▪ Develop educational outreach campaign to inform communities about different housing typologies and awareness for additional housing opportunities. ▪ Encourage the development of four or more units through feasible incentives, such as additional density bonus and concessions. In addition, as part of the Zoning Ordinance Cleanup Program (3.1.3.A), evaluate building types within high resource areas to ensure that a range of housing types and densities can be achieved. ▪ Improve process for properties with a B Designator Design Requirements in communities without design guidelines by removing the B designator and allowing project to go straight to building permits. 						
3.6.5.B	<p><u>Enhanced Housing Choices and Affordability in Areas of Opportunity, including Rancho Santa Fe.</u> In areas of opportunity (such as Rancho Santa Fe and Alpine) and outside of areas of concentrated poverty (such as Spring Valley), develop and implement incentives to increase housing choices and affordability (including duplex, triplex, multi-family, ADU, transitional and supportive housing). Incentives and tools may include: permit streamlining, reduced fees, and other zoning tools.</p>	<p>H-1.9 H-1.10 H-3.7 H-6.7</p>	<u>PDS</u>	B-1		X	

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**6TH CYCLE HOUSING ELEMENT UPDATE
SECTION 4 ■ IMPLEMENTATION PLAN**

Table 6-4-1, continued

No.	Program/Action Description	GP Policy Reference	Responsibility: <i>Lead</i> <i>Support</i>	Program Implementation	Time Frame/Priority		
					Ongoing	0-2 Years	2-7 Years
	<p>See also the following County actions to facilitate housing in areas of high opportunity.</p> <p>3.1.1.D – Low to Moderate Inclusionary Ordinance</p> <p>3.1.4.D – Develop an Accessory Dwelling Unit Subsidy Program</p> <p>As part of promoting new housing choices in high opportunity areas, implementation of the following programs will include proactive targeted outreach, marketing, and program implementation in areas of high opportunity as identified in the fair housing analysis of this element:</p> <p>3.1.1.D – Low to Moderate Inclusionary Ordinance</p> <p>3.1.4.D – Develop an Accessory Dwelling Unit Subsidy Program</p> <p>3.6.5.A – Removal of Constraints to Multi-Family Housing in Areas of Opportunity</p> <p>3.6.5.B – Enhanced Housing Choices and Affordability in Areas of Opportunity, including Rancho Santa Fe.</p>	<p>H-1.9</p> <p>H-1.10</p> <p>H-3.7</p> <p>H-6.7</p>					
3.6.6	Place-Based Strategies to Encourage Community Revitalization						
3.6.6.A	<u>Office of Environmental and Climate Justice.</u> Establish an Office of Environmental and Climate Justice within the Land Use and Environment Group (LUEG) to ensure that County efforts are advanced to meaningfully address equity,	<p>H-1.3</p> <p>H-1.6</p> <p>H-1.7</p>	<u>PDS</u>	B-2		X	

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SECTION 4 ■ IMPLEMENTATION PLAN**

Table 6-4-1, continued

No.	Program/Action Description	GP Policy Reference	Responsibility: <i>Lead</i> <i>Support</i>	Program Implementation	Time Frame/Priority		
					Ongoing	0-2 Years	2-7 Years
	environmental and climate justice and communities disproportionately impacted by environmental burdens and related health problems, and to ensure that the County's collective efforts in reducing greenhouse gas emissions, addressing food justice, transportation equity, and the protection of civil rights in emergency planning and response are also present.						
3.6.6.B	<u>Conserved and Improved Assets in Areas of Lower Opportunity and Concentrated Poverty.</u> Target investment in areas of most need focused on improving community assets such as schools, recreational facilities and programs, social service programs, parks, streets, active transportation and infrastructure. Coordinate with the Environmental Justice Element to identify target neighborhoods and strategies for implementation by 2025.	H-1.3 H-1.6 H-1.7	<u>PDS</u>	B-2			X
3.6.6.C	<u>Negative Environmental, Neighborhood, Housing, and Health Impacts.</u> Address the negative impacts associated with the siting and operation of land use such as industrial, agricultural, waste storage, and energy productions, etc. in disadvantaged communities. Develop list of focus areas and coordinate with the Environmental Justice Element to create a specific action plan by 2025.	H-1.3 H-1.6 H-1.7	<u>PDS</u>	B-2			X

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Table 6-4-1, continued

No.	Program/Action Description	GP Policy Reference	Responsibility: <i>Lead</i> <i>Support</i>	Program Implementation	Time Frame/Priority		
					Ongoing	0-2 Years	2-7 Years
3.6.6.D	<u>Community Benefit Zoning, Enhanced Density Bonus, or Land Value Recapture Strategy.</u> Explore tools to create amenities in neighborhoods of lower resources or generate funding for targeted neighborhood improvements. Develop list of implementation options to present to the Board of Supervisors for direction by the end of 2025.	H-1.3 H-1.6 H-1.7	<u>PDS</u>	B-2			X
3.6.6.E	<u>Fallbrook Subarea Plan.</u> The County will complete a Fallbrook Subarea Plan by the end of 2022. The plan will include place-based strategies such as revised zoning, design guidelines, and landscape/streetscape plans that will contribute to the revitalization of the Fallbrook Village. The plan will also identify policies and strategies to address fair housing issues identified in the Housing Element's fair housing analysis. Implementation of these strategies will begin in 2023.	H-1.3 H-1.6 H-1.7	<u>PDS</u>	B-2		X	
3.6.6.F	<u>Twin Oaks Community Plan Update.</u> The Twin Oaks Community Plan update will address fair housing issues within North County Metro, Buena Creek station area. The plan will also identify policies and strategies to address fair housing issues identified in the Housing Element's fair housing analysis. Implementation of the Plan is anticipated to begin in 2025.	H-1.3 H-1.6 H-1.7	<u>PDS</u>	B-2			X

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Table 6-4-1, continued

No.	Program/Action Description	GP Policy Reference	Responsibility: <i>Lead</i> <i>Support</i>	Program Implementation	Time Frame/Priority		
					Ongoing	0-2 Years	2-7 Years
3.6.6.G	<u>Place-Based Strategies in Low-Resource Communities and Environmental Justice Communities.</u> Implement place-based strategies in low-resource communities (Bostonia, Fallbrook, Spring Valley, and North County Metro), as well as environmental justice communities through Environmental Justice programs and policies. The place-based strategies will include anti-displacement strategies such as value recapture strategies, community-led programs to prevent displacement, foreclosure assistance resources, rent control policies, and protections for low-income renters. Development of these strategies will begin in 2022 and they will focus on revitalization and preservation of these communities and reducing displacement risks.	EJ-7.1 EJ-7.2 EJ-7.3 EJ.7.5	<u>PDS</u> <u>HHSA</u>	B-2		X	
	See County efforts in comprehensive planning that addresses housing and other community development issues. 3.1.2.A – Transit Nodes 3.1.2.B – Community Planning The following programs will include proactive targeted outreach, marketing, and program implementation in areas with displacement risk, low resources, and considered communities of concern as identified in the fair housing analysis. 3.1.2.A – Transit Nodes	H-1.3 H-1.6 H-1.7 H-1.8 H-1.10 H-2.1 H-6.7					

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					Ongoing	0-2 Years	2-7 Years
	3.6.6.B – Conserved and Improved Assets in Areas of Lower Opportunity and Concentrated Poverty 3.6.6.D – Community Benefit Zoning, Enhanced Density Bonus, or Land Value Recapture Strategy. 3.6.7.C – Proactive Housing Rehabilitation Resources						
3.6.7	Addressing Disproportionate Needs and Protecting Existing Residents from Displacement						
3.6.7.A	<u>Pilot Program to Address Homelessness in North County</u> . The North County pilot program will deploy an integrated team that will work in partnership with the staff in various cities to increase the level of outreach, assessments, and connections to wrap-around services and suitable housing opportunities for those experiencing homelessness.	H-1.4 H-3.6 H.6.1	<u>HCDS</u>	B-2		X	
3.6.7.B	<u>Department of Homeless Solutions and Equitable Communities</u> . The creation of this new department will achieve better coordination of existing and future County homeless activities and programs and serve as a central point of contact and collaboration for outside partners in order to help vulnerable San Diegans and reduce homelessness in the region.	H-1.4 H-3.6 H.6.1	<u>HCDS</u>	B-2		X	

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Table 6-4-1, continued

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					Ongoing	0-2 Years	2-7 Years
3.6.7.C	<u>Proactive Housing Rehabilitation Resources.</u> By the end of 2022, develop a proactive housing rehabilitation resources program that targets areas of concentrated rehabilitation needs to facilitate repairs and to mitigate potential costs, displacement, and relocation impacts on residents.	H-4.1	<u>PDS</u>	B-1		X	
3.6.7.D	<u>Participation in Decision Making Process.</u> Promote participation in community meetings by: <ul style="list-style-type: none"> ▪ Addressing language barriers and meeting times. ▪ Recruiting residents from areas of concentrated poverty to serve on boards, committees, task forces, and other local decision-making bodies. 	H-1.4 H-3.6 H.6.1	<u>PDS</u>	A-1	X		
3.6.7.E	<u>Mobile Home Park Preservation.</u> Implement County policy and procedure for mobile home park preservation. Provide technical assistance to park tenants to apply for grants to preserve the park.	H-3.7 H-4.1 H-6.7	<u>PDS</u>	A-1	X		
	See County efforts in providing housing assistance: 3.2.5.A – Down Payment and Closing Cost Assistance (DCCA) 3.3.1.A – Homeless Services Funding 3.4.2.A – Single-Family Home Repair Program	H-3.1 H-3.6 H-4.1					

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Table 6-4-1, continued

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					Ongoing	0-2 Years	2-7 Years
	See County efforts in mitigating displacement issues and expanding affordable housing opportunities: 3.1.1.I - Replacement Housing 3.2.3.A – Affordable Housing and Services Funds 3.3.2.A – Innovative Housing Trust Fund 3.4.1.A – Preservation of At-Risk Housing Implementation of the following programs will include proactive targeted outreach, marketing, and program implementation in communities shown to have high displacement risk: 3.2.5.A – Down Payment and Closing Cost Assistance (DCCA) 3.6.6.D – Community Benefit Zoning, Enhanced Density Bonus, or Land Value Recapture Strategy. 3.6.7.E – Mobile Home Park Preservation	H-1.1 H-3.1 H-3.6 H-6.7					

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Table 6-4-2: Quantified Objectives

	Extremely Low/Very Low		Low	Moderate	Above Moderate	Total
RHNA	807	1,027	992	1,165	2,709	6,700
ADU	270		216	657	657	1,800
New Construction	75		75	500	1500	2,150
Rehabilitation	40	80	120			240
Conservation	22					22



**6TH CYCLE HOUSING ELEMENT UPDATE
SECTION 4 ■ IMPLEMENTATION PLAN**

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5 GOALS AND POLICIES FOR HOUSING ELEMENT

HOUSING DEVELOPMENT

GOAL H-1

Housing Development and Variety. A housing stock comprising a variety of housing and tenancy types at a range of prices, which meets the varied needs of existing and future unincorporated County residents, who represent a full spectrum of age, income, and other demographic characteristics.

Policies

H-1.1 Sites Inventory for Regional Housing Needs Assessment (RHNA). Maintain an inventory of residential sites that can accommodate the RHNA throughout the Housing Element planning period, tracking the no-net-loss of sites, pursuant to state law.

H-1.2 Development Intensity Relative to Permitted Density. Encourage a development intensity of at least 80 percent of the maximum permitted gross density for sites designated at 15 to 30 dwelling units per acre in development projects.

H-1.3 Housing near Public Services. Maximize housing in areas served by transportation networks, in close proximity to job centers, and where public services and infrastructure are available.

H-1.4 Special Needs Housing near Complementary Uses. Encourage the location of housing targeted to special needs groups in close proximity to complementary commercial and institutional uses and services.

H-1.5 Senior and Affordable Housing near Shopping and Services. Provide opportunities for senior housing and affordable housing development within town centers, transit nodes, and other areas that offer access to shopping, amenities, and services.

H-1.6 Land for All Housing Types Provided in Villages. Provide opportunities for a variety of housing types, including small-lot single-family, duplex, triplex, and other multi-family building types in Villages.

H-1.7 Mix of Residential Development Types in Villages. Support the design of large-scale residential developments (generally greater than 200 dwelling units) in Villages that include a range of housing types, lot sizes, and building sizes.



6TH CYCLE HOUSING ELEMENT UPDATE

SECTION 5 ■ GOALS AND POLICIES FOR HOUSING ELEMENT

H-1.8 Variety of Lot Sizes in Large-Scale Residential Developments. Promote large-scale residential development in Semi-Rural areas that includes a range of lot sizes to improve housing choice.

H-1.9 Inclusionary Housing. Require developers to provide an affordable housing component pursuant to the forthcoming inclusionary housing ordinance and inclusionary housing feasibility study.

H-1.10 Amenities in Large-Scale Developments. Establish development standards and design guidelines for large developments to encourage amenities, such as tot lots, community facilities and the use of universal design features that accommodate both able-bodied and disabled individuals.

GOAL H-2

Neighborhoods That Respect Local Character. Well-designed residential neighborhoods that respect unique local character and the natural environment while expanding opportunities for affordable housing.

Policies

H-2.1 Development that Respects Community Character. Require that development in existing residential neighborhoods be well designed so as not to degrade or detract from the character of surrounding development consistent with the Land Use Element. (See applicable community plan for possible relevant policies.)

H-2.2 Projects with Open Space Amenities in Villages. Require new multi-family projects in Villages to be well-designed and include amenities and common open space areas that enhance overall quality of life.

HOUSING AFFORDABILITY

GOAL H-3

Housing Affordability for All Economic Segments. Affordable and suitable housing for all economic segments, with emphasis on the housing needs of lower-income households and households with special needs.



Policies

H-3.1 Funding to Expand Affordable Housing. Pursue funding from federal, State, and local sources to expand affordable housing opportunities within the unincorporated County.

H-3.2 Equitable Share of Funding. Advocate for an equitable share of available housing funds for subsidizing affordable housing development within unincorporated County areas.

H-3.3 Density Bonus as a Tool to Develop Affordable Housing. Provide a local density bonus program to encourage the development of housing affordable to lower-income households and special needs households.

H-3.4 Housing for Moderate-Income Families in Villages. Facilitate the production of housing for moderate-income families in Villages by permitting developments that offer affordable housing to incorporate other compatible housing types within areas zoned for single-family residential development.

H-3.5 Incentives for Developments with Lower-Income Housing. Provide zoning and other incentives to support developments that incorporate housing for lower-income households or households with special needs.

H-3.6 Housing for Special Needs Populations. Support programs that provide housing options for individuals and families experiencing homelessness (particularly chronically homeless persons), seniors, foster youth, families, farmworkers, and day laborers.

H-3.7 Alternative Affordable Housing Options. Provide programs that support the development of alternative types of affordable housing such as farmworker housing, accessory dwelling units, manufactured or mobile homes, tiny homes, shared housing, and employee or workforce housing.

H-3.8 Housing Services Support. Continue to provide fair housing and tenant/landlord services to residents, housing providers, and housing professionals throughout the unincorporated area pursuant to federal and State fair housing laws.

H-3.9 Water and Sewer Priority. Pursuant to state law, work with water and sewer service providers to prioritize the provision of water and sewer services to affordable housing developments in the event that a rationing system is in place.



AFFORDABLE HOUSING PRESERVATION

GOAL H-4

Affordable Housing Preservation. Programs that conserve housing currently available and affordable to lower-income households, and programs that prevent or reverse deterioration in areas exhibiting symptoms of physical decline.

Policies

H-4.1 Rehabilitation and Revitalization Strategies. Promote and support rehabilitation and revitalization strategies aimed at preserving the existing supply of affordable housing.

H-4.2 Redevelopment of Deteriorated Housing. Encourage and support residential redevelopment in areas characterized by deteriorated housing.

GOVERNMENTAL CONSTRAINTS

GOAL H-5

Constraints on Housing Development. Governmental policies or regulations that do not unnecessarily constrain the development, improvement, or conservation of market-rate or affordable housing.

Policies

H-5.1 Periodic Review of Housing Regulations. Periodically review and, if appropriate, revise development standards, regulations, and procedures to facilitate the development of housing, with priority given to low- and moderate-income households and households with special needs.

H-5.2 Permit Processing Time. Reduce permit processing time and costs for projects with priority given to projects that produce housing for lower-income households.

H-5.3 Fire Protection. Work with local fire agencies to improve fire protection for multi-story construction.

H-5.4 Flexibility in Regulations. Modify regulations, as appropriate, to streamline regulatory processes, remove unnecessary obstacles to planned densities, and provide flexibility so that development can respond to the unique characteristics of town center areas.



DELIVERY OF HOUSING SERVICES

GOAL H-6

Delivery of Housing Services. An institutional framework that effectively delivers housing services and programs to implement the goals, policies, and programs of this Housing Element.

Policies

H-6.1 Coordinated Delivery of Programs. Coordinate delivery of housing programs and services among various County departments and regional organizations.

H-6.2 Ongoing Implementation Monitoring. Monitor progress in implementing the goals and objectives adopted in this Housing Element through the Annual Housing Element Progress Report to the California Department of Housing and Community Development.

H-6.3 Legislation That Recognizes Challenges of Unincorporated Communities. Pursue State-level housing and land use legislation that recognizes the diversity of unincorporated communities and the associated challenges faced by county governments.

H-6.4 Affordable Housing on Suitable County-Owned Properties. Facilitate the development of affordable housing on suitable, County-owned surplus properties.

H-6.5 Redevelopment Districts as a Source of Revenue for Affordable Housing.² Pursue and support State legislation to reinstate redevelopment or similar mechanisms as a tool for generating revenues for neighborhood revitalization and affordable housing.

H-6.6 Outreach for Affordable Housing. Promote the production and acceptance of affordable housing through educational outreach to developers, nonprofit housing groups, the public, community groups, other jurisdictions, and County staff.

H-6.7 Affirmatively Furthering Fair Housing. Ensure that the implementation of housing programs and delivery of housing services are conducted in a manner that promotes equal access to housing and opportunities.

² Pursuant to Assembly Bill (AB) 26, as of February 1, 2012, all California redevelopment agencies were dissolved. Policy H-6.5 has been retained in the event that redevelopment or a similar program becomes available sometime in the future.



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