5.0 GOALS, POLICIES & PROGRAMS

5.1 OVERVIEW

The Housing Element must identify programs to: (1) identify adequate sites, with appropriate zoning and development standards; (2) assist in the development of adequate housing to meet the needs of extremely low-, very low-, low-, and moderate-income households; (3) address, and remove governmental constraints, including housing for persons with disabilities; (4) conserve and improve the condition of the existing affordable housing stock; (5) preserve assisted housing developments at-risk of conversion to market-rate; and (6) promote equal housing opportunities for all persons. The goals, policies, and programs listed in this section outline the means the Town will use to achieve the quantified objectives represented by the Regional Needs Housing Allocation analyzed in section 3.3 and the quantified objectives discussed below.

Quantified Objectives

California law requires that housing elements include quantified objectives for the number of units likely to be constructed, rehabilitated and conserved/preserved by income level for the planning period. The Town of Corte Madera quantified objectives for the 2015-2023 Housing Element are shown in Table 65 below.

<table>
<thead>
<tr>
<th>Table 65: Quantified Objectives</th>
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<tr>
<td></td>
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<tr>
<td>New construction</td>
</tr>
<tr>
<td>Rehabilitation</td>
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<tr>
<td>Conservation/preservation</td>
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</table>

Corte Madera can meet its remaining Regional Housing Needs Allocation for new construction by October 31, 2022, with the sites described in the available land inventory and the programs described in this section. While the available land inventory shows additional capacity, the new construction objectives are a conservative estimate recognizing current economic trends. The rehabilitation objective assumes completion of the 126-unit Madera Vista condominium conversion project (now known as the Preserve
5.0 GOALS, POLICIES & PROGRAMS

at Marin Apartment Homes) that was approved in 2010. As a condition of approval, the
Town required that these badly deteriorated units be brought up to code.

There are 79 privately managed affordable units in the community at San Clemente
Place. These were built in 2008, and are subject to restrictions to keep them affordable
for 55 years. Given this restriction that is set in part by the project funding as well as the
conditions of approval, these units are not part of the objectives for
conserving/preserving affordability. However, there are 31 below market ownership
units in the community that must be monitored to assure that they remain affordable on
resale. The Marin County Housing Authority, under contract to the Town, monitors these
units and is required to advise the Town when there is a risk that affordability could be
compromised.

5.2 GOALS, POLICIES & PROGRAMS

Corte Madera’s housing goals, policies, and programs have been revised in response to
the outreach process and the evaluation of the 2011 Housing Element as summarized in
Section 3 of this updated edition of the Housing Element and as described in detail in
Appendix A.

The goals, policies, and programs are organized as follows:

- Goals are broad statements reflecting community values and ideal future vision.
  Goals are numbered H-1, H-2, etc.

- Policies are specific statements that guide decision-making in order to promote
  the achievement of a goal. In some instances, a policy may be specific enough to
  provide clear direction as to how implementation will occur. Policies are listed
  with corresponding goals and are numbered H-1.1, H-1.2, etc.

- An implementation program is an action or procedure that carries out a policy.
  Most policies have one or more corresponding implementation programs.
  Implementation programs are in sequence with goals and policies, and are
  numbered H-1.1.a, H-1.1.b etc.

Goal H-1 Promote housing opportunity.
Assist in developing housing opportunities for all types and sizes of households and for
all economic segments of the community.

Policies and Implementation Programs:

Policy H-1.1.

Diversity of Population. Consistent with the community's housing goals, it is the
desire of the Town to maintain a diversity of age, social, and economic backgrounds
among residents throughout Corte Madera by matching housing size, types, tenure, and
affordability to household needs. Housing opportunities for families with children should
not be limited because necessary facilities are not provided on site.
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Policy H-1.2

Equal Housing Opportunity. To the extent possible, the Town will ensure that individuals and families seeking housing in Corte Madera are not discriminated against on the basis of race, color, religion, marital status, disability, age, sex, family status (due to the presence of children), national origin, or other arbitrary factors, consistent with the Fair Housing Act.

Implementing Program H-1.2.a Anti-Discrimination Ordinance.
The Town will continue to enforce its Anti-Discrimination Ordinance to prohibit discrimination based on the source of a person's income or the use of rental subsidies, including Section 8 and other rental programs. The Town will also require non-discrimination clauses in affordable housing agreements for deed-restricted units.

Responsibility: Planning & Building Department;
Financing: Staff time
Objective: Post information and assure effective implementation and enforcement of anti-discrimination policies.
Timeframe: Ongoing

Implementing Program H-1.2.b Respond to Complaints.
The Planning Director is the designated Equal Opportunity Coordinator in Corte Madera with responsibility to investigate and deal appropriately with complaints. The Town will refer discrimination complaints to the appropriate legal service, county, or state agency, or Fair Housing of Marin. If mediation fails and enforcement is necessary, refer tenants to the State Department of Fair Employment and Housing or HUD, depending on the nature of the complaint. Publicize this program in coordination with Marin Fair Housing.

Responsibility: Planning & Building Department
Financing: Staff time
Objective: Respond to discrimination complaints
Timeframe: As needed

Policy H-1.3

Eligibility Priorities for Deed Restricted Housing. In order to meet a portion of the Town's local housing need, consistent with ABAG's Housing Need Determinations, and as a traffic, economic development, and community safety mitigation measure, the Town will provide for targeted marketing and advance notice of deed restricted rental and ownership units in new housing developments, to the extent consistent with applicable fair housing laws, for people living or working in the Town of Corte Madera or living or working within a five-mile radius of the Town's boundary.
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Implementing Program H-1.3.a Targeted Marketing.

Condition the approval of affordable housing projects and market-rate projects with affordable inclusionary units to conduct a targeted marketing program for deed restricted units. Targeted marketing programs shall be reviewed for approval by the Planning Commission, and the programs will include an evaluation component.

Responsibility: Planning & Building Department
Financing: Staff time
Objective: Targeted marketing programs
Timeframe: As needed

Policy H-1.4.

Variety of Housing Choices. In response to the broad range of housing needs in Corte Madera, the Town will strive to achieve a mix of housing types, densities, affordability levels, and designs. The Town will work with developers of nontraditional and innovative housing approaches in financing, design, construction and types of housing that meet local housing needs.

Implementing Program H-1.4.a Housing Types

Adopt the following revisions to the Zoning Ordinance to facilitate the development of a full range of housing types and thereby offer a variety of housing choices:

a. Factory-built housing and mobile homes. Add “factory-built housing” and “mobile homes” to the definition section of the Zoning Ordinance. Amend the Zoning Ordinance to designate factory-built housing as an allowed use in all residential zoning districts subject to the same development standards as all other housing types in these zones, consistent with State law. Establish standards and procedures for mobile homes.

b. Single room occupancy (SRO) housing. Add “single room occupancy housing” to the definitions section of the Zoning Ordinance as an allowed use in multifamily zoning districts. Consider amendment of the Zoning Ordinance to allow SRO housing as a conditionally permitted use in the C-1, C-2, and C-3 zoning districts.

Responsibility: Planning & Building Department
Financing: Staff time
Objective: Zoning Ordinance amendments
Timeframe: Within one year

Policy H-1.5.

Special Needs Housing. The Town will remove barriers and actively promote development and rehabilitation of housing to meet special needs, including the needs of seniors, people living with disabilities, the homeless, people with HIV/AIDS and other
5.0 GOALS, POLICIES & PROGRAMS

illnesses, people in need of mental health care, single parent families, large families, and other persons identified as having special housing needs.

Implementing Program H-1.5.a  Neighborhood Relations
Encourage positive relations between neighborhoods and providers of emergency shelters and residential care facilities. Providers or sponsors of emergency shelters, transitional housing programs, and community care facilities will be encouraged to establish outreach programs with their neighborhoods. The following actions will be taken:

a. A staff person from the provider agency will be designated as a contact person (with a posted phone number) with the community to respond to questions or comments from the neighborhood.
b. Outreach programs will designate a member of the local neighborhood to the provider’s Board of Directors.
c. Neighbors of emergency shelters, transitional housing programs, and community care facilities should be encouraged to provide a neighborly and hospitable environment for such facilities and their residents.

Responsibility: Planning & Building Department
Financing: Staff time
Objective: Zoning Ordinance amendments
Timeframe: Ongoing

Policy H-1.6.

Provision of Affordable Housing for Special Needs Households. The Town will work with groups to provide opportunities through affordable housing programs for a variety of affordable housing to be constructed or acquired for special needs groups, including assisted housing and licensed board and care facilities.

Implementation program H-1.6.a  Adaptable Units for the Disabled.
The Town will ensure that new housing developments include units that can be adapted for use by disabled residents.

Responsibility: Planning & Building Department
Financing: Staff time
Objective: Adaptable units in multi-family projects
Timeframe: Ongoing

Implementation program H-1.6.b  Residential Care Homes.
Continue to allow small licensed group homes by right in all residential districts without the requirement for a Use Permit or other discretionary approval for six or fewer persons who are not disabled but are in need of twenty-four hour nonmedical care. Continue to allow small licensed residential care facilities by right in all residential districts without the requirement for a Use Permit or other discretionary approval for six or fewer persons who are disabled, including developmentally disabled, and in need of twenty-four hour nonmedical care.
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Policy H-1.7

Density Bonuses for Special Needs Housing. The Town will use density bonuses to assist in meeting special housing needs, housing for lower income elderly, and housing for the disabled, including the developmentally disabled, consistent with roadway capacity and considering parking needs and neighborhood scale. Senior care facilities, including residential care facilities serving more than six people, shall be treated as residential uses subject to inclusionary housing requirements.

Implementation program H-1.7.a Density Bonuses for Special Needs Housing

Continue to grant bonuses for projects that include units for persons with special needs.

Responsibility: Planning & Building Department
Financing: Staff time
Objective: Special needs units in multi-family projects
Timeframe: Ongoing

Policy H-1.8

Housing for Families with Children. Encourage two-and three-bedroom housing units affordable for lower and moderate income families with children.

Implementation program H-1.8.a Family Housing Amenities

As part of the design review permitting process, require adequate provisions for families with children, including consideration of amenities such as play yards and child care.

Responsibility: Planning & Building Department
Financing: Application fees
Objective: Family amenities in housing developments
Timeframe: Ongoing

Policy H-1.9

Housing for the Homeless. Recognizing the lack of resources to set up completely separate systems of care for different groups of people, including homeless-specific services for the homeless or people "at risk" of becoming homeless, the Town will work with other jurisdictions, as appropriate, to develop a fully integrated approach for the broader low-income population. The Town will support countywide programs to provide
5.0 GOALS, POLICIES & PROGRAMS

for a continuum of care for the homeless including emergency shelter, transitional housing, supportive housing, and permanent housing.

**Implementation program H-1.9.a Countywide Homeless Programs**
Actively engage with other jurisdictions in Marin to provide additional housing and other options for the homeless, supporting and implementing Continuum of Care actions in response to the needs of homeless families and individuals. Participate and allocate funds, as appropriate, for County and non-profit programs providing emergency shelter and related counseling services.

<table>
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<tr>
<th>Responsibility:</th>
<th>Town Council</th>
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<tr>
<td>Financing:</td>
<td>Staff time</td>
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<tr>
<td>Objective:</td>
<td>Countywide strategy for homelessness</td>
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<tr>
<td>Timeframe:</td>
<td>Attend Marin County Council of Mayors and Councilmembers (MCCMC) Elected Officials Homeless Subcommittee meetings at least four times per year; consider funding requests during Town’s biennial budget setting process</td>
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**Policy H-1.10.**

**Health and Human Services Programs Linkages.** As appropriate to its role, the Town will coordinate with other agencies to link together all services serving lower income people with affordable housing resources, with emphasis on housing that serves residents with special needs.

**Policy H-1.11.**

**Rental Assistance Programs.** The Town will continue to publicize and create opportunities for using available rental assistance programs, such as the project-based and tenant-based Section 8 certificate programs, in coordination with the Marin Housing Authority (MHA). The Town will also continue to support the use of Marin Community Foundation funds for affordable housing and continue to participate in the Rebate for Marin Renters program administered through MHA.

**Implementation program H-1.11.a Rental Assistance Programs**
Develop and implement measures to make full use of available rental assistance programs. Actions include:

a. Requiring that owners of new apartment units accept Section 8 certificates.

b. Maintain descriptions of current programs to hand out to interested persons.

c. Provide funding support, as appropriate.

d. Coordinate with the Marin Housing Authority on rental housing assistance programs, such as Shelter Plus Care, AB2034, HOPWA, the Rental Assistline, Rental Deposit Program, and Welfare to Work Program.
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Responsibility: Planning & Building Department
Financing: Staff time
Objective: Rental assistance services
Timeframe: Meet with Marin Housing Authority biannually. Consider funding request during the Town's biennial budget setting process. Consider requirements for Section 8 certificate acceptance when new development agreements are created.

Policy H-1.12.

Energy Assistance Programs. The Town will publicize and create opportunities for using energy assistance programs, especially for moderate- and lower-income households.

Implementation program H-1.12.a Energy Assistance Programs
Develop and implement measures to publicize the use of energy assistance programs for moderate- and lower-income households. Programs include but are not limited to:

a. PG&E conservation rebates. PG&E offers a wide range of rebates for energy efficient equipment and appliances, including refrigerators, clothes washers, room air conditioners, water heaters, attic and wall insulation, cool roofs, HVAC systems, furnaces, whole house fans, air handler systems, swimming pool pumps and motors, energy-efficient lighting, and recycling of refrigerators, freezers and room air conditioners.

b. PG&E Low-Income Home Energy Assistance Program (LIHEAP) Funded by the federal Department of Health and Human Services, eligible low-income persons, via local governmental and nonprofit organizations, can receive financial assistance to offset the costs of heating and/or cooling dwellings, and/or have their dwellings weatherized to make them more energy efficient.

c. California Youth Energy Services. This program, administered through the Marin County Energy Watch Partnership, provides free energy assessment and installs free energy and water-saving equipment.

d. Rehabilitation Loans. The Marin Housing Authority provides low-interest residential rehabilitation loans to very-low income homeowners to make basic repairs correct substandard hazards, and eliminate health and safety issues. Funds can also be used to include energy efficiency improvements.

Responsibility: Planning & Building Department
Financing: Staff time
Objective: Energy assistance services; four residential rehabilitation loans
Timeframe: Ongoing
5.0 GOALS, POLICIES & PROGRAMS

**Goal H-2**  Use land efficiently and sustainably.  
Develop a variety of housing to meet community needs and to promote sustainability.

*Policies and Implementation Programs:*

**Policy H-2.1**

**Housing to Meet Local Needs.** Provide for the development of new housing to meet the diverse economic and physical needs of existing residents and projected population capacity by planning for adequate sites and supporting programs to achieve Corte Madera’s Regional Housing Needs Allocation.

*Implementation Program H-2.1.a: Provide a Variety of Housing Types and Affordability*

Strive to promote a mix of housing types, densities, affordability levels, and designs. Promote innovative housing approaches by working with developers to explore “non-traditional” methods to finance, design, and construct different types of housing to meet local needs.

Responsibility: Planning & Building Department  
Financing: Application fees  
Objective: 29 units affordable to lower and moderate income households  
Timeframe: Meet with developers during pre-application review process as new development is proposed

**Policy H-2.2**

**Affordable Housing Priorities.** The Town will design and implement its programs to assist in the development of adequate housing to reflect the proportions of its unmet Regional Housing Needs Allocation. In prioritizing implementation resources, such as expenditures from the Affordable Housing Fund, the priorities, in descending order, shall be for extremely low, very low, low, and moderate-income housing needs.

*Implementation Program H-2.2.a Update Ordinance to Address the Needs of Extremely Low-income Households*

a. Amend the Affordable Housing Fund ordinance (CMC § 3.48.030) to state that money placed in the fund and interest derived from the fund shall be expended solely for the land or building costs associated with developing housing affordable to extremely low, very low, and low-income households. The Town will prioritize funding for extremely low income housing needs, followed by very low income and then low income housing needs.
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Responsibility: Planning and Building Department
Financing: Staff time
Objective: Updated housing-related ordinances; 3 extremely low income units
Timeframe: Update ordinance within one year of Housing Element adoption; develop 3 extremely low income units by 2022

Policy H-2.3

Contributions for Workforce Housing from Non-Residential Uses.
Consider housing needs for local workers when reviewing non-residential development proposals. The Town will require non-residential uses to contribute to the provision of affordable workforce housing by techniques such as in lieu fees, provision of housing, or other alternatives of equal value.

*Implementation Program H-2.3a  Nonresidential Development Impact Fee*

The Town will continue to implement the Nonresidential Development Impact Fee. This fee is collected for any change in use that is to a nonresidential use, for any new nonresidential use, and for any expansion of a nonresidential use. Fee proceeds are deposited in the Affordable Housing Fund (CMC, Chapter 3.48).

Responsibility: Planning & Building Department
Financing: Application fees
Objective: Impact fees to be used for affordable housing
Timeframe: Ongoing

*Implementation Program H-2.3.b  Affordable Housing Fund*

The Town will continue to administer the Affordable Housing Fund (CMC, Chapter 3.48).

Responsibility: Planning & Building Department
Financing: Application fees
Objective: 20 affordable housing units and/or land to support 20 units of affordable housing
Timeframe: Ongoing

*Implementation Program H-2.3.c  Affordable Housing Fund Ordinance update*

The Town will update the Affordable Housing Fund ordinance as needed to reflect current housing development costs.

Responsibility: Planning & Building Department
Financing: Staff time
Objective: Fee schedule updates
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Policy H-2.4

Employee Housing. The Town will work with employers developing larger projects (20+ employees) to promote local housing opportunities for their employees and will encourage employers to find ways to provide housing assistance as part of their employee package. Developers of major projects in mixed-use areas will be encouraged to consider and propose housing, if feasible.

Implementation Program H-2.4.a  Employee Housing
As part of the development review process for larger projects, encourage developers to provide housing on-site. Where permitted by the General Plan land use designations, the base zoning district and/or overlay zoning, offer flexible development standards as an incentive to provide on-site employee housing.

Responsibility: Planning & Building Department
Financing: Application fees
Objective: 2 units of employee housing
Timeframe: Ongoing

Implementation Program H-2.4.b  Employee Housing Bonus Units
As part of the development review process for larger projects, and where permitted by the General Plan land use designations, the base zoning district and/or overlay zoning, offer density bonuses as an incentive to provide on-site affordable employee housing.

Responsibility: Planning & Building Department
Financing: Application fees
Objective: Affordable employee housing units
Timeframe: Ongoing

Policy H-2.5

First-Time Homebuyer Programs. Support first-time homebuyer programs.

Implementation Program H-2.5.a  First-time Homebuyer Programs
Support first-time homebuyer programs as funding becomes available and combine such programs with housing counseling programs.

Responsibility: Planning & Building Department
Financing: Staff time
Objective: First-time buyer loans
Timeframe: Ongoing
5.0 GOALS, POLICIES & PROGRAMS

Policy H-2.6

High Potential Housing Opportunity Areas. Given the diminishing availability of developable land, the Town has identified housing opportunity areas and sites where a special effort will be made to provide workforce and special needs affordable housing. The Town will evaluate all appropriate incentives to facilitate development at High Potential Housing Opportunity Sites and will take specific actions to promote the development of affordable housing units on these sites (identified in the Implementing Programs).

Implementation Program H-2.6.a Facilitate Development of High Potential Housing Opportunity Sites

Facilitate the development of affordable housing on high potential sites by using funding resources and other means to assist in on- and off-site mitigation that may be required. Consistent with CEQA Section 15332 (“Infill Development Projects”), seek opportunities for infill development consistent with the General Plan and zoning requirements that can be categorically exempt from CEQA review.

Responsibility: Planning & Building Department
Financing: Application Fees
Objective: CEQA compliance
Timeframe: Ongoing

Implementation Program H-2.6.b Actions for Robin Drive

Facilitate development of the Robin Drive property consisting of 15.18 acres of sloping hillsides comprised of two irregular oblong portions connected by a narrow strip of land. The property is designated Medium Density Residential and Open Residential on the General Plan diagram of the Land Use Element. Feasibility studies have shown that 15 single family detached units could be built on the property at planned densities. It shall be the policy of the Town of Corte Madera to implement a mandatory second unit requirement on this property.

At the time an application is proposed for residential development on the property, second units shall be required for at least 50 percent of the market rate units. Apply the following standards for requiring second units:

a. Applies to all parcels in excess of 7,500 square feet.

b. The main units with second units will not be counted as dwelling units for the purpose of determining the inclusionary requirement (i.e., the requirement to provide inclusionary units or pay an in-lieu fee).

Responsibility: Planning & Building Department
Financing: Application fees
Objective: Up to 23 units, including 8 second units
Timeframe: Ongoing
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Implementation Program H-2.6.c  Actions for 1421 Casa Buena Drive
Facilitate development of this 1.29-acre property, which is designated Medium Density Residential in the General Plan and has corresponding R-2 residential zoning with an allowable density of up to 10.9 units per acre. There are no significant constraints on the property. A 16-unit project has been approved for this site. The Town will continue to work with the developer through the construction and marketing phase to ensure the project is completed according to the conditions of approval and the three affordable units are sold according to the terms of the development agreement.

Responsibility: Planning & Building Department
Financing: Application fees
Objective: Up to 10.9 units per acre
Timeframe: Ongoing

Implementation Program H-2.6.d  Actions for Wornum Drive Extension.
Develop up to 20 affordable units on the 1.4-acre former railroad right-of-way that the Town owns directly west of Wornum Drive. Consider emphasizing studio and one-bedroom units and reduced parking requirements in order to maximize the number of households served. Project design shall emphasize enhancement of the pedestrian/bicycle pathway and wetlands protection. The Town will take the following specific actions:

a. Partner with a Non-Profit Developer. Select a qualified non-profit organization to develop the site as an affordable housing project acceptable to the Town’s terms and conditions. Consider providing preferences to proposals that include an extremely-low income component.

b. Negotiate a Development Strategy. Develop and implement an appropriate strategy for achieving affordable housing on the property. Elements of a strategy include partnering with a developer and providing land.

c. Market Affordable Housing Units. The Town will oversee marketing the units to assure that Housing Element goals are maximized.

d. Income Categories. At a minimum, implement the affordable housing requirement set by the AHE-B overlay district, which applies to the Wornum Drive Extension property.

Responsibility: Planning & Building Department
Financing: Affordable Housing Fund
Objective: Up to 20 affordable units
Timeframe: Outreach to non-profit developers within 2 years of Housing Element adoption; development of 20 units by October 2022.
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Policy H-2.7

Other Sites with Housing Potential. Other sites with housing potential could contribute to meeting the Town's housing needs but due to the constrained nature of these sites, they may or may not be developed during the planning period of this Housing Element.

Implementation Program H-2.7.a  Actions for Old Corte Madera Square

Encourage the development of up to 20 mixed-use affordable units in smaller infill projects in the 6.5-acre Old Corte Madera Square area during the timeframe of the Housing Element. It is estimated that up to about 20 new housing units could be added to the Old Corte Madera Square area. The area is in the R-2 and C-1 “base” zoning districts and the AHO affordable housing overlay district. The AHO district allows mixed-use development with housing at up to 25 units per gross acre. The AHO district also includes design standards to the historic and architectural resources of the Old Corte Madera Square area. In order to simplify the application process, the AHO district does not require preliminary and precise plan applications; rather development in the AHO district is subject to design review approval.

Responsibility: Planning & Building Department
Financing: Application fees
Objective: 20 affordable units
Timeframe: Dependent on developer interest

Implementation Program H-2.7.b  Identify Additional Housing Opportunity Sites

In order to ensure the Town’s ability to meet future housing needs, the Town will endeavor to identify new housing opportunity sites in advance of the next housing element update process. Sites may include sites with existing buildings nearing the end of their useful life or in need of substantial repair or redevelopment. The study will begin once the Wornum Drive Extension site is under construction or by 2020, whichever occurs first. The Town will work closely with property owners, housing developers, the community and other stakeholders to identify housing development opportunities, issues and needs and select the most viable site or sites for inclusion in the next housing element update. If necessary, the Town will undertake rezoning actions and environmental review.

Responsibility: Planning & Building Department
Financing: General Plan Maintenance Fund
Objective: Identification of Additional Housing Opportunity Sites
Timeframe: Planning process to begin prior to 2020
Policy H-2.8

Retention and Expansion of Multi-Family Sites at Medium and Higher Density. The Town will protect and strive to expand the supply and availability of multi-family infill housing sites for affordable and workforce housing, will make the most efficient use of these sites in meeting local housing needs, and will strive to make sites competitive for subsidies. Pursuant to Government Code Section 65863, the Town will not re-designate or rezone residential land identified for multi-family housing in the Available Land Inventory (Table 47) to lower densities without identifying sufficient additional sites with an equal or greater residential density or making written findings as identified in Government Code Section 65863.

Implementation Program H-2.8.a: General Plan Amendments
Preserve those areas designated for medium- and high-density residential development by discouraging General Plan amendments and rezoning actions that would reduce planned residential densities on High Potential Housing Sites identified in the Available Land Inventory for multi-family development (Table 47). General Plan amendments and rezoning actions that would reduce residential densities may only be approved subject to findings that such actions would not be detrimental to overall Town housing goals, or where the loss of potential housing is mitigated through a corollary action of the application.

Responsibility: Planning & Building Department
Financing: Application Fees, General Fund
Objective: Housing sites preserved
Timeframe: Ongoing

Policy H-2.9

Mixed-Use Housing. Well-designed mixed-use residential/non-residential developments are highly encouraged by the Town where residential use is appropriate to the setting and development impacts can be mitigated. The Town will develop incentives to encourage mixed use development in appropriate locations.

Implementation Program H-2.9.a Mixed-Use Zone
Amend the Corte Madera Zoning Ordinance to add a Mixed-Use Zone to implement the General Plan Mixed-Use land use designations, and apply this zoning to lands so designated on the Land Use Diagram. The Mixed-Use Zone may be applied to properties on a case-by-case basis as an incentive to provide multi-family housing. Development standards for the Mixed-Used district may include the following:

a. Limited height bonuses;
b. Shared parking in mixed-use developments;
c. Floor Area Ratio: up to .34, additive to residential densities;
d. Residential density: 15.1 to 25.0 dwelling units per gross acre.

Responsibility: Planning & Building Department
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Implementation Program H-2.9.b: Mixed Use Development
The Town will support mixed-use projects including residential components, such as live-work combinations or ground-floor retail with upper story residential use. Such projects will be encouraged over standard single-use development proposals where the underlying zoning allows mixed-use developments. Encourage opportunities for live/work developments where housing can be provided for workers on-site or caretaker or other types of housing can be provided in appropriate locations.

Responsibility: Planning & Building Department
Financing: Application fees
Objective: 20 housing units in mixed-use projects
Timeframe: Ongoing

Implementation Program H-2.9.c: Regional Transportation/Housing Activities
The Town will coordinate with regional transportation planning activities, and will consider facilitating transit-oriented housing development by using incentives and other means provided through regional transportation plans.

Responsibility: Planning & Building Department
Financing: Staff time
Objective: Project funding
Timeframe: Ongoing

Policy H-2.10

Incentives for Affordable Housing Developments. The Town will use density bonuses and other incentives to help achieve housing goals while ensuring that potential impacts are considered and mitigated.

Implementation Program H-2.10.a Incentives for Affordable Housing
As part of the development review process, offer the following incentives to encourage the development of affordable housing:

a. State Density Bonus Law. Offer density bonuses and incentives consistent with the State Density Bonus Law (Government Code Section 65915), for developments that include affordable dwelling units.

b. Facilitating Affordable Housing Development Review. Projects that provide 100% affordable housing units shall receive the highest priority and efforts will be made by staff and decision-makers to: (1) provide technical assistance to potential affordable housing developers in processing requirements, including community involvement; (2) consider
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project funding and timing needs in the processing and review of the application; and (3) provide the fastest turnaround time possible in determining application completeness.

d. Coordination with Other Agencies. Coordinate with service providers and other agencies as necessary to create opportunities for the development to be built.
e. Use Affordable Housing Fund monies as appropriate to achieve greater affordability.

Responsibility: Planning & Building Department
Financing: Application fees
Objective: 20 affordable housing units
Timeframe: Ongoing

Policy H-2.11

Long-Term Housing Affordability Controls. The Town will apply resale controls and rent and income restrictions to ensure that affordable housing provided through incentives and as a condition of development approval remains affordable over time to the income group for which it is intended. Inclusionary units shall be deed-restricted to maintain affordability on resale to the maximum extent possible.

Implementation Program H-2.11.a Affordability Controls
Require deed restrictions to maintain affordability as a condition of approval for affordable housing units.

Responsibility: Planning & Building Department
Financing: Application fees
Objective: Recorded deed restrictions
Timeframe: Ongoing

Implementation Program H-2.11.b Affordability Management
Continue to implement the agreement with the Marin Housing Authority (MHA), or other qualified entity, for management of the affordable housing stock in order to ensure permanent affordability, and implement resale and rental regulations for low and moderate income units and assure that these units remain at an affordable price level.

Responsibility: Planning & Building Department
Financing: Staff time
Objective: Affordability maintained
Timeframe: Ongoing

Policy H-2.12

Inclusionary Housing Approach. The Town’s Zoning Ordinance currently requires residential developments involving one or more units to provide a percentage of units or
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an in-lieu fee for very low-, low-, and moderate-income housing. The units provided through this policy are intended for permanent occupancy and must be deed restricted, including but not limited to single family housing, multi-family housing, condominiums, townhouses, locally approved licensed care facilities, stock cooperatives or land subdivisions.

Implementation Program H-2.12.a Affordable Housing Ordinance
Continue to implement the Affordable Housing Ordinance.

Responsibility: Planning & Building Department
Financing: Application fees
Objective: Affordable housing units and in-lieu fees
Timeframe: Ongoing

Implementation Program H-2.12.b Monitor the Affordable Housing Ordinance
Monitor the Inclusionary Housing Ordinance. Consider the following issues as part of the process to update the Inclusionary Housing Ordinance as necessary.

a. Ongoing evaluation to determine if the Town needs to adjust the number and/or percentage of affordable units required by income category to rates that promote the achievement of the Town’s affordable housing goals without unduly impacting overall housing production and supply.

b. Adjust the in-lieu fee schedule to assure that the fee rate adequately addresses the cost of providing an affordable unit or the required fraction of an affordable unit.

c. Evaluate the threshold for requiring inclusionary housing for small residential developments (1-9 units).

Responsibility: Planning & Building Department
Financing: Staff time
Objective: Keep Affordable Housing Ordinance current
Timeframe: Evaluate need to revise ordinance within 2 years of housing element adoption and reevaluate the ordinance biennially thereafter

Policy H-2.13

Options for Meeting Inclusionary Requirements. The primary intent of the inclusionary requirement is the construction of new units on-site, with the focus being multi-family housing developments with deed restrictions to support long periods of affordability. Second priority for meeting inclusionary requirements shall be the construction of units off-site or the transfer of land and sufficient cash to develop the number of affordable units required within the same community or planning area. If these options are not practical, other alternatives of equal value such as in-lieu fees or rehabilitation of existing units may be considered.
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Policy H-2.14

Payment of In-Lieu Fees. Payment of in-lieu fees will only be accepted when it is determined that transfer of land and/or dedication of units would prohibit any residential development on the site or would provide fewer affordable housing units than could be obtained by the expenditure of in-lieu fees on affordable housing development within the planning area. Fees paid in-lieu of providing units on site shall be of a value to adequately address the number of units required to be provided. The amount of the fee shall be established by a schedule that is periodically reviewed and updated by the Town Council.

Policy H-2.15

Second Dwelling Units. Encourage well-designed, legal second units in all residential neighborhoods.

_Implementation Program H-2.15.a Second Unit Ordinance_
Continue to implement the Second Unit Ordinance.

- Responsibility: Planning & Building Department
- Financing: Application fees
- Objective: 16 second units by 2022
- Timeframe: Ongoing

_Implementation Program H-2.15.b Junior Second Units._
Review and adopt standards to allow the creation of junior second units. Standards to consider should include, but not be limited to, the following:

- a. Conversion of existing bedroom required – no building expansion;
- b. Maximum 500 square-foot size;
- c. Wet-bar type kitchen only with limitations on size of sink, waste line and counter area;
- d. Cooking facility limited by electrical service (110v maximum) and prohibition of gas appliances;
- e. Bathroom requirement;
- f. External access requirement;
- g. Parking requirements;
- h. Owner occupancy requirement.

The Town will work with special districts to reduce or waive fees for junior second units.

- Responsibility: Planning & Building Department, Planning Commission and Town Council
- Financing: Staff time
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Objective: 8 new second units, including junior second units, by 2022

Timeframe: Adopt standards within two years of housing element adoption

Implementation Program H-2.15.c Second Unit Fees.
Encourage the development of second units by waiving or reducing fees as follows:

a. Consider waiver or reduction of the second unit permit application fee.
b. Work with special districts, e.g. water and sanitary, to reduce or waive connection and/or service fees.

Responsibility: Planning & Building Department and Town Council.
Financing: Staff time
Objective: 16 second units by 2022
Timeframe: 2015

Policy H-2.16

Second Dwelling Units in New Development. Require second units as part of new detached single-family dwelling subdivision development where five or more new units are proposed.

Implementation Program H-2.16.a Requirements for Second Units in New Development.
Amend the Zoning Ordinance to establish a mandatory Second Unit requirement based on the following:

a. Apply these requirements in the R-1-A, -B, -C and R-I residential zoning districts on parcels in excess of 7,500 square feet.
b. As a condition of approval of any parcel map or tentative map, resulting in five or more parcels, 50% plus one of all parcels created by the land division in excess of 7,500 square feet would be subject to the mandatory second unit requirement. In the event that only one of the new parcels is larger than 7,500 square feet, that lot would be subject to the requirement.
c. Any new unit on any parcel covered by this requirement would be required to build a second unit. A new unit would include any construction that would increase the size of an existing unit or tear-down by 75% or more.
d. Mandatory 2nd units would not be counted for purposes of calculating the inclusionary requirement or development density.
e. The 2nd unit and the main unit would not be counted as dwelling units for the purposes of determining inclusionary housing requirements (i.e., the requirement to provide inclusionary units or pay an in-lieu fee).
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Policy H-2.17

Legalization of Existing Second Dwelling Units. Consider an amnesty program for second units built without permits that will provide a period for owners to make them legal.

**Implementation Program H-2.17.a Second Unit Amnesty**
Consider an amnesty program for second units that do not have permits in order to increase the legal housing stock. A specific period will be allowed for owners of un-permitted units to obtain permits for their units without incurring fines. Consider including the following provisions in an amnesty program:

a. Waiving permit fees.
b. Require second units that are granted amnesty to comply with the Housing Code.
c. Amendment to the Christmas Tree Hill overlay district as specified in CMC § 18.18.405(K) and 18.18.410 to exempt second units that are granted amnesty from the limit on the number of second units allowed in the district.

Goal H.3 Protect and enhance existing housing and community character.
Maintain the high quality of existing housing and blend well designed housing into established neighborhoods.

Policies and Implementation Programs:

Policy H-3.1

Develop and Implement Residential Design Guidelines.

**Implementation Program H-3.1.a Adopt Residential Design Guidelines**
Adopt and apply Residential Design Guidelines, applicable throughout the Town, with focused design approaches for specific residential neighborhoods, including Mariner Cove and Christmas Tree Hill. The Guidelines shall include sections
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focused on architecture, size and scale of structures, building materials and colors, landscaping, grading, views and similar development subjects.

Responsibility: Planning & Building Department
Financing: General Plan Maintenance Fund
Objective: Residential design guidelines
Timeframe: 2019

Implementation Program H-3.1.b Design Flexibility
Review and, as necessary, revise the Zoning Ordinance development standards to ensure flexibility and promote the use of innovative site planning and design solutions.

Responsibility: Planning & Building Department
Financing: General Plan Maintenance Fund
Objective: Residential design guidelines
Timeframe: Within 3 years

Policy H-3.2

Housing Design Principals. The intent in the design of new housing is to provide stable, safe, and attractive neighborhoods through high quality architecture, site planning, and amenities that address the following principals:

a. Reduce the Perception of Building Bulk. In multi-unit buildings, require designs that break up the perceived bulk and minimize the apparent height and size of new buildings, including the use of upper story step backs and landscaping. Create multi-family buildings that have the appearance of gracious single-family homes. Windows and doors, for example, are an important element of building design and an indicator of overall building quality.

b. Recognize Existing Street Patterns. Incorporate transitions in height and setbacks from adjacent properties to ensure development character and privacy. Design new housing so that it relates to the existing street pattern and creates a sense of neighborliness with surrounding buildings.

c. Enhance the "Sense of Place" by Incorporating Focal Areas. Design new housing around natural and/or designed focal points, emphasized through direct pedestrian/pathway connections. Respect existing landforms, paying attention to boundary areas and effects on adjacent properties.

d. Minimize the Visual Impact of Parking and Garages. Discourage home designs in which garages dominate the public facade of the home (e.g. encourage driveways and garages to be located to the side of buildings and recessed, or along rear alleyways or below the building in some higher density developments).

e. Use Quality Building Materials. Building materials should be high quality, long lasting, durable and energy efficient.

Implementation Program H-3.2.a: Housing Design Principals
Incorporate the principals of Policy H-3.2 in the Residential Design Guidelines.
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Responsibility: Planning & Building Department  
Financing: General Plan Maintenance Fund  
Objective: Residential design guidelines  
Timeframe: Within 3 years

Policy H-3.3

Residential Scale and Character. Ensure that new residential development and upgrades to existing residential development are compatible with existing neighborhood character and structures.

*Implementation Program H-3.3.a: Residential Scale and Character*

Require that new single-family, residential mixed-use, medium-density, and high-density residential development and upgrades to existing residential development are of high quality and in accordance with the Housing Chapter, Resource Conservation and Sustainability Chapter, and Community Design Chapter of the General Plan, and with Town adopted Design Guidelines.

Responsibility: Planning & Building Department  
Financing: General Plan Maintenance Fund  
Objective: Residential design guidelines  
Timeframe: Ongoing

Policy H-3.4

Preservation of Residential Units. The Town will seek to preserve the existing quantity of housing and will discourage the demolition of residential units that reduce the Town’s affordable housing stock or adversely affect the Town’s ability to meet its total housing requirements at all household income levels.

*Implementation Program H-3.4.a Preservation of Multi-family Rental Housing*

Review and, as necessary, revise the Zoning Ordinance to regulate the demolition of multifamily rental housing in order to conserve the existing multifamily rental housing stock.

Responsibility: Planning & Building Department  
Financing: General Plan Maintenance Fund  
Objective: Review and revise zoning ordinance  
Timeframe: Within 2 years

Policy H-3.5

Condominium Conversions. Except for limited equity cooperatives and other innovative housing proposals which are affordable to lower income households, the Town will conserve its existing multiple family rental housing by prohibiting conversions of rental developments to condominium ownership unless the effective vacancy rate for available rental units is more than 5%.
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*Implementation Program H-3.5.a: Condominium Conversion Ordinance*
Continue to enforce the condominium conversion Ordinance.

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**Policy H-3.6**

**Protection of Existing Affordable Housing.** The Town will strive to ensure that affordable housing provided through government subsidy programs, incentives and deed restrictions remains affordable over time, and intervene when possible to help preserve such housing.

*Implementation Program H-3.6.a: "At Risk" Units*
Continue to fund the Marin Housing Authority’s program, or other qualified entity’s program, to monitor at risk affordable units. Continue to work with the Marin Housing Authority, or other qualified entity, to identify assisted properties at risk of conversion to market rates and work with the property owners and/or other parties to ensure that they are conserved as part of the Town’s affordable housing stock.

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**Policy H-3.7**

**Protect and conserve the existing housing stock and existing residential areas.** Require owners to maintain their properties in good condition and appearance and to eliminate unsafe and unhealthy conditions. Protect residents and maintain the housing stock by enforcing the Zoning Ordinance and the Building, Housing, and Fire Codes for all types of residential units. The Town will encourage programs to rehabilitate viable older housing and to preserve neighborhood character and, where possible, retain the supply of very low- to moderate-income housing.

*Implementation Program H-3.7.a. Code Enforcement*
Continue Zoning, Building, and Fire Code enforcement to ensure compliance with development and maintenance regulations as well as health and safety standards.

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Implementation Program H-3.7.b: Rehabilitation and Energy Loan Programs.
Coordinate with the Marin Housing Authority, Marin Clean Energy, PG&E and Property Assessed Clean Energy (PACE) program operators to make available loan programs to eligible owner-and renter occupied housing.

Responsibility: Planning & Building Department
Financing: Staff time
Objective: Loans provided to rehabilitate very low and low income housing (8 loans in total, with 4 very low income and 4 low income)
Timeframe: Ongoing

Implementation Program H-3.7.c. Development in Flood Zones
Provide up-to-date information affecting housing development located in Special Flood Hazard Areas (SFHA) as identified by the Federal Emergency Management Agency (FEMA). Assist property owners to understand FEMA compliance requirements for housing located in flood zones.

Responsibility: Public Works Department, Planning & Building Department
Financing: Staff time
Objective: Provide information and assist homeowners
Timeframe: Ongoing

Goal H-4 Expand participation, coordination, and monitoring.
Encourage and enhance intergovernmental, public, and private cooperation to achieve an adequate supply of housing for all residents of the community and to develop funding for supporting programs.

Policies and Implementation Programs:

Policy H-4.1

Local Government Leadership. Affordable housing is an important Town priority. The Town will take a proactive leadership role in working with community groups, other jurisdictions and agencies, non-profit housing sponsors, and the building and real estate industry in following through on identified Housing Element implementation actions in a timely manner.

Implementation Program H-4.1.a Community Outreach
Prepare information and conduct outreach on housing issues. Coordinate with local businesses, housing advocacy groups, neighborhood groups, and the Chamber of Commerce in building public understanding and support for workforce and special needs housing. Consider the following topics and activities for inclusion the community outreach effort:
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Topics --
a. Housing needs.
b. Housing programs (second units, rental assistance, rental mediation, rehabilitation loans, etc.).
c. Fair Housing laws.
d. Second Unit Programs.
e. Town Anti-Discrimination Ordinance.
f. Town Reasonable Accommodation Ordinance.

Activities --
a. Provide written material at public locations (including social service centers and at public transit locations, where feasible) and on the Town's website.
b. Provide information to real estate professionals, property owners and tenants on their rights, responsibilities, and the resources available to address fair housing issues.
c. Work with local non-profit and service organizations to distribute information to the public.
d. Using materials from the Corte Madera Housing Element, provide information to improve awareness of housing needs, issues and programs (e.g., PowerPoint presentations; display; pamphlets; and fact sheets).
e. Fair Housing in-service training, press releases, direct contact with interest groups, and posting of fair housing laws, contacts and phone numbers.

Responsibility: Planning & Building Department
Financing: Staff time; application fees
Objective: Community meetings
Timeframe: Post information on website and provide written material at public locations within one year of Housing Element adoption. Annual outreach to local non-profits and service organizations.

Policy H-4.2

Community Participation in Housing and Land Use Plans. The Town will undertake effective and informed public participation from all economic segments and special needs groups in the community in the formulation and review of housing and land use issues.

Implementation Program H-4.2.a Neighborhood Meeting Procedures
Adopt Neighborhood Meeting Procedures that will encourage developers to have neighborhood meetings with residents early on as part of major development application process. Continue to require developers of major projects to have neighborhood meetings with residents early in the process to undertake problem solving and facilitate more informed, faster, and constructive development review.
5.0 GOALS, POLICIES & PROGRAMS

Policy H-4.3

Inter-Jurisdictional Planning for Housing. The Town will coordinate housing strategies with other jurisdictions in Marin County as appropriate to meeting the Town's housing needs.

**Implementation Program H-4.3.a Inter-jurisdictional Planning**
Collaborate with Marin County jurisdictions on inter-jurisdictional efforts to plan for and provide housing. Continue to implement agreed-upon best practices, shared responsibilities, and common regulations to respond to housing needs within a countywide framework.

| Responsibility: | Planning & Building Department |
| Financing:       | Staff time                     |
| Objective:       | Effective, efficient response to housing needs |
| Timeframe:       | As opportunities arise         |

Policy H-4.4

Organizational Effectiveness. Recognizing that there are limited resources available to the Town to achieve housing goals, the Town will seek ways to organize and allocate staffing resources effectively and efficiently to implement the programs of the housing element.

**Implementation Program H-4.4.a Planning & Building Department**
The Town Planning and Building Department will continue to exercise lead responsibility for implementing and coordinating housing policy and programs in Corte Madera. The Planning and Building Department will continue to report to the Town Manager and will provide staff support to the Planning Commission and Town Council for housing policy.

| Responsibility: | Planning & Building Department |
| Financing:       | Staff time                     |
| Objective:       | Effective housing programs     |
| Timeframe:       | Ongoing                        |

Policy H-4.5

Local Funding for Affordable Housing. The Town will seek ways to reduce housing costs for lower income workers and people with special needs by continuing to utilize local, state and federal assistance to the fullest extent to achieve housing goals and by increasing ongoing local resources.
5.0 GOALS, POLICIES & PROGRAMS

Implementation Program H-4.5.a Staff Responsibilities
Planning and Building Department staff will continue to work with community and elected leaders to identify potential revenue sources, establish funding criteria, and develop administrative procedures for developing and implementing local sources of funding (enhanced by other sources where possible) to support local affordable housing initiatives.

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Policy H-4.6

Affordable Housing Fund. Continue to implement and augment the Housing Trust Fund for the purpose of creating a permanent source of funding for affordable housing.

Implementation Program H-4.6.a Affordable Housing Fund
Continue to Implement the Town's Affordable Housing Fund Ordinance and Operating Procedures. Explore other streams of financing to add to or match these funds. If additional funding sources are identified, establish administrative guidelines for land acquisition for affordable housing capital improvements for affordable housing developments and for other implementation actions.

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Policy H-4.7

Housing Element Monitoring, Evaluation and Revisions. The Town will establish a regular monitoring and update process to assess housing needs and achievements, and to provide a process for modifying policies, programs and resource allocations as needed in response changing conditions.

Implementation Program H-4.7.a Housing Element Review
Provide opportunities for public input and discussion, in conjunction with State requirements for a written review by April 1 of each year. (Per Government Code Section 65400). Based on the review, establish annual work priorities for staff, Planning Commission and Town Council.

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5.0 GOALS, POLICIES & PROGRAMS

Timeframe: Ongoing

_Implementation Program H-4.7.b  Housing Element Update_

Undertake housing element updates as needed, in accordance with State law requirements.

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