

Appendix 6- Housing Action Plan (HAP) Action Table

#	HOUSING ACTION
2. Housing Market and Needs	
2.1	<p>Property Owner Outreach</p> <p>Conduct targeted outreach to property owners in the Transformational Areas identified by the HAP and communities in the Neighborhood Action Plans to learn why they may leave a site undeveloped or underutilized. Explain any applicable incentives or programs the City offers that may assist the property owner with developing the site.</p>
2.2	<p>Implementation Tracking on City's Website</p> <p>The city will enhance its online monitoring of the Housing Element Program and Action Plan implementation and provide more frequent status updates, a list of resources and links, contacts, workshops, and hearing materials, and any quantitative information. This online monitoring will be built from the City's required annual progress reports to accurately assess program success.</p>
2.3	<p>Task Force</p> <p>Create a task force of City, stakeholders, business, and regional partners to explore identified struggling commercial corridors in the City and propose actions that could include analysis of existing factors, partners, business and housing opportunities, and residential feedback. Corridors can include Martin Luther King/Charter Way, Main Street, Wilson Way, and others. The group could explore starting a comprehensive corridor redevelopment strategy in the central area of a community is a wise choice. The attention to the downtown area and central city, along with corridors and urban villages, allowed for the concentration of resources and a phased approach to redevelopment, creating synergies between the urban villages and commercial corridors. The group could explore.</p> <ul style="list-style-type: none"> • Improving the image and identification of the corridor • Recruiting new businesses and reducing vacancies • Improving street and alley lighting • Improving transit opportunities and conditions, including bus stops • Improving safety and security • Improving maintenance of infrastructure, including streets, alleys, and sidewalks • Increasing the mix of land uses • Upgrading basic streetscapes in some areas and better maintaining existing streetscape in other areas

<p>2.4</p>	<p>Market City Land</p> <p>The City must market available land to affordable housing developers in accordance with the Surplus Land Act. It can also consider relocating public uses to make sites available for affordable housing, particularly in high-resource areas. Collaborating with other public agencies is important.</p>
<p>2.5</p>	<p>Maintain Prohousing Designation</p> <p>The City shall strive to maintain its State Prohousing Designation to enhance its chances of remaining competitive for State funding grant programs in housing, transportation, infrastructure, and land use.</p>
<p>2.6</p>	<p>On-Going Financial Assistance</p> <p>Should the City be unable to reduce upfront costs, the City should explore ongoing financial assistance for rehabilitated buildings for residential use. These ongoing cost savings are intended to incentivize development and reduce the time needed to break even and profit from a reuse project. Ongoing options could include:</p> <ul style="list-style-type: none"> • Tax reductions • Fee reductions for tenants • Fee deferrals
<p>2.7</p>	<p>Balance Requirements and Incentives to Encourage Income Diversity in Housing Projects</p> <p>The city could explore the following options to facilitate the production of housing projects that includes income diversity. This will also align with areas of the City identified in the Citywide Displacement study as being areas most likely to suffer from Gentrification and Displacement impacts</p> <ul style="list-style-type: none"> • Establish a mixed-income ordinance that requires housing projects to provide housing diversity and/or affordability diversity (i.e., 70% market, 30% affordable to low/very low income). In addition to the standards, outline possible waivers that would allow flexibility in the requirement should the project provide some public benefit or fee. This can include land dedication for housing or civic uses, payment of in-lieu and linkage fees, or other public benefits provided by the project. • Create informational handouts to educate developers on the benefits made available for projects that demonstrate housing and income diversity.
<p>2.8</p>	<p>Explore Options for Rental Assistance Programs</p> <p>The City will research affordable alternatives to up-front payments such as low- or no-interest loans, grants, and supportive services to reduce housing barriers for all residents. This includes the exploration of a Fair Chance Ordinance limiting the use of criminal records by landlords when screening tenants.</p>

2.9	<p>Tenant-Based Housing Choice Vouchers</p> <p>The City, with assistance from the Housing Authority, will explore Housing Choice Vouchers (HCVs) to provide affordable housing options for very low- and extremely low-income households in Stockton. This will include implementing Small Area Fair Market Rents, a Landlord Incentive Program based on federal funding, and providing landlord education on program benefits. The City will also consider other best practices to encourage new landlords to participate.</p>
2.10	<p>Ownership Protection Programs</p> <p>The City shall promote and expand programs that support existing homeowners in affording and maintaining their homes, including home repairs and foreclosure prevention, focusing on people of color and vulnerable populations, such as low-income households, the elderly, and people with disabilities. This includes resources and tools for ownership kept on the City's website.</p>
2.11	<p>Historic Preservation Fund</p> <p>Promote funding sources for historic preservation, such as California's Mills Act Property Tax Abatement Program, Federal Historic Preservation Tax Incentives Program, and State Historic Rehabilitation Tax Credit Program. These incentivize the rehabilitation and protection of historic resources in the Study Area.</p>
2.12	<p>Increase Regulatory Incentives</p> <p>The City shall work with developers and other stakeholders on replicable site plans or architectural plans to reduce pre-development costs and expedite the planning approval process for a variety of ADA-accessible housing types that could include:</p> <ul style="list-style-type: none"> • Enhanced typologies • State Approved Designs (modular, etc.) • Pre-Approved duplexes, triplexes, fourplexes, bungalow courts, and • Other workforce housing types, that can be used throughout the City.
2.13	<p>Mitigation and Linkage Fees</p> <p>The city should explore additional financing options that include:</p> <ul style="list-style-type: none"> • Establishment of a dedicated housing production fund that could be used to leverage other funding or be applied directly to qualified housing projects or efforts. The city could work with partners to match funds for new development or help offset the upfront cost of leasing or first-time home-buying programs. • Apply housing mitigation fees for discretionary projects that impact housing demand. • Any fee would require a nexus study prior to adoption to indicate impacts, costs, and anticipated exaction. • New commercial or industrial development to meet the housing demand they generate, particularly the need for affordable housing for lower-income workers. • Project seeking waivers to various standards or fees.

<p>2.14</p>	<p>Inclusionary Housing</p> <p>Explore the strategic use of inclusionary housing for projects to provide more diversity in housing choices. This can be applied on a case-by-case review for projects seeking discretionary review, Development Agreement, or financial assistance and include the following options:</p> <ul style="list-style-type: none"> • Require inclusionary for select areas or when a project requires discretionary approval. Discretionary approvals can include tentative subdivision maps, Master Plans, Specific Plans, Planned Developments, general plan changes and/or zoning designation, annexation, development agreements, and financial assistance or fee waivers for items unrelated to housing. • Require a percentage of residential land be higher-density housing • Require a percentage of residential units to be set aside for various income groups • Require dedication of land to the City for affordable housing-related projects • Allow waiver of the required land/units through the payment on an inclusionary in lieu fee that could be applied to future housing projects. • Allow waiver of the required land/units/ dedication/fees for other items that provide additional support to residents (parks, civic uses, job training)
<p>2.15</p>	<p>Funding Partners</p> <p>Partner with the State for new dedication of State resources A. Refers to the CA Auditor’s report that calls for real coordination of resources between State funding agencies and between the State and Local jurisdictions and more efficient use of capital subsidies.</p>
<p>2.16</p>	<p>Increase Homeowners Programs in Areas of Low Ownership</p> <p>The City shall target outreach on homeownership programs and other housing opportunities to residents in areas at risk of displacement and gentrification and to populations historically excluded from homeownership by discriminatory mortgage lending practices.</p>
<p>2.17</p>	<p>First-Time Homebuyer Assistance</p> <p>The City shall seek resources for local down payment assistance programs and continue to apply for funding to support first-time homebuyer assistance programs. Available funding programs currently include the following: CalHome First-time Homebuyer Mortgage Assistance Program (CalHome), Building Equity and Growth in Neighborhoods Program (BEGIN), and Mortgage Credit Certificate Program (MCC). The City shall work with service providers and identify community partners to market these homeownership programs to residents in areas at risk of displacement and gentrification and to populations that have historically been excluded by discriminatory mortgage lending practices.</p>

<p>2.18</p>	<p>Down-payment Assistance.</p> <p>Work with San Joaquin County to conduct targeted outreach on the San Joaquin County to renters in the Study Area to provide down-payment assistance to interested and eligible lower-income, first-time homebuyers. This includes community-based organizations (CBOs) and other potential community partners that are working with interested low-income community members to develop new forms of community-driven, collective ownership models and wealth-building strategies for lower-income residents (e.g., co-op housing, community land trusts) to identify ways the City can support these efforts. The City shall work with communities at-risk of displacement to evaluate these ownership models.</p>
<p>2.19</p>	<p>Local Financing for Affordable Housing</p> <p>The City shall study the feasibility of developing local financing strategies to help finance affordable housing. Some options could include reviewing and evaluating the viability of creating a public bank to help finance affordable housing, among other public goals, and forming a consortium of locally serving banks to develop a source of capital for residential builders who agree to target their housing product to the needs of the local economy.</p>
<p>2.20</p>	<p>Land Acquisition Assistance</p> <p>Commit to a meaningful expansion of community ownership through preservation housing acquisition which opens opportunities for community control of land and housing, meaningful tenant protections, and strong tenant participation.</p>
<p>2.21</p>	<p>Support Condominium Conversions for Low-Income Ownership</p> <p>To increase ownership opportunities in areas with low ownership and vacant land for new home sales, the city should partner with groups to explore converting the apartment and multi-unit residential properties into condominiums for residents to lease to own or purchase outright. The proposals would include owner participation, possible land acquisition, building review, and legal review</p>
<p>2.22</p>	<p>Community Land Trusts</p> <p>Explore the option of land trust with property owners, stakeholders, and nonprofits in the communities. The City can provide information to these groups via the Internet and mail notices and attend community functions to spread education and awareness for groups interested in the concept.</p>
<p>2.23</p>	<p>Possible Rent Escrow Programs</p> <p>The City shall explore the feasibility and implementation of the Rent Escrow Account Program. If implementing an ordinance is deemed infeasible or ineffective, the City shall coordinate with stakeholders to identify alternative approaches to addressing the needs of tenants.</p>

<p>2.24</p>	<p>Workforce Training</p> <p>The City shall support efforts to connect low-income residents with financial empowerment resources, homeownership programs, small business assistance, living wage jobs, and workforce training resources and services. A list of these resources shall be placed on the City's website. This includes working with local high school districts, higher educational institutions, related non-profit agencies, and representatives of the building trades through the creation and regular convening of a taskforce to do outreach and educate youth on construction job options and benefits, develop training pathways and system coordination, and enhance programs to ensure sufficient, local skilled labor within our region.</p>
<p>2.25</p>	<p>Rental Home Inspection</p> <p>The City will explore the implementation of a Rental Housing Inspection Program. Building inspectors will inspect rental properties for compliance with building codes and safety standards. Corrective notices will be issued. The City will annually report the number of units inspected, violations found, and actions taken. Community-based organizations will provide education on the program to tenants and landlords.</p>
<p>2.26</p>	<p>School Districts</p> <p>Work with School districts to explore:</p> <ul style="list-style-type: none"> • Fee waivers for affordable housing. • Available land for housing and civic uses. • Educational options for underserved areas. • Additional after-hour programs for childcare and job training. • Joint-Use Agreements for job training and use of facilities.
<p>3. Housing Supply</p>	
<p>3.1</p>	<p>Property Owner Outreach</p> <p>Conduct targeted outreach to property owners in the Transformational Areas identified by the HAP and communities in the Neighborhood Action Plans to learn why they may leave a site undeveloped or underutilized. Explain any applicable incentives or programs the City offers that may assist the property owner with developing the site.</p>
<p>3.2</p>	<p>Increase Base Densities</p> <p>Consider increasing the allowable maximum base density on sites positioned for low-rise multifamily residential development. Aim to provide a base density that is in line with the current industry standard for market rate garden style multifamily development of around 30 du/a or more. This would allow developers to build rental housing that is consistent with existing development in the area without the need for discretionary approvals or incorporation of income-restricted units. Note, however, that achievable densities are also limited by consumer expectations.</p>

<p>3.3</p>	<p>Lot Consolidation</p> <p>In some cases, the priority sites are comprised of multiple sites. The City should work to facilitate lot consolidation to provide site control.</p>
<p>3.4</p>	<p>Missing Middle Demonstration</p> <p>Work with property owners of sites seven and nine to facilitate construction of missing middle housing demonstration projects. This may include coordination and streamlining for project design, planning, and approval.</p>
<p>3.5</p>	<p>Fee Waivers and Deferrals</p> <p>While the funding gaps associated with new multifamily residential construction are typically larger than the fee burdens imposed by the City of Stockton, fee waivers or deferrals may contribute to improved financial feasibility. In locations where the required infrastructure already exists with adequate capacity, consider providing fee credits, waivers, and/or deferrals to reduce development costs.</p>
<p>3.6</p>	<p>Annexations</p> <p>Amend the General Plan and Municipal Code (Title 16) to grant staff flexibility in processing annexations that may require the inclusion of Disadvantaged Unincorporated Communities (DUC) and Unincorporated Island Communities (“County Islands”).</p> <p>Staff will continue to explore options with the County and LAFCO for the orderly annexation of these areas. This process could include the following process:</p> <ul style="list-style-type: none"> • Parcel and Land-Use Survey: This includes an analysis of all properties, land uses (zoning), and existing uses (current use of property) for all parcels within the Unincorporated Islands and Disadvantage Unincorporated Communities (DUC). • Impact Studies: Staff would seek assistance from qualified professionals to conduct studies that could include Fiscal Impact Analysis, Economic Impact Analysis, Standards of Coverage analysis, and others when needed. The cost of this type of analysis can be between \$20,000 to \$30,000 dollars per Island and Disadvantaged Unincorporated Community. • Coordination with Regional Partners: This can include County and Council of Government coordination for infrastructure improvements, levels of services, tax sharing agreements, and eventual processing. • Public Outreach: Once a land inventory, fiscal impact analysis, and regional partnerships can be better understood, Staff would seek community feedback and present the pros and cons of an annexation request to the existing county residents. While their support is not required per Lafco policy, Staff would seek their support and understanding to minimize potential impacts (upfront and ongoing costs) and seek additional infrastructure financing options that require owner approval (i.e., assessment district). • Hearing Reports: This includes a formal review by the City with neighborhood meetings, Planning Commission review, City Council approval, and Lafco submittal. This could include a Memorandum of Understanding (MOU), Joint-Powers Authority, or other form of mutual agreement for the processing and annexation of these areas.

<p>3.7</p>	<p>Low-Cost Mezzanine Debt</p> <p>Consider offering low-cost mezzanine debt to bridge the funding gap between debt and traditional construction and permanent debt sources.</p>
<p>3.8</p>	<p>Tax Credit Affordable</p> <p>In some cases, development may be accelerated through pursuit of tax-credit financing for deed restricted affordable housing. However, the City would like to see more market rate development in key locations recognizing the goals of avoiding the overconcentration of poverty and promoting economic development.</p>
<p>3.9</p>	<p>Actively Market Opportunities</p> <p>Recognizing that many of these sites are well positioned for development but are constrained by recent increases in construction costs and financial performance expectations (i.e., cap rates), BAE recommends that the City continue active dialogue with local and regional developers regarding these sites to develop interest in anticipation of future interest and cap rate decreases.</p>
<p style="text-align: center;">4. The Development Process</p>	
<p>4.1</p>	<p>Enhanced Neighborhood Planning</p> <p>Support neighborhood efforts to create and implement Specific Plans, Commercial Corridor Action Plans, and additional community plans and strategies that address housing needs. The City shall work to conduct neighborhood-level planning with residents to develop responsive engagement and investment strategies that ensure meaningful and equitable participation and anti-displacement solutions in areas targeted for inclusive economic and community development. Infrastructure and California Environmental Quality Act (CEQA) analysis should be conducted to facilitate and reduce the length and cost of the development review process.</p>
<p>4.2</p>	<p>Developer Outreach</p> <p>Hold a symposium or a series of meetings with local and regional housing developers and landholders to discuss opportunities and barriers to housing development. Provide resource education on City programs which may incentivize development. Work to remove barriers mentioned in the meetings within the City's jurisdiction.</p>
<p>4.3</p>	<p>Neighborhood Metrics</p> <p>Explore data and community health metrics within each of City's 15 defined neighborhood areas, to identify best practices to improve sustainability and ensure equal access to services and opportunities in these neighborhoods. Metrics can include percentage of housing diversity and income affordability, proximity to civic services, education facilities, and employment, and needed goods.</p>

<p>4.4</p>	<p>Regional Analysis of Impediments to Fair Housing</p> <p>The City shall continue to participate in a regional collaborative approach to analyzing and addressing fair housing issues through the five-year review and update of the regional Analysis of Impediments to Fair Housing Choice. The City shall take affirmative actions to further fair housing choice in the City by implementing the solutions developed in the Regional Analysis of Impediments to Fair Housing Choice (AI) to mitigate and/or remove fair housing impediments.</p>
<p>4.5</p>	<p>Corridor Revitalization</p> <p>The City should consider zoning amendments to increase the usability of commercial and residential corridors of importance in the City and surrounding areas. These changes should assist in the revitalization of these corridors with the following practices.</p> <ul style="list-style-type: none"> • Deter land uses and businesses that negatively impact the area or already have an overconcentration in the area. If the uses cannot be discouraged, include development standards that enhance the surrounding area and mitigate negative impacts from the use. An example is enhanced landscaping, lighting, and screening walls designed for outdoor equipment storage. • Add standards that buffer sensitive uses from noxious or intense uses (e.g. protect residential areas from industrial uses). This should include standards to mitigate excessive or unpleasant noise, lighting, vibration, and odors. • Deter traffic patterns that impact negatively or disproportionately impact those areas (example are area with heavy freight traffic). • Identify areas with possible contamination from pipelines, brownfields, or illegal dumping. • Continue to explore design standards to enhance aesthetics, reflect the corridors' history, and contribute to a sense of place.
<p>4.6</p>	<p>City Initiated Zoning Code Amendments</p> <p>The City will explore an annual city-initiated zoning map and code updates to help rezone and make regulatory changes that help communities and owners at the City's expense. These changes would occur once a year and at the City's expense. Proposed changes must align with General Plan policies and not impact on the surrounding uses.</p>
<p>4.7</p>	<p>Increase Densities to Increase Ridership</p> <p>Since effective transit ridership typically relies on higher densities (around 16 units/acre) to ensure enough residents for ridership, the City should look to increase housing densities along transit corridors and urban areas to allow densities of a minimum 16 units/acre to facilitate high densities that could lead to more housing units and increase ridership.</p>

<p>4.8</p>	<p>Increase Regulatory Incentives</p> <p>The City should explore more market-driven zoning code reform as illustrated in the Housing Element:</p> <ul style="list-style-type: none"> • Density allowances to spur development. • Infill standards that streamline and add flexibility to aid in developing smaller lots (5 acres and below). • Environmental Streamlining through enhanced performance measures. • Create requirements for new development to provide a percentage of high-density housing and possible waivers for projects that provide defined public benefit.
<p>4.9</p>	<p>Historic Preservation Fund</p> <p>Pursue and promote historic preservation funding sources, such as the California Mills Act Property Tax Abatement Program, Federal Historic Preservation Tax Incentives Program, and State Historic Rehabilitation Tax Credit Program, to incentivize the rehabilitation and protection of historic resources in the Study Area.</p>
<p>4.10</p>	<p>Housing for Large Households</p> <p>Update the Development Code to allow deviations from development and design standards for multifamily and mixed-use residential projects that include at least 10 percent large units (three bedrooms or more) of the total units. Deviations may include reduced parking standards, reduction in setbacks, or reductions in landscaping requirements, among others.</p>
<p>4.11</p>	<p>Conversions to Affordable Housing</p> <p>The City shall explore new strategies to convert abandoned and blighted properties into affordable housing.</p>

Homeless Protections

Work with the Economic Development Department to use funding received from the California Interagency Council on Homelessness, and other resources, to create affordable housing options for residents experiencing or at risk of homelessness, through the following actions:

- Partner with qualified developers in the development of future rounds of a Homekey project funding applications. for Round 3 of State funding.
- Establish a Motel Voucher program.
- Offer financial support to developers that include housing options for extremely low-income residents, including subsidized units and/or single-room occupancy-living units.
- Partner with community and nonprofit organizations to connect persons experiencing or at risk of homelessness with caseworkers.

4.12

Develop a homeless outreach that includes members with a variety of specialties (e.g., mental health, medical services, family services) to connect homeless residents with supportive services.

- Offer transportation to the Navigation Center, or other Stockton Shelter programs, for interested individuals and families.
- Analyze and strengthen, if necessary, active transportation connections to the Navigation Center.
- Use funding received from the California Interagency Council on Homelessness to implement the Local Homeless Action Plan.
- Establish a local community working group to regularly meet with residents to identify and prioritize needed improvements in public infrastructure, such as larger sidewalks and bike infrastructure.

Encourage Co-Living Facilities

The City shall encourage micro-unit housing in combination with significant shared community space and new shared and intergenerational housing models to help meet the housing needs of aging adults, students, and lower income individuals and families. The City will partner with regional groups and educational institutions to explore potential partnerships and builders who specialize in providing and/or operating this type of housing. This can include the creation of a Single Room Occupancy (SRO) ordinance to provide standards and seek funding and other resources for the rehabilitation and creation of SRO units.

4.13

Movable Tiny Homes as ADUs

The City shall consider amending the Planning and Development Code to allow movable tiny homes to be considered an ADU.

4.14

Overconcentration of Non-Urban Uses

The city should explore restrictions in specific corridors and redevelopment areas to prohibit the use of businesses that may impede future redevelopment. A market study should be conducted in coordination with business representatives and property owners, but land uses or businesses for consideration to minimize overconcentration could include Auto parts stores, New/Used car sales, Gas stations, Payday (short-term) lending, and Pawn shops).

4.15

<p>4.16</p>	<p>Mixed Income Housing Ordinance</p> <p>The City shall explore the use of a mixed income housing ordinance and conduct an economic feasibility study to guide any, including considering an inclusionary housing component. The City will engage a broad range of stakeholders to ensure a variety of voices and interests are heard and considered. Based on the findings of the evaluation and the study, the City shall consider amendments to the ordinance to increase the amount of affordable housing built in the City while ensuring the requirements do not constrain overall housing production.</p>
<p>4.17</p>	<p>Permit Review Times</p> <p>Continue to explore methods to further reduce the expense and uncertainty associated with the Planning and Building Permit Process through the ongoing communication with housing developers, other stakeholders, and the City's Dev Stat Review Team. The Dev Stat team for form in 2021 consists of City Staff meeting routinely to explore ways to reduce review times for entitlement and construction permits. Some options that are currently being explored by this team include:</p> <ul style="list-style-type: none"> • Enhanced materials prior to submittal for entitlement • Possible waiver of entitlements • Additional Staffing resources (consultants)
<p>4.18</p>	<p>Development Review Process</p> <p>Work with various City departments to expedite the development review process for applications that include housing in the Downtown Core and areas within the Neighborhood Action Plans. Identify one point of contact at the City that will serve as the main contact for the project during the City's development review process.</p>
<p>4.19</p>	<p>Historic Project Development Review and Fees.</p> <p>Work with the Housing Division to create a historic resource rehabilitation program that includes expedited review and reduced fees for housing projects that include historic resources in the Study Area.</p>
<p>4.20</p>	<p>Fee Deferral Program</p> <p>Explore the feasibility of a CDD fee deferral program for housing and mixed-use projects located in the Greater Downtown Area and the three Neighborhood Study Areas (Cabral/ East Cabral, Little Manila/Gleason Park, and South Airport Corridor). This program should be monitored for efficacy and sunset after ten years.</p>

CABRAL/EAST CABRAL STATION AREA IMPLEMENTATION MATRIX

ACTION	DESCRIPTION
1.1	Extend Permit and Entitlements “Active” Period. Expand the “active” period for permits and entitlements in the Cabral/East Cabral Station Area from 12 months to 24 months.
1.2	Economic Development Programs. Optimize existing economic developments programs the City already has in place to better align with the Neighborhood Action Plan.
1.3	Public Facilities Fees. Support the Public Facilities Fees Nexus Study which will determine if the fees collected by the City are the right amount for the City of Stockton. The Nexus Study is currently in the process as of September 2023.
1.4	Vacant and Underutilized Sites Inventory. Create and regularly update a searchable/digital inventory of vacant and/or underutilized sites in the Study Area. Use the inventory list to conduct targeted property owner outreach, as described in Action 1.5.
1.5	Property Owner Outreach. Conduct targeted outreach to property owners in the Study Area to learn why they may be leaving a site undeveloped or underutilized. Describe any applicable incentives or programs the City offers that may assist the property owner with developing the site.
1.6	Land Banking. Pursue opportunities for acquisition and disposition of land that can be used for residential and/or mixed-use projects.
1.7	City Staff Support. Explore the feasibility of expanding capacity by adding City staff or seeking staff services through consultants to implement the actions included in the Neighborhood Action Plan, if additional staff support is needed.
2.1	Housing for Large Households. Encourage projects that provide large units (three bedrooms or more) to incentivize the creation of housing for large households.

ACTION	DESCRIPTION
2.2	Multi-Generational Housing. Explore changes to City codes and regulations to support multigenerational housing.
2.3	Homeownership Education. Collaborate with local community organizations to distribute materials and conduct educational efforts centered on homeownership education in the Study Area.
2.4	Down-payment Assistance. Work with San Joaquin County to conduct targeted outreach on the San Joaquin County Gap Loan Program to renters in the Study Area to provide downpayment assistance to interested and eligible lower-income, first-time homebuyers.
3.1	Transit-Oriented Development Feasibility Study. Analyze opportunities for transit-oriented development in the Cabral/East Cabral Station Study Area, including parking capacity, regulatory incentives, financial feasibility, funding opportunities, and conceptual design options.
3.2	Transit-Oriented Development Funding. Partner with transit agencies to pursue funding for transit-oriented development.
3.3	Downtown Stockton Multimodal Transportation Network and Land Use Compatibility Action Plan. Identify opportunities to support the Downtown Stockton Multimodal Transportation Network and Land Use Compatibility Action Plan.
3.4	Train Station Parking Structure. Work with the San Joaquin Regional Rail Commission to support development of a parking structure near the Robert J. Cabral train station to reduce the need for on-site parking in new housing developments near the train station, lower development costs, and serve train commuters.
3.5	Stockton Diamond Project. Support San Joaquin Regional Rail Commission's efforts to secure additional state, federal, and local funding to complete improvements contributing toward the enhancement of the surrounding area or that provide other community benefits.
3.6	Incubator Space. Collaborate with the San Joaquin Regional Rail Commission and local institutions to create an incubator/permanent retail space at the Robert J. Cabral train station for entrepreneurs to provide services and micro-retail opportunities for rail commuters and neighborhood residents.

ACTION	DESCRIPTION
3.7	Stocked Full of Produce Program. Conduct targeted outreach to store owners in the Cabral/East Cabral Station Area Study Area to ensure they are aware of the program’s benefits. Explore partnerships with community-based organizations to support healthy produce being sold in local retail establishments.
3.8	Healthcare Accessibility and Employment. Collaborate with healthcare organizations to expand access to health services within or near the Cabral/East Cabral Station Study Area and explore housing opportunities for resident doctors and other healthcare professionals.
3.9	Downtown Wayfinding. Develop a wayfinding plan for Downtown Stockton to connect residents, employees, and visitors with the Robert J. Cabral train station and the Downtown Transit Center.
3.10	Alternative Modes of Transportation. Collaborate with local organizations to establish a community working group to meet regularly with residents to identify and prioritize needed infrastructure and programming that supports alternative modes of transportation, such as walking, biking, and taking the bus.
3.11	Bicycle and Car Share. Coordinate with stakeholders to place bike and car-share in key locations to improve active transportation options and support first and final-mile connectivity for neighborhood residents and commuters.
3.12	Conquering the Digital Divide. Pursue funding and partnerships to expand the City’s Fiber Optic Infrastructure to help provide reliable digital access to residents in the Study Area.
3.12	Miner Avenue Streetscape – Phase II. Pursue funding for a “Phase II” of the Miner Avenue Complete Streets project, extending eastward from the Union Pacific Railroad tracks to Wilson Way.
3.14	East Channel Street Streetscape Connectivity Project. Identify funding and partnership opportunities to support efforts to convert Channel Street into a premiere pedestrian corridor.
3.15	Main Street Complete Streets Project. Identify funding and partnership opportunities to support Public Works’ Main Street Complete Streets project.

ACTION	DESCRIPTION
4.1	Environmental Site Assessments. Conduct Phase I and/or Phase II environmental site assessments for vacant and underutilized sites in the Cabral/East Cabral Station Area Study Area.
4.2	Financing Districts. Evaluate the feasibility and benefits of adopting a financing district for the Cabral/East Cabral Station Area Study Area to support the development of housing and neighborhood revitalization.
4.3	Residential Upgrades. Continue to offer solar installation, energy and water-efficiency upgrades, drought tolerant landscaping, and tree planting services to residents within the Study Area. Collaborate with Stockton Rising to inform residents of the program’s benefits.
4.4	Owner-Occupied Rehabilitation Program. Conduct targeted outreach in the Study Area for the Single-Family Rehabilitation Program, which provides qualified homeowners with financial assistance to complete substantial interior and exterior repairs.
4.5	Façade Improvement Forgivable Loan Program. Study the feasibility of expanding the City’s façade improvement forgivable loan program, which currently helps fund exterior renovations of commercial buildings to also fund façade renovations of residential buildings.
4.6	Sidewalk Repair and Gaps. Pursue funding to assist property owners with repair and installation of sidewalks in portions of the Study Area identified in Appendix A as “no sidewalk” or “needs repair.”
4.7	Community Development “Review List” Materials. Prepare marketing materials that highlight common improvements and costs associated with development such as repair of sidewalks, paved parking areas, etc.
4.8	Neighborhood Identity. Work with community stakeholders to establish a process for identifying “East Cabral” identity, building upon commonly used neighborhood names, history, arts, murals, and other defining features.

LITTLE MANILA/GLEASON PARK IMPLEMENTATION MATRIX

ACTION	DESCRIPTION
1.1	Encourage Site Assembly. Explore the feasibility of reducing or eliminating the “lot merger” and “lot line adjustment” fees in the Little Manila/Gleason Park Study Area for a three year period.
1.2	Economic Development Programs. Optimize existing economic developments programs the City already has in place to better align with the Neighborhood Action Plan.
1.3	Extend Permit and Entitlements “Active” Period. Expand the “active” period for permits and entitlements in the Little Manila/Gleason Park Study Area from 12 months to 24 months.
1.4	Public Facilities Fees. Support the Public Facilities Fees Nexus Study which will determine if the fees collected by the City are the right amount for the City of Stockton. The Nexus Study is currently in the process as of September 2023.
1.5	Vacant and Underutilized Sites Inventory. Create and regularly update a searchable/digital inventory of vacant and/or underutilized sites in the Study Area. Use the inventory list to conduct targeted property owner outreach, as described in Action 1.6.
1.6	Property Owner Outreach. Conduct targeted outreach to property owners in the Study Area to learn why they may be leaving a site undeveloped or underutilized. Describe any applicable incentives or programs the City offers that may assist the property owner with developing the site.
1.7	Land Banking. Pursue opportunities for acquisition and disposition of land that can be used for residential and/or mixed-use projects.
1.8	City Staff Support. Explore the feasibility of expanding capacity by adding City staff or seeking staff services through consultants to implement the actions included in the Neighborhood Action Plan, if additional staff support is needed.

ACTION	DESCRIPTION
2.1	Commercial Neighborhood Rezoning. Rezone properties currently zoned as Commercial General in the Little Manila/Gleason Park Study Area to Commercial Neighborhood and explore hybrid commercial industrial zoning regulations to encourage and support housing in transitioning industrial areas along Mormon Slough.
2.2	Housing for Large Households. Encourage projects that provide large units (three bedrooms or more) to incentivize the creation of housing for large households.
2.3	Multi-generational Housing. Explore changes to City codes and regulations to support multigenerational housing.
2.4	Homeownership Education. Collaborate with local community organizations to distribute materials and conduct educational efforts centered on homeownership education in the Study Area.
2.5	Down-payment Assistance. Work with San Joaquin County to conduct targeted outreach on the San Joaquin County Gap Loan Program to renters in the Study Area to provide down-payment assistance to interested and eligible lower-income, first-time homebuyers.
3.1	Mormon Slough Plan. Explore the feasibility of creating a plan for Mormon Slough that addresses the needs of the community. The plan process should include a housing strategy, workforce development, and extensive community outreach and collaboration with service providers for the unhoused in the area. The plan may include recreational uses along the slough, such as a bike and/or walking trail, residential and/or commercial development, and other features prioritized by the community.
3.2	Transit-Oriented Development Feasibility Study. Analyze opportunities for transit-oriented development in the Little Manila/ Gleason Park Study Area, including parking capacity, regulatory incentives, financial feasibility, funding opportunities, and conceptual design options.
3.3	Transit-Oriented Development Funding. Partner with transit agencies to pursue funding for transit-oriented development.

ACTION	DESCRIPTION
3.4	Stockton Diamond Project. Support San Joaquin Regional Rail Commission’s efforts to secure additional state, federal, and local funding to complete improvements contributing toward the enhancement of the surrounding area or that provide other community benefits.
3.5	Stocked Full of Produce Program. Conduct targeted outreach to store owners in the Little Manila/Gleason Park Study Area to ensure they are aware of the program’s benefits. Explore partnerships with community-based organizations to support healthy produce being sold in local retail establishments.
3.6	Bicycle and Car Share. Coordinate with stakeholders to place bike and car-share in key locations to improve active transportation options and support first and final-mile connectivity for neighborhood residents and commuters.
3.7	Alternative Modes of Transportation. Collaborate with local organizations to establish a community working group to meet regularly with residents to identify and prioritize needed infrastructure and programming that supports alternative modes of transportation, such as walking, biking, and taking the bus.
3.8	Conquering the Digital Divide. Pursue funding and partnerships to expand the City’s Fiber Optic Infrastructure, to help provide reliable digital access to residents in the Study Area.
3.9	Connect Study Area to Downtown. Explore options to better connect the Little Manila/Gleason Park Study Area with Downtown Stockton.
3.10	Amtrak Station. Pursue funding for the planning and construction of connectivity and public realm improvements to the San Joaquin Street Amtrak Station.
4.1	Environmental Site Assessments. Conduct Phase I and/or Phase II environmental site assessments for vacant and underutilized sites in the Little Manila/ Gleason Park Study Area.
4.2	Community Development Corporations. Work with community organization(s) to support a Community Development Corporation focused on neighborhood revitalization and building housing in the Little Manila/Gleason Park Study Area.

ACTION	DESCRIPTION
4.3	Financing Districts. Evaluate the feasibility and benefits of adopting a financing district for the Little Manila/Gleason Park Study Area to support the development of housing and neighborhood revitalization.
4.4	Cultural District. Pursue designation as a California Cultural District to support the Study Area’s history and cultural resources and activities.
4.5	Residential Upgrades. Continue to offer solar installation, energy and water-efficiency upgrades, drought tolerant landscaping, and tree planting services to residents within the Study Area. Collaborate with Stockton Rising to inform residents of the program’s benefits.
4.6	Façade Improvement Forgivable Loan Program. Study the feasibility of expanding the City’s façade improvement forgivable loan program, which currently helps fund exterior renovations of commercial buildings to also fund façade renovations of residential buildings.
4.7	Owner-Occupied Rehabilitation Program. Conduct targeted outreach in the Study Area for the Single-Family Rehabilitation Program, which provides qualified homeowners with financial assistance to complete substantial interior and exterior repairs.
4.8	Sidewalk Repair and Gaps. Pursue funding to assist property owners with repair and installation of sidewalks in portions of the Study Area identified in Appendix A as “no sidewalk” or “needs repair.”
4.9	Community Development “Review List” Materials. Prepare marketing materials that highlight common improvements and costs associated with development such as repair of sidewalks, paved parking areas, etc.
4.10	Downtown Stockton Alliance. Collaborate with the Downtown Stockton Alliance to explore the inclusion of the Little Manila/Gleason Park Study Area within the business improvement district.
5.1	Historic Resources Context Statement. Prepare a historic context statement for the Study Area to identify individually eligible resources and historic districts.

ACTION	DESCRIPTION
5.2	Historic Resources Survey and Inventory. Establish and maintain an up-to-date inventory of historic resources in the Study Area. Prepare the historic context statement prior to the historic resources survey.
5.3	Historic District. Explore the formation of a historic district that designates the Study Area as a unified historic resource due to the concentration of historic resources, which may include buildings, sites, structures, landmarks, and objects of historic merit.
5.4	Development Review and Fees. Work with the Cultural Heritage Board to explore the feasibility of a historic resource rehabilitation program that includes expedited review and reduced fees for housing projects that include historic resources in the Study Area.
5.5	Public Awareness. Prepare educational materials that explain available funding for rehabilitation of historic resources and describe the demolition process if demolition of the historic resource is permissible by the City.

SOUTH AIRPORT WAY IMPLEMENTATION MATRIX

ACTION	DESCRIPTION
1.1	South Airport Way and 8th Street. Identify opportunities to support the redevelopment of the vacant site at the southeast corner of South Airport Way and 8th Street.
1.2	Faith-Based Housing. Work with religious institutions to identify opportunities for housing production on underutilized or excess land.
1.3	San Joaquin County Fairgrounds. Collaborate with the State and the Housing Authority of San Joaquin County to encourage the inclusion of low-income, moderate-income, and market-rate housing in the State’s plan for the San Joaquin County Fairgrounds site.
1.4	Extend Permit and Entitlements “Active” Period. Expand the “active” period for permits and entitlements in the South Airport Way Study Area from 12 months to 24 months.
1.5	Economic Development Programs. Optimize existing economic developments programs the City already has in place to better align with the Neighborhood Action Plan.
1.6	Public Facilities Fees. Support the Public Facilities Fees Nexus Study which will determine if the fees collected by the City are the right amount for the City of Stockton. The Nexus Study is currently in the process as of September 2023.
1.7	Vacant and Underutilized Sites Inventory. Create and regularly update a searchable/digital inventory of vacant and/or underutilized sites in the Study Area. Use the inventory list to conduct targeted property owner outreach, as described in Action 1.8.
1.8	Property Owner Outreach. Conduct targeted outreach to property owners in the Study Area to learn why they may be leaving a site undeveloped or underutilized. Describe any applicable incentives or programs the City offers that may assist the property owner with developing the site.

ACTION	DESCRIPTION
1.9	Land Banking. Pursue opportunities for acquisition and disposition of land that can be used for residential and/or mixed-use projects.
1.10	City Staff Support. Explore the feasibility of expanding capacity by adding City staff or seeking staff services through consultants to implement the actions included in the Neighborhood Action Plan, if additional staff support is needed.
2.1	Housing for Large Households. Encourage projects that provide large units (three bedrooms or more) to incentivize the creation of housing for large households.
2.2	Multi-Generational Housing. Explore changes to City codes and regulations to support multigenerational housing.
2.3	Homeownership Education. Collaborate with local community organizations to distribute materials and conduct educational efforts centered on homeownership education in the Study Area.
2.4	Downpayment Assistance. Work with San Joaquin County to conduct targeted outreach on the San Joaquin County Gap Loan Program to renters in the Study Area to provide down-payment assistance to interested and eligible lower-income, first-time homebuyers.
2.5	Community Land Trust. Support efforts, when appropriate, by local, regional, state, federal, nongovernmental, and philanthropic organizations to explore a Community Land Trust in the South Airport Way Study Area.
3.1	Neighborhood-Serving Uses. Establish a program for pop-up and short-term vendor spaces on City-controlled property in the Study Area.
3.2	Williams Brotherhood Park. Partner with community organizations to conduct a park access assessment for Williams Brotherhood Park.
3.3	Stocked Full of Produce Program. Conduct targeted outreach to store owners in the South Airport Way Study Area to ensure they are aware of the program's benefits. Explore partnerships with community-based organizations to support healthy produce being sold in local retail establishments.

ACTION	DESCRIPTION
3.4	Alternative Modes of Transportation. Collaborate with local organizations to establish a community working group to meet regularly with residents to identify and prioritize needed infrastructure that supports alternative modes of transportation, such as walking, biking, and taking the bus.
3.5	Bicycle and Car Share. Coordinate with stakeholders to place bike and car-share in key locations to improve active transportation options and support first and final-mile connectivity for neighborhood residents and commuters.
3.6	Conquering the Digital Divide. Pursue funding and partnerships to expand the City's Fiber Optic Infrastructure to help provide reliable digital access to residents in the Study Area.
4.1	Environmental Site Assessments. Conduct Phase I and/or Phase II environmental site assessments for vacant and underutilized sites in the South Airport Way Study Area.
4.2	Brownfield Cleanup Program. Pursue planning grants for brownfields and develop a program aimed at cleaning up sites within the South Airport Way Study Area to revitalize the Study Area.
4.3	Financing Districts. Evaluate the feasibility and benefits of adopting a financing district for the South Airport Way Study Area to support the development of housing and neighborhood revitalization.
4.4	Residential Upgrades. Continue to offer solar installation, energy and water-efficiency upgrades, drought tolerant landscaping, and tree planting services to residents within the Study Area. Collaborate with Stockton Rising to inform residents of the program's benefits.
4.5	Façade Improvement Forgivable Loan Program. Study the feasibility of expanding the City's façade improvement forgivable loan program, which currently helps fund exterior renovations of commercial buildings to also fund façade renovations of residential buildings.
4.6	Owner-Occupied Rehabilitation Program. Conduct targeted outreach in the Study Area for the Single-Family Rehabilitation Program, which provides qualified homeowners with financial assistance to complete substantial interior and exterior repairs.

ACTION	DESCRIPTION
4.7	Sidewalk Repair and Gaps. Pursue funding to assist property owners with repair and installation of sidewalks in portions of the Study Area identified in Appendix A as “no sidewalk” or “needs repair.”
4.8	Community Development “Review List” Materials. Prepare marketing materials that highlight common improvements and costs associated with development such as repair of sidewalks, paved parking areas, etc.
4.9	Local Community Groups. Identify opportunities for collaboration with neighborhood groups to further solutions for housing issues and other community needs.