



EXECUTIVE SUMMARY GENERAL PLAN AMENDMENT

HEARING DATE: December 15, 2022

Project Name: Housing Element 2022 Update
Case Number: 2019-016230GPA
Initiated by: Planning Department Staff
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Recommendation: Approval to Adopt

Purpose of the Hearing

The purpose of this hearing is to adopt the Housing Element 2022 update and findings for the Housing Element 2022 Update, and initiate any further amendments to the Housing Element 2022 Update. Staff will provide a comprehensive overview of the element.

Project Description

The San Francisco Planning Department is seeking to amend the Housing Element of the San Francisco General Plan. The existing Housing Element was last amended in 2014, approved by the Planning Commission on February 5, 2015 (Case #02014-01503GPA / Resolution #19317) and adopted by the Board of Supervisors on March 24, 2015 (File #150155 / Ordinance #34-15).

The San Francisco Planning Department is also seeking to adopt findings pursuant to the California Environmental Quality Act (CEQA), Mitigation Monitoring and Reporting Program (MMRP), and General Plan findings in connection with the adoption of the Housing Element 2022 Update.

The San Francisco Planning Department is also seeking to initiate amendments to the San Francisco General Plan to amend the Housing Element and make conforming amendments to the Air Quality, Commerce & Industry, Environmental Protection, and Urban Design Elements of the General Plan.

The General Plan serves as the City's comprehensive planning guide for public sector and private sector activity in the built environment. It provides a comprehensive set of goals, objectives, and policies that influence how we live, work, and move about, as well as the quality and character of the City.

The Housing Element serves as the City's roadmap for meeting the needs of all its residents, and it is required by the State to be updated every eight years. The Housing Element 2022 Update (2022 Update) is San Francisco's first housing plan that is centered on racial and social equity. It includes policies and programs that express our collective vision and values for the future of housing in San Francisco. California's Housing Element Law acknowledges that, in order for the private market to adequately address the housing needs and demand of Californians, local governments must adopt plans and regulatory systems that provide opportunities for (and do not unduly constrain) housing development. As a result, housing policy in California rests largely on the effective implementation of local general plans and, in particular, local housing elements.

This plan identifies priorities for decision makers, guides resource allocation for housing programs and services, and defines how and where the city should create new homes for San Franciscans, or those who want to call this city home. This plan accommodates the creation of 82,000 units by 2031, a target set by State and Regional Agencies, and meets Affirmatively Furthering Fair Housing requirements. The proposed amendments are the result of a multi-year, cooperative, public and interagency planning process that began in 2019.

Background

The California Department of Housing and Community Development (HCD) requires that each City prepares a housing plan every eight years, and it is a requirement to be eligible for State affordable housing and transportation funds. The plan preparation is led by the Planning Department in coordination with multiple city agencies, and the resulting General Plan element will be a legislated document adopted by the Board of Supervisors and signed into Ordinance. It does not change land use controls or zoning nor allocate budget but would guide or direct those decisions. HCD will review the adopted 2022 Update for compliance with State law. The certification deadline for the element is January 31, 2023. HCD will further monitor the implementation programs that are part of the 2022 Update to ensure that the City maintains compliance.

Beginning in 2019, the 2022 Update has consisted of two foundational efforts that have directed the resulting goals, policies, and actions: public engagement that has provided direct testimony and input from people, advocates, and communities and analysis that describes the current conditions for people and housing including who is being served, how the process for housing development approval and permitting works now, and where and what types of housing would likely be developed without any changes.

The 2022 Update is significantly different from the 2014 Update because:

- The City has clear commitment to advance racial and social equity in San Francisco.
- The City is shifting towards small and mid-rise housing for our diverse communities across all neighborhoods, particularly along transit corridors, to expand housing choice.
- San Francisco's share of Regional Housing Needs Allocation targets has increased from 29,000 units (2014-2022) to 82,000 units (2023-2031), including 46,000 units of housing affordable at very low, low, and moderate incomes.
- New State laws require local jurisdictions to Affirmatively Furthering the Fair Housing (AFFH) by:
 - Addressing exclusion and discrimination

- Creating housing access in high resource neighborhoods
- Bringing opportunity to segregated and underserved neighborhoods
- New State laws¹ also require local jurisdictions to address environmental justice by incorporating environmental justice policies to address the unique or compounded health risks in affected areas.

The California Department of Housing and Community Development (HCD) delivered its preliminary comments for their third review of the draft Housing Element on November 23, 2022 and noted the following:

- Some clarification is required for approval processes and zoning for variety in the *Analysis of Government and Non-Government Constraints*.
- Strengthening of AFFH-related actions and metrics is required to complete the implementing programs.
- Specific comments to Implementing Programs.

The Department has provided informational updates at the following Planning Commission hearings:

May 28, 2020	Kick-off Phase I outreach and release of key ideas from recent housing initiatives
Apr 22, 2021	Kick-off of Phase II outreach and release of Draft 1 2022 Update
Oct 14, 2021	Preliminary findings from Phase II outreach
Jan 27, 2022	Kick-off of Phase III outreach and release of Draft 2 2022 Update
Apr 7, 2022	Overview of 1 st HCD Submittal and Draft 3 of the Goals, Objectives, Policies, and Actions
Sep 29, 2022	Overview of proposed Housing Element Schedule and Key Milestones
Oct 20, 2022	Update of Housing Element Schedule and Key Milestones
Nov 3, 2022	Overview of 2 nd HCD Submittal and Draft 4 of the Goals, Objectives, Policies, and Actions
Dec 8, 2022	Overview of Revisions from Initiation Draft to Adoption Draft

Project Updates Since November 17, 2022 Planning Commission Initiation Hearing

Since the required November 10, 2022 publishing of the initiation hearing packet, the Update was presented at an informational hearing at the Board of Supervisors full board meeting on November 15, 2022 and has been presented to the Planning Commission at the November 17, 2022 initiation hearing where the Housing Element 2022 Update General Plan amendment was initiated. Ahead of adoption the Update will also have an informational presentation at Planning Commission on December 8, 2022. The Update continued to receive comments from the state, Supervisors, Planning Commissioners, and members of the public during this time. The comments were organized by related Implementing Program Areas:

Affordable Housing Resources and Equitable Access

- Need to increase affordable housing funding, advocate to state and federal governments for affordable housing funding, and speed up funding analysis and funding plan
- Provide more deeply affordable units for lowest income residents
- Incorporate a robust plan for land banking and site acquisition throughout San Francisco
- Identify populations for prioritization and housing affordability requirements

Stabilizing Tenants and Rental Housing

- Advocate at state level for reforms to Costa-Hawkins and other tenant-stabilization reforms

¹ Senate Bill 1000, passed in 2016

Preventing and Eliminating Homelessness

Centering Equity Communities and Cultural Heritage

- Expand capacity of housing nonprofits run by and serving Black, American Indian, and other communities of color
- Create new models for community feedback on development projects to provide more assurance to communities and developments

Redressing and Preventing Discrimination

- Clarify and strengthen pathways to provide housing and other reparations benefits to groups who have been harmed by SF government action, particularly the Black Community

Serving Special Needs Groups

- Keep disability access and design for an aging population in mind in new housing
- Provide additional targeted rental subsidies for vulnerable groups such as seniors and people with disabilities

Expanding Housing Choice

- Adopt rezoning in well-resourced neighborhoods and allow use of state density bonus
- Include all of neighborhoods that straddle well-resourced areas such as Glen Park in rezoning while in other areas with history of past harm

Reducing Constraints on Housing Development, Maintenance, and Improvement

- Adopt various constraint removal actions in the first two years of the plan
- Add mid-RHNA cycle set of actions to be implemented if pipeline doesn't yield expected production
- Increase streamlining for approval and permitting processes across agencies
- Focus on objective design standards for new community plans or in cultural districts
- Inclusionary housing is essential to provide affordable units and must not impede financial feasibility or use of State Density Bonus

Healthy, Connected, and Resilient Housing and Neighborhoods

- Housing development and infrastructure improvements should be made together, though not necessarily dependent on one another

Changes Between Initiation Draft and Adoption Draft

Implementing Programs

- Each Implementing Program Area now has further identified Funding Sources.
- Many Implementing Programs have been revised to offer more specificity in timeline, populations served (e.g. transit workers, public works employees, people harmed by past government discrimination, etc.), geographies of focus (Cultural Districts, Priority Equity Geographies, Well-Resourced Neighborhoods, etc.). These include (but are not limited to): 1.1.1; 1.5.3; 1.5.4; 1.6.3; 1.7.1; 1.7.11; 2.1.12; 2.1.4; 2.3.3; 4.2.4; 4.2.5; 4.2.6 (previously 4.2.7); 4.2.7 (previously 4.2.8); 4.2.8 (previously 4.2.9); 4.2.9

- (previously 4.2.10); 4.5.5; 8.4.1; 8.6.10; 9.4.2.
- Implementing Programs have been revised to include commitments to meeting the requirements and intent of State programs and laws (e.g. Housing Crisis Act, Housing Accountability Act, State Density Bonus, Permit Streamlining Act, AB 2162, etc.)
 - New programs have been added in response to comments received. For example:
 - **1.3.9** ensures increased project feasibility by allowing a developer to maximize the State Density Bonus when offering more units at a lower Area Median Income (AMI) and fewer units at a higher AMI to meet local inclusionary requirements, and ensures consistency with State Density Bonus Law.
 - **2.4.9** commits to unit replacement requirements as required in the State Density Bonus Law and for sites identified in the Sites Inventory.
 - **4.2.11** requires using simplified language in project and hearing notices and translations for notices, hearings, and supporting hearing document.
 - **6.3.10** reduces constraints for disability access and design in housing by eliminating the requirement for a hearing for any Reasonable Accommodation requests.
 - **8.1.5** addresses comments to plan for additional rezoning and constraints reductions if the number of building permits issued does not meet a certain threshold.
 - **8.1.6, 8.1.8, and 8.1.9** further reduce constraints and includes pathways to studying cumulative constraints and monitoring constraints reductions.
 - **8.9 Post-Entitlement Permitting and Pipeline Support** has been added as a new program area and includes two new program actions to address challenges from project approval/entitlement to permitting, such as cross-agency coordination.
 - Other new programs include (but are not limited to): 1.2.11 (replaced a previous action that has now been moved to 1.2.12); 2.1.8; 7.4.6; 8.1.7; 8.4.20; 8.4.21; 8.5.12; and 8.6.18
 - Programs have had major changes that shift the impact of the previous version. For example:
 - **1.1.15** now calls for incorporating community strategies into the Housing Element implementation program.
 - **1.2.2** now includes identifying funding for land acquisition and banking for affordable housing in addition to strategically acquiring sites. This program also now prioritizes certain sites.
 - **1.2.8** now specifically prioritizes supporting neighborhood-based affordable housing developers managed by American Indian, Black, and other communities of color, whereas previously the action generally mentioned affordable housing developers.
 - **1.3.3** now includes language to ensure reduction of constraints and to remain consistent with State Density Bonus Law.
 - **4.1.4** commits a Housing Element implementation committee to creating a Monitoring Program and reviewing affordable housing budget in addition to reporting progress.
 - **4.2.5** now directs the City to take community-led plans, reports, and boards as guidance to prioritize neighborhood investments.
 - **4.5.3** now specifies that Special Area Design Guidelines in Cultural Districts and Priority Equity Geographies should be objective.
 - **7.1.1** now includes additional detail on a rezoning program to account for a site's likelihood of development, not introduce additional constraints, and requiring a percentage of certain income groups' rezoning to be in a specific percentage of a certain type of zoning district.
 - **8.4.3** now specifies that Housing Sustainability Districts (HSD) should encompass at least 15% of San Francisco's total land area, not including sites where residential uses are not permitted or

critical sites for infrastructure.

- Other programs that have had major changes include (but are not limited to): 1.2.2 ; 2.3.1; 2.4.1; 2.4.3; 4.1.7; 4.3.2; 5.1.6; 7.2.6; 7.2.7; 8.1.5; 8.3.3; 8.4.9; 8.4.12; 8.4.17; 8.5.6; 8.5.7; 8.5.9; 8.6.7; 8.6.9
- Programs have been deleted due to duplication and repetition, and have been incorporated into other programs: 4.2.6 (incorporated into 4.2.5 and replaced with another action)
- Affirmatively Furthering Fair Housing Actions have been revised to reflect overall updates to all actions and provide more specific metrics. The metrics were updated in close coordination with partner City agencies.
- Timelines have been adjusted.

Sites Inventory

- Clarification of assumptions on preservation and conversion of affordable housing, and the impact of SB 9.

Constraints Analysis

- Added a Shirley Chisholm Village Educator Housing as a teacher housing case study.
- Clarified process for a Reasonable Accommodation Request that does not meet an Administrative Reasonable Modification and added a constraint reduction to eliminate standard variances as a pathway for a reasonable accommodation.
- Added description of the challenges advancing projects from project approval and entitlement, to permit application, to permit issuance in the Process and Permitting Procedures section. Related constraints reductions from the Implementing Programs have also been identified and listed.

State and Local Compliance

CA Government Code Title 7, Division 1, Chapter 3, Article 10.6 [65580 – 65589.11]

State government code regulates the use and requirements of housing elements in California. The code states in part:

The housing element shall consist of an identification and analysis of existing and projected housing needs and a statement of goals, policies, quantified objectives, financial resources, and scheduled programs for the preservation, improvement, and development of housing. The housing element shall identify adequate sites for housing, including rental housing, factory-built housing, mobile homes, and emergency shelters, and shall make adequate provision for the existing and projected needs of all economic segments of the community.

HCD has authority to review any action or failure to act by a local government that it determines is inconsistent with an adopted housing element or Housing Element Law. This includes failure to implement program actions included in the housing element. Further information about housing law enforcement can be reviewed at the HCD website [<https://www.hcd.ca.gov/planning-and-community-development/accountability-and-enforcement>]. In addition, the SF Office of the City Attorney published a memorandum outlining the housing element update process and the legal ramifications of meeting the January 31, 2023 deadline for 6th cycle updates (Exhibit D).

Assembly Bill 686

In 2018, the California State Legislature passed AB 686 to expand upon the fair housing requirements and protections outlined in the Fair Employment and Housing Act (FEHA). The law:

- requires all state and local public agencies to facilitate deliberate action to explicitly address, combat, and relieve disparities resulting from past patterns of segregation to foster more inclusive communities.
- creates new requirements that apply to all housing elements due for revision on or after January 1, 2021.

The passage of AB 686 protects the requirement to affirmatively further fair housing within California state law, regardless of future federal actions. It also preserves the strong policy in the U.S. Department of Housing and Community Development's (HUD) Affirmatively Furthering Fair Housing Rule as published in the Federal Register in 2015. As of January 1, 2019, AB 686 proactively applies the obligation to affirmatively further fair housing to all public agencies in California. Public agencies must now examine existing and future policies, plans, programs, rules, practices, and related activities and make proactive changes to promote more inclusive communities.

Senate Bill 1000

California Senate Bill 1000: Environmental Justice in Local Land Use Planning (SB 1000, Leyva, 2016) requires jurisdictions that have Disadvantaged Communities (DACs) to incorporate environmental justice into their general plans upon the next revision to two or more elements. The environmental justice policies are to reduce the unique or compounded health risks in DACs by reducing pollution exposure, including the improvement of air quality; promote civic engagement in the public decision-making process; and prioritize improvements and programs that address the needs of DACs. In San Francisco, an Environmental Justice Framework will be proposed for adoption in the Introduction of the General Plan to guide integration of goals, policies, and objectives throughout relevant General Plan elements. The Housing Element 2022 Update and the 2022 amendments to the Safety Element are beginning such integration of environmental justice policies throughout the General Plan.

Planning Commission Resolution No. 20738

Planning Commission Resolution No. 20738: This resolution (Centering Planning on Racial and Social Equity, 2020) focuses the Department's work program and resource allocation on racial and social equity. The resolution directs staff to update to the General Plan with explicit prioritization of racial and social equity for American Indian communities, Black communities, and communities of color. The Commission further directed subsequent amendments to the General Plan utilize a racial and social equity lens. Towards this end, the proposed amendments include a new goal tying together racial and social equity with housing and environmental justice, in addition to incorporating racial and social equity throughout other Housing Element policies.

Relationship with Other General Plan Amendments

On November 4, 2021, the Planning Commission held a hearing on the sequence of amendments proposed to the General Plan. The proposed amendments to the Housing Element constitute one portion of "Phase I" of General Plan updates. Phase I includes updates to the General Plan Introduction (including the Environmental Justice Framework), Housing Element, Transportation Element, and the Safety Element. Phase I also includes minor conforming edits to align with the Port of San Francisco Waterfront Plan. All Phase I updates are proposed to be before the Commission between 2022 and 2024. "Phase II" updates include the Air Quality Element, Commerce & Industry Element, Community Facilities Element, Environmental Protection Element, and Heritage

Conservation Element. “Phase III” updates include the Arts Element, Recreation and Open Space Element, Urban Design Element, and Land Use Index.

The current schedule would have the Commission consider approval of the General Plan Introduction and the Environmental Justice Framework (March 2023) and the Transportation Element (Spring 2024).

Components of the Housing Element

The following components comprise the housing element per state law:

- *Housing Element Goals, Objectives, and Policies and Implementation Programs:* The city’s housing plan including goals, objectives, policies and actions with timeframes, responsible agencies, measurable outcomes, and funding sources.
- *Housing Needs Assessment and Assessment of Fair Housing:* The report includes detailed data and analysis of San Francisco’s population and employment trends; existing housing characteristics; equity analysis including displacement, fair housing, and environmental justice challenges; and overall housing needs, including special needs groups.
- *Sites Inventory Report and Rezoning Program:* The report identifies specific sites or parcels that are available for residential development or are in the process of being made available (i.e. planned) for residential uses via rezones or specific plans.
- *Analysis of Government and Non-Government Constraints:* The report provides an analysis of potential and actual governmental and non-governmental constraints upon the maintenance, improvement, or development of housing for all income levels, including zoning, the availability of financing, the price of land, and the cost of construction.
- *Evaluation of 2014 Housing Element:* The evaluation provides an assessment of the appropriateness and effectiveness of the objectives, policies, implementation the programs listed in the 2014 Housing Element.
- *General Plan Consistency Analysis:* The memo outlines the 2022 Update’s consistency with the other elements of the San Francisco General Plan and outlines any General Plan updates to other elements that may be required to maintain consistency amongst all policies.
- *Public Input Summaries:* These summaries demonstrate the breadth and impact of public input on the development of the 2022 Update.

Outreach and Engagement

The engagement process for the 2022 Update incorporates three phases of outreach and engagement. After vetting key ideas with the community in Phase I, the project team reviewed draft housing policy and related actions with residents, community and government leaders, and housing experts and advocates in Phase II. During Phase III of outreach and engagement, the project team demonstrated how community input was reflected in revised policy and further refined critical ideas such as the reparative framework for housing.

May- Dec 2020	Phase I outreach – Vetting Key Ideas with the Community
Apr- Sep 2021	Phase II outreach – Refining Policies Together
Jan- Mar 2022	Phase III outreach – Refining Policies & Verifying Public Input Findings
May-Nov 2022	Phase IV outreach – Moving Towards Adoption

Methods of outreach have included:

- 20+ focus groups with vulnerable populations co-led by community-based organizations
- 65+ community hosted community conversations, listening sessions, and presentations
- 2 Housing Policy Group discussion series (12 meetings total), including representatives of 27 organizations
- 4 Planning Commission and 2 Historic Preservation Commission hearings
- Online input through the website, along with informational tools such as policy navigation tools
- A survey administered online and in person, completed by 1,631 respondents

The Department published detailed summaries of public input for each of the first two phases and they can be found here: Phase I Summary <https://www.sfhousingelement.org/phase-i-public-input-summary> and Phase II Summary <https://www.sfhousingelement.org/phase-ii-public-input-summary>. The Department also provide public input updates at each information hearing and with the submittals to HCD.

Racial and Social Equity Analysis

The racial and social equity analysis process for the 2022 Update has been an iterative one, beginning with an analysis of past and recent housing policy, deep engagement with communities of color and other groups that experience discrimination on defining what an equitable housing system should look like, and extensive research into the roots and consequences of discriminatory practices in housing. The policies and research approach have been updated throughout the development of the element at each major phase of engagement and as new analysis is presented. The entire plan represents the outcome of this work; however, the equity analysis process does not end with the housing element adoption. By its nature, the work will require ongoing diligence and exploration. The department is committed to continuing research and engagement to advance and measure progress towards more equitable housing throughout implementation of the housing element.

Recommendation

The Department recommends that the Commission approve amendments to the San Francisco General Plan as described in the Ordinance and adopt the attached Resolution to that effect.

Basis for Recommendation

The Department recommends the approval of the proposed amendments to the General Plan. The proposed amendments incorporate racial and social equity, environmental justice and climate resilience throughout housing element policies. After nearly three years of community outreach and engagement, as well as robust interagency coordination, the proposed amendments for adoption (Exhibit A) represent a close collaboration between the Department, community members, interagency partners, and other interested parties.

Required Commission Action

The Commission is being asked to adopt the proposed amendments to the General Plan for the Housing Element 2022 Update, adopt the findings in connection to the Housing Element 2022 Update, and initiate any future amendments to the Housing Element and conforming amendments to other General Plan elements. The project team recommend that the Commission adopt the Draft Resolutions (Exhibits A, B, and E), approving amendments to the General Plan and findings, initiating future amendments to the General Plan, and request that the Board of Supervisors adopt the amendments and findings.

Environmental Review

The proposed amendments have been studied the per the California Environmental Quality Act (CEQA) and the Final Environmental Impact Report was certified by the Planning Commission on November 17, 2022.

Attachments:

Exhibit A: Draft Findings Resolution

Exhibit B: Draft Adoption Resolution

Exhibit C: Housing Element 2022 Update Environmental Justice Informational Analysis

Exhibit D: Public Input Summary from November 15, 2022 Board of Supervisors Informational Hearing to Present

Exhibit E: Draft Initiation Resolution



RECOMMENDED REVISIONS TO GENERAL PLAN AMENDMENT AT ADOPTION

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Recommendation: Approval to Adopt with Recommended Revisions

Background

The Housing Element 2022 Update will be presented to the Planning Commission December 15th, 2022 for approval. A final draft of the 2022 Update was submitted for the Commission's review and approval on December 7th, 2022. Since the submittal of the draft, the Planning Department has received additional feedback from the California Department of Housing and Community Development (HCD), which must certify the plan, as well as feedback from advocates, members of the public, members of the Planning Commission, and members of the Board of Supervisors.

To address the suggestions raised by HCD and others, Planning staff are recommending the revisions and edits described in this memo. The contents of the memo include the following:

- Specific recommended revisions to the Implementing Programs and actions to address suggestions raised by HCD and others;
- Specific recommended revisions to supporting analysis to address suggestions raised by HCD; and
- Specific recommended revisions and changes to submitted documents to correct errors in those documents.

Recommendation

Planning staff recommends that the Commission adopt the December 7th draft as revised by the specific revisions presented in this memo; make findings related to CEQA, conformance with the General Plan, and the Priority Policies; and recommend adoption of the Housing Element 2022 Update and conforming amendments

to the Air Quality, Commerce & Industry, Environmental Protection, and Urban Design Elements of the General Plan to the Board of Supervisors.

Required Commission Action

The Commission is being asked to: 1) recommend adoption to the Board of Supervisors of the proposed amendments to the General Plan for the Housing Element 2022 Update submitted on December 7, 2022 and as revised with the amendments outlined in this memorandum; and the conforming amendments to the Air Quality, Commerce & Industry, Environmental Protection, and Urban Design Elements of the General Plan; 2) adopt findings in connection to the Housing Element 2022 Update related to CEQA and consistency with the General Plan and Priority Policies; and 3) initiate possible additional amendments to the Housing Element and conforming amendments to Air Quality, Commerce & Industry, Environmental Protection, and Urban Design Elements of the General Plan necessary to address any final direction from HCD.

Recommended Revisions

Recommended revisions and edits below are shown in relation to the 12/7/22 draft with ~~strikethroughs~~ for deletions and underlined text for additions.

Specific Revisions to Implementing Programs and Actions

1.2.6 is revised to read:

Continue and expand the City's Public Land for Housing Program through public-private partnerships and use City resources to support the maximum number of permanently affordable housing units on underutilized publicly owned and surplus sites, balancing the financial needs of enterprise agencies, and ensuring adequate space and resources to address the gaps in community infrastructure, services, and amenities. As part of this program, continue to implement the City's Surplus Public Lands Ordinance codified in Administrative Code Chapter 23A, ~~which establishes the City's~~ in compliance with the state Surplus Lands Act (Government Code 54220-54234).

The Public Lands Program shallshould include, but not be limited to:

- Annual outreach and marketing of these sites to developers, especially non-profit developers;
- Coordination across agencies, including the Mayor's office;
- Continue negotiations and completion of any necessary rezoning efforts on identified publicly owned sites that will accommodate the RHNA;
- Facilitation and streamlining of any approvals and subsequent entitlements for proposed projects on publicly identified sites;
- Development and implementation of site-specific incentives including but not limited to financial assistance, streamlined approvals, and reduced fees, to encourage and facilitate affordable housing development on publicly owned sites; and
- Issuance of RFPs for sites ready for development annually.
- The City will target 500 to 2000 units in the RHNA planning period. Revisit strategies as appropriate.

Timeline: Short, Ongoing

1.2.11 is revised to read:

Work with geographically impacted communities, Cultural Districts, and the State, including Caltrans, to identify and study freeway removal-related opportunities throughout the city as a means of redressing cultural and environmental harm to American Indian, Black and other communities of color through the use of state-owned public land, for potential neighborhood fabric repair and new housing, prioritizing affordable housing and land dedication (as referenced in Actions 1.2.3 and 1.6.1). Focus on freeway segments that need replacement most urgently; contribute the highest air pollution impacts, particularly to persons in Priority Equity Geographies that overlap with Environmental Justice Communities; and offer the greatest multi-benefit potential for transforming neighborhoods and producing new housing.

1.2.12 is revised to read:

Collaborate with geographically impacted communities and Cultural Districts to study ~~Study~~ the removal of the Central Freeway stub between Interstate 80 and Octavia Boulevard as a means of making new parcels available for housing uses, especially for affordable housing.

1.3.3 is revised to read:

~~Simplify and modify~~ Assess inclusionary tiers and requirements to address constraints on housing development including financial feasibility, increase certainty for housing projects, ensure that inclusionary requirements do not impede or undermine use of State Density Bonus Law, and reduce staff time and need for specific expertise. Changes to inclusionary tiers and requirements must improve or maintain the current affordability of inclusionary units and retain or expand the number of units, including with consideration to rents, purchase prices, and HOA fees.

1.4.5 is revised to read:

Continue to monitor at-risk affordable housing units on a regular basis to track status, continue to outreach with owners and non-profits to negotiate preservation agreements for properties with expiring affordability restrictions, and fund and enforce noticing requirements within three years, twelve months, and six months of the affordability expiration date, ~~outreach, education, counseling and other services~~ Provide education, counseling, and other services for tenants in affected properties to ensure permanent affordability for all units and housing stability for tenants. Services, education, and resources include but may not be limited to actions referenced under Action 2.1 and 2.2.

2.3.6 is a new action and now reads:

To achieve the objective of over 1,000 units, the city will pursue acquiring affordability and preserving at-risk units pursuant to Government Code 65583.1 as follows:

- Identify the specific, existing sources of committed assistance and dedicate a specific portion of the funds from those sources to the provision of housing pursuant to this subdivision.

- Indicate the number of units that will be provided to both low- and very low-income households and demonstrate that the amount of dedicated funds is sufficient to develop the units at affordable housing costs or affordable rents.

At-risk units to meet the following requirements:

- Demonstrate that the units will meet the following requirements:
 - long-term affordability covenants and restrictions for occupancy of at least 55 years;
 - located within an “assisted housing development”;
 - found (via a public hearing) eligible for preservation, with a reasonable expectation that the units will change from affordable to another use during the next eight years;
 - At the time of occupancy, the unit is in decent, safe, and sanitary condition; and
 - At the time of identification, the unit is available at affordable cost to persons or families of low- or very low-income.

Or for acquisition and conversion to ~~ring~~ affordable rental housing, including permanent supportive housing, the City shall meet the following requirements:

- The unit will be ~~is~~ made available for rent at a cost affordable to low- or very low-income households.
- At the time the unit is identified for acquisition, the unit is not available at an affordable housing cost to either of the following:
 - Low-income households, if the unit will be made affordable to low-income households.
 - Very low-income households, if the unit will be made affordable to very low income households.
 - At the time the unit is identified for acquisition the unit is not occupied by low- or very low income households or if the acquired unit is occupied, the local government has committed to provide relocation assistance prior to displacement, if any, pursuant to Chapter 16 (commencing with Section 7260) of Division 7 of Title 1 to any occupants displaced by the conversion, or the relocation is otherwise provided prior to displacement; provided the assistance includes not less than the equivalent of four months’ rent and moving expenses and comparable replacement housing consistent with the moving expenses and comparable replacement housing required pursuant to Section 7260.
 - The unit is in decent, safe, and sanitary condition at the time of occupancy.
 - The unit has long-term affordability covenants and restrictions that require the unit to be affordable to persons of low- or very low income for not less than 55 years.
 - For units located in multifamily ownership housing complexes with three or more units, or on or after January 1, 2015, on foreclosed properties, at least an equal

number of new-construction multifamily rental units affordable to lower income households have been constructed in the city or county within the same planning period as the number of ownership units to be converted.

Existing programs: (NEW)

2.4.9 added timeline to read:

Short, Ongoing

3.1.3 is revised to read:

Redesign the Coordinated Entry System for housing placement and services for unhoused residents to reflect the evaluation recently completed by HSH, to house the most vulnerable populations and to ensure vacant units are filled in a timely manner. Consider a system that is inclusive of self-referrals by unhoused people to case managers in our communities and streamline the process for case managers to refer unhoused people to community-based shelter beds and vacant units in PSH sites.

4.1.4 first sentence is revised to read:

“By ~~March~~ January 31, 2023, establish an interagency Housing Element implementation committee...”

4.2.5 is revised to read:

Support the development and implementation of community-led plans in the Tenderloin, the Fillmore, the Mission, ~~Sunset~~, and all Cultural Districts through their CHHESS reports. These community plans, reports, and boards will guide priorities and investments in their neighborhoods.

Existing programs: Tenderloin Plan; Cultural Districts; Community Equity Strategies; Sunset Forward

4.4.3 is revised to read:

In Cultural Districts, reduce conditional use authorizations or other entitlement barriers for mixed-use buildings that can commit via deed restriction or other legal agreement to the inclusion of businesses, institutions, public realm improvements, public art, or services that support Cultural District needs and identify a minimum term based on consultation with Cultural District boards, for a minimum of ten years.

6.3.10 is revised to read:

Timeline: Short

7.1.2 is revised to read:

Increase staff allocation within Planning to engage with communities living in Well-resourced Neighborhoods to inform existing residents how locating new housing and permanently affordable housing in every neighborhood can address historic inequity and injustice and expand housing opportunities for local residents and their families while strengthening neighborhood vitality. Use

Sunset Forward Strategies as a reference for community engagement and development of housing strategies.

7.2.6 is revised to read:

Modify the definition of “dwelling unit” to comply with Health and Safety Code 17021.5. Evaluate and amend the definition of “family” to ensure that it provides zoning code occupancy standards specific to unrelated adults and complies with fair housing law. Permit group housing broadly throughout the city, including all particularly in zones allowing single-family uses, increase group housing density permitted in these districts, and remove Conditional Use Authorizations or other entitlement barriers to group housing. Changes should focus on special needs groups, including those with disabilities, by ensuring that intermediate care facilities or congregate living health facilities, with six or fewer residents are treated no differently than other by-right single-family housing uses as required in Health and Safety Code sections 1267.8, 1566.3, and 1568.08.

8.1.3 is revised to read:

Modify requirement to collect impact fees upon issuance of a Certificate of Final Completion and Occupancy instead of issuance of building permit, in order to support small and mid-size multifamily housing projects.

8.1.4 is revised to read:

Assess modification of ~~Modify~~ Article 12C of the San Francisco Health Code Non-Potable Water Ordinance as it relates to housing projects, with specific consideration of increasing square footage requirement for housing projects from “at or over 100,000 square feet,” to be required only for housing projects at or over 250,000 gross square feet, with projects “at or over 100,000 250,000 gross square feet” providing water budget calculations.

8.1.5 is revised and reformatted for clarity. It now reads:

If the City issues building permits¹ for fewer than ~~29,407~~29,049 new units² by January 31, 2027, then the City shall enact and implement:

- additional rezoning outside of Priority Equity Geographies and areas vulnerable to displacement, and
- additional constraints reductions for housing projects, including existing projects in the development pipeline.

This additional rezoning and additional constraints reductions shall accommodate 115% of the shortfall, minus any capacity created by the rezoning(s) in Action 7.1.1 in excess of ~~35,600~~36,282 units.³

The scope of this additional rezoning and additional constraint reduction:

- shall reasonably account for sites’ likelihood of development during the RHNA planning period, and affirmatively incorporate the results of ~~informed by an~~ analytical model and the

cumulative constraints analysis described in Action 8.1.8 to increase supply choice and affordability and accommodate the RHNA in the planning period, and, -

- shall not impose any new governmental constraints not already in effect on January 31, 2027 to the development of housing unless that constraint is offset by the repeal or mitigation of another constraint.
- shall consider progress and implement strategies toward meeting the RHNA goals by income group and AFFH objectives, including strategies considered under 8.1.10.-
- consider outreach with areas that may be disproportionately impacted with displacement risk beyond Priority Equity Geographies.

The City shall complete this effort, if needed, by July 31, 2028. The City will implement this program in consultation with HCD, including HCD approval.

Footnotes to 8.1.5:

1 - "Issues building permits" in this action refers to issuance of building permit to construct a building, which is subsequent to any planning entitlements.

2 - This number is 50% of the existing capacity for housing in the Sites Inventory, which is 50% of 58,813 units (see Appendix B, Fig. 3).

3 - This number is the RHNA shortfall (plus 15%) identified in the Sites Inventory that is the minimum target required for rezoning per Action 7.1.1.

[Staff note (not included in the Implementing Programs): The Planning Department substantially re-wrote and clarified the language in action 8.1.5 as shown above. To help explain how the mechanics of 8.1.5 would work, the following hypothetical scenario illustrates how the number of units required by action 8.1.5 would be calculated. This hypothetical example assumes that permits for 15,000 new units are issued in the first four years of the RHNA period, i.e. between January 31, 2023 and January 31, 2027, and that the rezoning actions completed before then pursuant to Action 7.1.1 increase zoned capacity by 42,000 units, which is 5,718 more than the minimum rezoning target per the Sites Inventory.

29,049 units = 50% of the existing capacity for housing in the Sites Inventory, which is 50% of 58,097 units

15,000 units = new building permits issued between January 31, 2023 and January 31, 2027

14,049 units = shortfall between 29,049 units and 15,000 units

16,156 units = 115% of 14,049 units (A)

36,282 units = RHNA shortfall identified in the Sites Inventory

42,000 units = capacity created by the rezonings in Action 7.1.1

5,718 units = capacity above 36,282 units (B)

10,438 units = 16,156 units (A) minus 5,718 units (B), or the amount of "additional" rezoning and "additional" constraints reduction needed. "Additional" in this action refers to rezoning in addition to that required to meet the Sites Inventory shortfall per 7.1.1. and constraints reductions in addition to those that have been implemented as of 2027 per the Implementation Program.]

8.1.6 is revised to read:

8.1.6. In alignment with the provisions and purpose of the Housing Crisis Act of 2019 (Government Code 66300 et seq.), any City-adopted rezoning or development controls shall not ~~increase~~ impose any new governmental constraints to the development of housing unless those increased constraints are offset by the removal or ~~mitigation~~ reduction of other constraints. A “new governmental constraint” is a city-imposed requirement that increases the cost of development not in effect on January 31, 2023, not including mitigation measures adopted in compliance with CEQA or a requirement adopted to specifically protect against a threat to health or safety.

8.1.7 is revised to read:

Explore increasing General Fund support for non-regulatory and non-permit review activities of the Planning Department to support the implementing actions of this plan, including community engagement, Cultural Districts strategies, funding strategies for affordable housing, and community plans for services and infrastructure needed for additional housing, Housing Sustainability Districts, rezoning, and overall revisions to the Planning Code.

8.1.8 is revised to read:

Conduct a pro-forma-based study of cumulative governmental constraints on housing development in relation to the socio-economic needs to the city. The study shall quantify the net number of economically feasible housing units that could be built in the City under the regulatory status quo and conduct a sensitivity analysis to determine the amount of constraint reduction necessary to ensure that the majority of typical code-compliant housing projects are economically feasible, including quantification of the hypothetical increase in the net number of economically feasible units that would be realized under a range of constraint-removal scenarios. The study shall consider the effects of economic cycles, considering feasibility under both current economic conditions as well as feasibility under average prevailing conditions over the preceding decade, and sensitivity analysis to variations in construction costs and market rents and sales prices. It should also consider the cost of housing in relation to the population needs. The study shall be updated triennially in tandem with the required Controller’s study of the Inclusionary Program required by Planning Code Section 415.10, with the first such study completed in tandem with the first Controller’s study completed on or after January 31, 2025, but in no case later than January 31, 2027.

The results of the cumulative constraints study shall also inform Action 8.1.5 with the goal of ensuring the economic feasibility of achieving the city’s RHNA targets during the planning period.

8.1.9 is revised to read:

Create a Monitoring Program to track progress against Affirmatively Furthering Fair Housing goals and metrics and evaluate the effectiveness of AFFH programs, including but not limited to displacement and place-based strategies that address community preservation and revitalization. The evaluation should

also seek to harmonize the multiple goals of housing supply, choice, affordability, and conservation.;
eEvaluate reductions to project approval timelines through constraints reduction programs; and
monitor housing production from a variety of sources, including pipeline projects, the rezoning
described in Program 7.1.1, SB 9, and ADUs. This team shall provide a mid-term evaluation of progress
against these metrics and make adjustments to improve performance through additional programs,
increased constraints reduction, and additional rezoning, as necessary. This Monitoring Program will be
led by the Interagency Housing Element Implementation committee in consultation with community
organizations described in Action 4.1.4

Timeline: Short, Ongoing

8.1.10 is a new action and now reads:

By January 2026, the Interagency Housing Element Implementation committee (see Action 4.1.4) will
assess if the City has approved the appropriate housing units by income level to meet the RHNA goals. If
the City is behind the pro rata affordable housing production goals the Interagency Housing Element
Implementation committee should trigger:

- Increase of additional City funding for affordable housing and pursuit of additional State funding
- Increase the land banking strategy to accommodate 50 percent more affordable housing units

The City will implement these actions in consultation with HCD.

Existing programs: (NEW)

Timeline: Medium

8.3.11 is revised to read:

Remove terminology of “neighborhood character” and “neighborhood compatibility” in the Urban
Design Element. Replace such concepts with policies that promote objectivity and certainty and that
avoid severe changes to building scale and architectural expressions that dehumanize the experience of
the built environment, while supporting the need for physical evolution of neighborhoods in
accommodating new housing. Explore implications with Proposition M.

8.4.2 is revised to read:

Establish local non-discretionary ministerial approval¹⁰ for housing applications in Well-resourced
Neighborhoods outside of areas vulnerable to displacement that net two or more housing units, do not
demolish existing rent-controlled units, and meet tenant protection, relocation, and replacement
standards as recognized in the Housing Crisis Act of 2019, by Board of Supervisors or voter approval of a
City Charter amendment. Planning staff will use the Rent Board’s Housing Inventory data as verified by
tenant organizations.

8.4.9 is revised to read:

Remove Conditional Use Authorization requirement for demolition of single-family or multi-unit buildings that (1) are not tenant occupied and without history of tenant evictions, recent buyouts, no-fault, Ellis, or OMI Evictions; that (2) net two or more housing units in the case of projects that construct less than 4 units or that net an increase of at least 50% in the number of existing units for projects that construct 4 or more units, (3) do not demolish existing rent-controlled units, and (4) meet tenant protection, relocation, and replacement standards as recognized in [Housing Crisis Act of 2019](#) by January 31, 2025. Continue to apply Conditional Use requirements to demolition of tenant occupied buildings. Review "protected unit" standards in the Housing Crisis Act, and strengthen definitions for local use as necessary, to ensure that properties with a history of no-fault evictions, such as Ellis Act or Owner-Move-Ins, continue to require heightened scrutiny or prohibition of demolition. Planning staff will use the Rent Board's Housing Inventory data and seek input from tenants organizations.

8.4.18 is revised to read:

Prioritize Department staffing and resources to review Discretionary Review applications that are filed within [Priority Equity Geographies](#) in a timely manner and reallocate the Planning Department's staff resources from other Discretionary Review applications to support low-income homeowners with technical assistance as identified under Action 8.2.2, using the Department's Racial and Social Equity Assessment tool. Consider Commission action to limit Discretionary Review heard by Commission for projects that do not affect the size or number of dwelling units on a parcel, for example, changes to decks or other similar exterior modifications.

8.4.19 is revised to read:

Timeline: Medium, Ongoing

8.5.8 is revised to read:

Timeline: Long, Medium

8.5.12 is revised to read:

Timeline: Short, Ongoing

8.6.18 is revised to read:

Ensure compliance with SB 1087 requirements, including immediately delivering the adopted housing element to water and sewer service providers, that sewer and water providers have policies and procedures that grant priority for service allocations to proposed developments that include housing units affordable to lower-income households.

Timeline: Short

9.3.2 is revised to read:

Prioritize investments in [Priority Equity Geographies](#) that overlap with Environmental Justice Communities related to improving transit service, pedestrian safety, schools, child development centers, parks, streetscape, and other neighborhood amenities, in coordination with the investments referenced under Action 9.3.7.

9.4.3 is revised to read:

Develop or adopt certification programs for community-serving businesses, such as grocery stores, ~~childcare centers~~ child development centers, healthcare clinics, and laundromats, starting in Priority Equity Geographies so that there is a way to resource or plan for them via other actions.

9.4.6 is revised to read:

Create and implement a long-range community facilities plan, and update every 5-10 years, for public facilities including parks, recreation centers, schools, child development centers, libraries, to accommodate a thirty-year projected population growth, informed by equity metrics in a manner that secures equitable access in Priority Equity Geographies, Environmental Justice Communities, and Well-resourced Neighborhoods that are targeted for increased housing capacity, building on processes such as the Community Facilities Framework, and in collaboration with Interagency Plan Implementation Committee.

“Quantified Objectives” table is edited to remove a row counting the preservation of 716 at-risk affordable housing units towards the total housing units shortfall.

“Key Constraints Reduction Actions” table is updated to match edits to action language.

“Affirmatively Furthering Fair Housing Actions” table is updated to match edits to action language. Edits are also made to metrics to read:

9.4.6: **Metric:** Complete community facilities plan by 2026; include an analysis of estimated investment required to implement it. The plan should prioritize the Tenderloin, Western Addition, Chinatown, Bayview-Hunters Point, Visitation Valley, Sunnydale and Excelsior, as these were identified as R/ECAPs and TCAC Areas of High Segregation and Poverty concentration; the plan should include strategies to prevent displacement from these investments. The plan should also include facilities identified as top priority in the Sunset Forward community plan, which include affordable health services and daycares child development centers, community spaces, and multiuse spaces. Secure initial funding through the General Fund, bonds, and state and federal grants by 2028.

Text is also edited:

- For punctuation and typos on Implementing Program 1 introduction, 1.2.6, 1.5.4, 2.2.5, 2.3.2, 2.3.5, 2.4.3,

- 3.3.6, 4.2.5, 4.2.6, 4.3.8, 4.4.4, 5.1.2, 6.3.2, 7.2.9, 7.3.5, 7.4.2, and 8.4.4.
- For minor syntax on 1.7.9, Implementing Program 2 introduction, Implementing Program 3 introduction, 3.1.4., 3.1.6, 3.2.1, 3.2.2., 3.3.2, 4.2.1, 4.2.2, 4.3.2, 4.5.8, Implementing Program 7 introduction, 7.1.1, 7.3.2, and 7.3.4.

Specific Revisions to Supporting Analysis

Appendix A: Housing Needs Assessment and Assessment of Fair Housing

Affirmatively Furthering Fair Housing Actions table was updated to match edits to action language in the Implementing Programs section.

Contributing Factors and Actions Matrix in Appendix A, the Housing Needs Assessment and Assessment of Fair Housing report, was updated to match edits to action language in the Implementing Programs section and to match the actions identified in the Affirmatively Furthering Fair Housing Actions table.

Appendix B: Site Inventory Analysis and Rezoning Program

The Sites Inventory has been revised to remove preservation of 716 at-risk affordable housing units in 9 buildings. While San Francisco remains committed to use all available tools to preserve these units over the Housing Element period, the units do not appear to meet the adequate sites alternative requirements. As a result, the Sites Inventory shortfall has increased to -36,282 units that the city must rezone to accommodate. These changes also affect actions associated with rezoning, 7.1.1, and the mid-cycle response to pipeline permitting, 8.1.5, which have been updated to reflect these numbers in the Implementing Programs document. Changes to the Sites Inventory related to changes to preservation units counted are found on pages 8, 12, and 13 of the Sites Inventory document. In addition, references to the updated -36,282 units shortfall have been made throughout the document.

The list of parcels included in the rezoning scenarios will also be added.

12/15/2022 Planning Commission Hearing Revisions to Housing Element 2022 Update – Implementing Plan

Deletions are noted with a ~~strikethrough~~, additions are noted with an underline

1.2.6 Continue and expand the City’s Public Land for Housing Program through public-private partnerships and use City resources to support the maximum number of permanently affordable housing units on underutilized publicly owned and surplus sites, balancing the financial needs of enterprise agencies and ensuring adequate space and resources to address gaps in community infrastructure, services, and amenities. As part of this program, continue to implement the City’s Surplus Public Lands Ordinance codified in Administrative Code Chapter 23A, in compliance with the state Surplus Lands Act (Government Code 54220-54234).

The Public Lands Program should include, but not be limited to:

- Annual outreach and marketing of these sites to developers, especially non-profit developers;
- Coordination across agencies, including the Mayor’s office;
- Continue negotiations and completion of any necessary rezoning efforts on identified publicly owned sites that will accommodate the RHNA;
- Facilitation and streamlining of any approvals and subsequent entitlements for proposed projects on publicly identified sites;
- Development and implementation of site-specific incentives including but not limited to financial assistance, streamlined approvals, and reduced fees, to encourage and facilitate affordable housing development on publicly owned sites; and
- Issuance of RFPs for sites ready for development annually.

The City will target 500 to 2000 affordable units in the RHNA planning period. Revisit strategies as appropriate.

1.3.3 Assess inclusionary tiers ~~and requirements~~ to address constraints on housing development including financial feasibility, to increase certainty for housing projects, to ensure that inclusionary requirements do not impede or undermine use of State Density Bonus Law, and to reduce staff time and need for specific expertise. Changes to inclusionary tiers ~~and requirements must~~ should improve or maintain ~~the current affordability~~ average affordability of inclusionary housing units. Changes to inclusionary tiers and their requirements should ~~and~~ retain or expand the ~~number~~ percentage of units required, including with consideration to rents, purchase prices, and HOA fees.

8.1.5. If the City issues building permits for fewer than 29,049 new units by January 31, 2027, then the City shall enact and implement:

- additional rezoning outside of Priority Equity Geographies and areas vulnerable to displacement, and

- additional constraints reductions for housing projects, including existing projects in the development pipeline.

This additional rezoning and additional constraints reductions shall accommodate 115% of the shortfall, minus any capacity created by the rezoning(s) in Action 7.1.1 in excess of 36,282 units.

The scope of this additional rezoning and additional constraint reduction:

- shall account for sites’ likelihood of development during the RHNA planning period, and affirmatively incorporate the results of an analytical model and the cumulative constraints analysis described in Action 8.1.8 to increase supply choice and affordability and accommodate the RHNA in the planning period.
- shall not impose any new governmental constraints not already in effect on January 31, 2027 to the development of housing unless that constraint is offset by the repeal or mitigation of another constraint.
- shall consider progress and implement strategies toward meeting the RHNA goals by income group and AFFH objectives, including strategies considered under 8.1.10.
- ~~shall consider outreach~~ community engagement, in alignment with Program area 4.2 with in areas that may be disproportionately impacted with displacement risk beyond Priority Equity Geographies.

The City shall complete this effort, if needed, by July 31, 2028. The City will implement this program in consultation with HCD, including HCD approval.

8.1.6. In alignment with the provisions and purpose of the Housing Crisis Act of 2019 (Government Code 66300 et seq.), any City-adopted rezoning or development controls shall not impose any new governmental constraints to the development of housing unless those increased constraints are offset by the removal or reduction of other constraints. A “new governmental constraint” is a city-imposed requirement, including but not limited to process, fees, or design, that increases the cost of development not in effect on January 31, 2023, not including mitigation measures adopted in compliance with CEQA or a requirement adopted to specifically protect against a threat to health or safety.

8.1.10 By January 2026, the Interagency Housing Element Implementation committee (see Action 4.1.4) will assess if the City has approved the appropriate housing units by income level to meet the RHNA goals. If the City is behind the pro rata affordable housing production goals the Interagency Housing Element Implementation committee should trigger:

- Increase of additional City funding for affordable housing and pursuit of additional State funding
- Increase the land banking strategy to accommodate 50 percent more affordable housing units than the capacity of the sites acquired from 2022 through 2025

The City will implement these actions in consultation with HCD.



December 23, 2022

California Department of Housing and Community Development
C/O Land Use and Planning Unit
2020 W. El Camino Ave, Suite 500
Sacramento, CA 95833

Re: San Francisco Housing Element 2022 Update (File No. 2019-016230CWP)

To HCD Housing Policy Division:

The San Francisco Planning Department is submitting the final draft of the San Francisco Housing Element 2022 Update for the Department of Housing and Community Development's (HCD) third review. This submittal includes the following:

- *Housing Element 2022 Update*: The city's housing plan including goals, objectives, and policies and implementing programs. The Implementing Program includes actions with corresponding timelines, responsible agencies, and potential funding sources.
- *Appendix A. Housing Needs Assessment and Assessment of Fair Housing*: Appendix A includes detailed data and analysis of San Francisco's population and employment trends; existing housing characteristics and affordable units at-risk of conversion; a fair housing assessment, including patterns of segregation, displacement, fair housing enforcement, and environmental justice challenges; and overall housing needs, including special needs groups. The Appendix A includes a copy of the Affirmatively Furthering Fair Housing Actions Table, identifying actions from the Implementing Program that further fair housing and corresponding metrics.
- *Appendix B. Sites Inventory Analysis and Rezoning Program*: Appendix B identifies specific sites or parcels that are available for residential development or are in the process of being made available (i.e. planned) for residential uses via re-zonings or specific plans. An Excel file of the Sites Inventory will be transmitted with the reports. The Sites Inventory Analysis and Rezoning program includes three sub-appendices providing updated estimates of units expected in development agreements and large projects, detail on the methodology for modeling development on vacant and non-vacant sites, and case studies on recent housing development on sites with prior existing uses and on sites smaller than .5 of an acre. The rezoning program has been further refined with three potential scenarios including maps and possible parcel level zoning changes to meet the sites shortfall to accommodate the RHNA.
- *Appendix C. Analysis of Government and Non-Government Constraints Report*: Appendix C provides an analysis of potential and actual governmental and non-governmental constraints on the maintenance, improvement, or development of housing for all income levels, including zoning, development controls,

permitting process, the availability of financing, the price of land, and the cost of construction.

- *Appendix D. General Plan Consistency:* Appendix D provides an analysis of and confirms the Housing Element 2022 Update's consistency with other portions of the San Francisco General Plan.
- *Appendix E. Public Input Summaries:* Appendix E includes public input summaries from each phase of the Housing Element 2022 Update's development.
- *Appendix F. Evaluation of 2014 Housing Element:* Appendix F provides an assessment of the appropriateness and effectiveness of the objectives, policies, implementation the programs listed in the 2014 Housing Element.
- *Appendix G. Glossary:* Appendix G defines terms and frequently used concepts throughout the Housing Element 2022 Update.
- *Public Input Received during the December 16-23 Public Review Period:* In accordance with AB 215, the element revision was posted to the project website on December 16 and notices were emailed to the public on December 14 and 21. Attached are the letters received from the public during this period.

Substantial edits have been made to the Housing Element 2022 Update and its appendices since SF Planning's last submittal on October 14, 2022 based on input from HCD, members of the public, community organizations, San Francisco supervisors, planning commissioners, and sister city agencies. These edits aim to clearly define a local vision for housing in San Francisco, identify actionable steps to achieve that vision, and bring San Francisco's housing element in compliance with California law and requirements.

The San Francisco Planning Commission approved this Final Draft of the Housing Element 2022 Update on December 15, 2022 and recommended its adoption by the Board of Supervisors. SF Planning posted this Final Draft of the Housing Element 2022 Update and its appendices online at <https://sfhousingelement.org/> on December 16, 2022. No additional changes to the housing element are allowed at this time; the Board of Supervisors and the mayor can only approve or disapprove this Final Draft as submitted. On January 10, 2023, SF Planning will introduce this Final Draft of the Housing Element 2022 Update to the Board of the Supervisors as an amendment to the San Francisco General Plan. The Board of Supervisors will vote on the adoption of this Final Draft on January 31, 2023.

In order to ensure the completion of the Housing Element 2022 Update by January 31, 2022 and to avoid the consequences for missing this deadline, SF Planning requests HCD's review of this final draft of the 2022 Update for compliance with state law. If you were to find our Final Housing Element in compliance with State Law, we would appreciate the final certification letter by January 31st. Staff are available to discuss this submittal and answer any questions you may have. We value your support through this process.

Sincerely,

Miriam Chion

Miriam Chion
Community Equity Director
San Francisco Planning Department

cc: Rich Hillis, SF Planning Director

James Pappas, Project Manager

Attachments (Mailed and via PDF in OneDrive):

- A. 12/15/2022 Planning Commission Hearing – Approval to Adopt Memo
- B. 12/15/2022 Planning Commission Hearing – Approval to Adopt with Recommended Revisions Memo
- C. 12/15/2022 Planning Commission Hearing – Revisions at Hearing Memo
- D. Housing Element 2022 Update
- E. Appendix A. Housing Needs Assessment and Assessment of Fair Housing
- F. Appendix B. Sites Inventory Analysis and Rezoning Program
- G. Appendix B.1: Development Agreements and Large Project Profiles and Research
- H. Appendix B.2: Modeling Development on Non-Vacant and Vacant Sites
- I. Appendix B.3: Non-Vacant Site Residential Development Case Studies
- J. Appendix C. Analysis of Government and Non-Government Constraints Report
- K. Appendix D. General Plan Consistency
- L. Appendix E. Public Input Summaries
- M. Appendix F. Evaluation of 2014 Housing Element
- N. Appendix G. Glossary
- O. Public Input Received 12/15/22-12/23/22

Additional Submittals via Google Drive:

- 1. Appendix B.4: Sites Inventory Form ([Excel spreadsheet](#))

Appendix A: Housing Needs Assessment and Assessment of Fair Housing

FINAL DRAFT – DECEMBER 2022

Prepared as Part of the San Francisco Planning Department's

Housing Element Update 2022



San Francisco
Planning

Table of Contents

Introduction to the Housing Needs Assessment and Assessment of Fair Housing	4
I. Projected Housing Needs	5
Projected Housing Needs: Regional Housing Needs Allocation	5
RHNA Development and Allocation Methodology	5
RHNA for San Francisco	7
II. Population, Households, and Employment Trends	9
Population and Age Groups	9
Household Income	15
Tenure.....	19
Household Type and Size	22
Employment and Working Residents	25
III. Housing Characteristics and Trends	32
Housing Characteristics by Tenure.....	32
Demographics by Housing Characteristics.....	37
Rent Controlled Housing.....	39
Single Room Occupancy Hotels.....	43
Federally Assisted & Other Subsidized Affordable Housing and Services.....	45
Assisted Housing Developments at Risk of Conversion	52
Coastal Zone Analysis.....	58
Substandard Housing	61
Housing Costs and Overcrowding.....	64
IV. Assessment of Fair Housing	81
Background on Racial and Economic Discrimination in Planning and Housing Policy	82
American Indian Community.....	86
Black Community	88
Latino(a,e) Community.....	90
Chinese Community.....	91
Japanese Community	93
Filipino Community.....	94
Assessment of Segregation and Integration Patterns and Trends	95

Dissimilarity Index by Race and Ethnicity	95
Isolation Index by Race and Ethnicity	96
Dissimilarity Index by Low- to Moderate-Income Households	98
Population Concentration by Race and Ethnicity	99
Concentration of Extremely Low- and Very-Low-Income Residents	102
Mapping Racially and Ethnically Concentrated Areas of Poverty (R/ECAP) and Areas of High Segregation and Poverty	104
Mapping Racially Concentrated Areas of Affluence	110
Geographies of Special Needs Groups	114
Priority Equity Geographies	120
Assessment of Disparities in Access to Opportunity	122
TCAC 2021 Opportunity Map	122
Access to Educational Opportunity	125
Access to Employment Opportunities	131
Access to Employment and Transportation Opportunities	135
Access to a Healthy Environment	142
Assessment of Disproportionate Housing Needs	152
Housing Needs by Race and Ethnicity	152
Households with Special Needs	161
Displacement, Eviction, and Foreclosure	202
Assessment of Fair Housing Enforcement and Outreach	210
Compliance with existing fair housing laws and regulations	210
Fair Housing Enforcement and Outreach Capacity	214
Findings, lawsuits, enforcement actions, settlements, or judgments related to fair housing or civil rights	222
V. Fair Housing Issues and Contributing Factors	228
Displacement of residents due to economic pressures	228
Impediments to mobility due to high housing costs	229
Lack of affordable and accessible housing in a range of unit sizes	229
Lack of public investment in specific neighborhoods, including services and amenities	230
Exclusionary land use and zoning laws	230
Admissions and occupancy policies and procedures, including preferences in publicly supported housing ..	231
Community opposition	231
Contributing Factors and Actions Matrix	232

Introduction to the Housing Needs Assessment and Assessment of Fair Housing

This section includes a comprehensive assessment of housing needs in San Francisco and the context and factors that influence them. This section also includes an assessment of fair housing issues, which together with the other analyses documented in the appendices inform Housing Element 2022 Update's contributing factors to fair, its goals, and the Implementation Program.

In compliance with Section 65583(a) of the California state Housing Element law, sections I-IV cover San Francisco's projected housing needs; detailed data and analysis of the city's demographic and employment trends; existing housing characteristics and condition; housing cost burdens and overcrowding; an assessment of fair housing based on segregation and integration patterns, access to opportunities, disproportionate housing needs by race and ethnicity, and for extremely low income households and special needs groups; and fair housing enforcement and outreach capacity. Section V identifies the contributing factors to fair housing issues in San Francisco as informed by findings in the first four sections, the three phases of outreach and engagement for the 2022 Update, and the Sites Inventory analysis

Data presented in this report cover the most recent data available at the time of preparation. When available and relevant, information is presented on trends covering longer periods, extending back to 1990 in the case of demographic and employment trends. Primary data sources include the U.S. Census Bureau, projections published by the Association of Bay Area Governments (ABAG), independent analysis by the San Francisco Planning Department (SF Planning), and other city agency-provided data (MOHCD, HSH, etc.). The data used are the most reliable and available for assessing existing conditions. These standard sources provide a basis for consistent comparison with older data and form the basis for the best possible forecasts and future assessment and evaluation of this Housing Element.

Given the San Francisco's Planning Commission Resolution No. 201738, Centering Planning on Racial and Social Equity, this report disaggregates data by race and ethnicity whenever possible and provides historical context to socio-economic disparities between American Indian or Native Alaskan, Black or African American, and other communities of color, and non-Hispanic or Latino(a,e) white populations. When using Census Bureau data to describe different racial and ethnic groups, this section includes only race (regardless of ethnicity) for American Indian or Alaska Native, Black or African American, Asian, Native Hawaiian or Pacific Islander, other races, and two or more races (referenced as multiracial in this section); only ethnicity (regardless of race) for Hispanic or Latino(a,e); and race and ethnicity for non-Hispanic or Latino(a,e) white (referenced as white throughout this report). As such, percentages and subtotals may not add up to total sums.

I. Projected Housing Needs

As the economy and population of San Francisco and region continues to grow and the housing crisis becomes more pronounced, so have the housing needs of the city, especially for groups that continue to face barriers to housing. This section provides a description of San Francisco’s Regional Housing Needs Allocation (RHNA) from 2023 to 2031 to mitigate these issues.

Projected Housing Needs: Regional Housing Needs Allocation

The Regional Housing Needs Allocation (RHNA) provides housing targets for cities to plan for in their housing elements and to permit over the 8-year RHNA period. The RHNA process is required by State law to encourage all cities to help meet local and regional housing needs. Housing Elements must show that cities have sufficient sites to realistically accommodate the targeted number of units. Cities must analyze constraints to meeting the RHNA targets and propose policies to address those constraints (see Appendix B: Sites Inventory Analysis and Rezoning Program and Appendix C: Analysis of Governmental and Non-Governmental Constraints on Housing). After adoption of the Housing Element, cities must also report the number of units permitted each year relative to their RHNA targets to the California Department of Housing and Community Development (HCD).

RHNA Development and Allocation Methodology

HCD is responsible for determining the regional housing need for each Council of Governments, which is the Association of Bay Area Governments (ABAG) in the San Francisco Bay Area. The regional housing need is based on a forecast of population, households, and jobs developed by the California Department of Finance with input from regional agencies. New for the 2023-2031 RHNA cycle, the targets also address existing needs such as housing cost burdens, overcrowding, and vacancy, which has increased the RHNA for the Bay Area and other regions.

The total housing need determination for the Bay Area from HCD for the 2023-2031 period is 441,176 units, a 135% increase from the 2015-2022 period, further divided into income groups (Table 1).

Table 1. Bay Area 2023–2031 RHNA by Income Group

	<i>Units</i>	<i>Percent of Total</i>
Very Low Income (<50% AMI)	114,442	25.9%
Low Income (50-80% AMI)	65,892	14.9%
Moderate Income (80-120% AMI)	72,712	16.5%
Above Moderate Income (>120% AMI)	188,130	42.6%
Total RHNA	441,176	100%

ABAG created an advisory Housing Methodology Committee (HMC) made up of elected officials, local staff, and advocates to study how to distribute the regional allocation to the 108 jurisdictions in the Bay Area. The methodology for distributing RHNA to cities must meet the following statutory objectives:

1. Increasing the housing supply and mix of housing types, tenure, and affordability
2. Promoting infill development and socioeconomic equity, protecting environmental and agricultural resources, and encouraging efficient development patterns
3. Promoting an improved intraregional relationship between jobs and housing
4. Balancing disproportionate household income distributions
5. Affirmatively furthering fair housing

The HMC recommended a methodology that was adopted by the ABAG Executive Board in January of 2021. The adopted methodology includes the following key components:

- **The RHNA distribution to cities is based on the projected household distribution in 2050 from Plan Bay Area (PBA 2050).** PBA 2050 is the 30-year plan for transportation, jobs, and housing for the 9 county Bay Area and includes a forecast of where households will live in 2050. Thirty-four percent (34%) of future households will be new growth while 66% of future households will be in the same places as today. As a result, the majority of the projected PBA household distribution is based on cities' current household populations. According to state law, RHNA must be consistent with PBA, meaning the eight-year RHNA for a city cannot exceed PBA 30-year growth. Using PBA projected households as a baseline for RHNA ensures consistency with PBA while also ensuring that all cities contribute to meeting regional housing needs, not only those with higher 30-year growth.
- **RHNA units by income level assigned to each city are adjusted based on various factors.** While the bulk of the distribution for all income groups is determined by the PBA 2050 household distribution, adjustments are applied based on the characteristics of each city to ensure more equitable distribution of units by income group. Based on these adjustments a city could receive more or less of the lower-income, moderate-income, and above moderate-income units.
 - o **The Very Low- and Low-Income RHNA units allocated to cities are adjusted based on:**
 - **Access to High Opportunity Areas (70%):** the percentage of households in a city living in higher resource census tracts according to the state Opportunity Map (described in the Affirmatively Furthering Fair Housing section).
 - **Job Proximity - Auto (15%):** the share of region's total jobs that can be accessed within in a 30-minute commute auto via during the morning commute.

- **Job Proximity - Transit (15%):** the share of region's total jobs that can be accessed within in a 45-minute transit commute during the morning commute.
 - o **The Moderate- and Above Moderate-Income RHNA units allocated to cities are adjusted based on:**
 - **Access to High Opportunity Areas (40%):** see definition above.
 - **Job Proximity-Auto (60%):** see definition above.
- **An Equity Adjustment was applied to ensure exclusionary cities receive low-income units proportional to their share of all households.** Exclusionary cities are classified based on a composite score of (1) whether they have a higher percentage of above moderate-income households compared to the region and (2) based on how their racial demographics differ from the region. Cities classified as exclusionary may receive additional very low- and low-income units to ensure that their share of the low-income RHNA is proportional to their share of all households in the RHNA.

RHNA for San Francisco

Based on the RHNA methodology described above, San Francisco's portion of the RHNA has been set at 82,067 for the 2023-2031 period with a distribution by income group very similar to the region (Table 2). The total RHNA for San Francisco increased 184% compared to the 2015-2023 period, whose targets were largely unmet for low- and moderate-income groups (Table 3). While the bulk of the increase is attributable to the overall increase in the total RHNA for the region, the higher RHNA is also attributable to higher forecasted growth in San Francisco in PBA as well as relatively high scores for job proximity and access to higher opportunity areas compared to the region.

The higher RHNA targets mean that San Francisco will need to do more to produce and preserve housing across all income groups. The 10,258-unit annual target is twice the highest year of housing production in the last forty years. Given this, San Francisco will need to employ a variety of strategies to achieve RHNA targets. Identifying additional funding for affordable housing production and preservation will be crucial to meet targets for lower income units. Zoning changes will be important to not only meet RHNA targets but also to ensure housing opportunities are more widely distributed throughout the city, particularly in higher resource areas. Lowering development costs will be critical to support housing production across income groups. This could be achieved through innovative construction methods such as modular and mass timber, examining fees and other government-imposed costs, and providing simpler, more consistent, and/or streamlined permitting processes. The policies and actions of the draft San Francisco Housing Element 2022 Update and the accompanying Sites Inventory and Analysis of Governmental and Non-Governmental Constraints describe how San Francisco can do more to meet housing needs.

Table 2. San Francisco 2023-2031 RHNA by Income Group

	<i>Units</i>	<i>Annual Target</i>	<i>Percent of Total</i>
Extremely Low Income ¹	13,981	1,748	17%
Very Low Income	6,886	861	8%
Low Income	12,014	1,502	15%
Moderate Income	13,717	1,715	17%
Above Moderate Income	35,471	4,434	43%
Total RHNA	82,069	10,258	100%

Source: Bay Area Metro. SF Planning.

Table 3. San Francisco 2015-2023 RHNA and RHNA Progress by Income Group

	<i>Units Produced (2015-2021)</i>	<i>RHNA Target</i>	<i>Percentage of RHNA Produced</i>
Very Low Income	2,688	6,234	43%
Low Income	2,500	4,639	54%
Moderate Income	2,847	5,460	52%
Above Moderate	18,826	12,536	150%
Total Units	26,861	28,869	71%

Source: SF Planning

¹ The “very low income” allocation for San Francisco was divided into 67% for extremely low-income households and 33% for very low-income households given the share for each type of household for the “very low income” group. To learn more, visit the ELI and VLI Households Needs section below.

II. Population, Households, and Employment Trends

This section describes trends in population, demographics, households, and employment that affect San Francisco’s residents and workers. This section is supplemented by Section IV which includes housing issues facing communities of color and special needs groups. Data is taken from a variety of sources but is primarily based on Census and American Community Survey data (including Public Use Microdata Sample, PUMS data analyzed by SF Planning and accessed from the Minnesota Population Center’s IPUMS-USA data page). In addition, this section pulls from the Bureau of Labor Statistics employment and wage data, future projections compiled by regional agencies such as ABAG, and other local sources.

Population and Age Groups

Population Change

From 2010 to 2018, San Francisco grew at the fastest rate that it had in decades – 10% growth over the period, totaling 78,070 more residents. Yet within the same period, the rate of growth for number of households remained at 5%, with 17,016 households added (Table 4). Despite a slowing of population growth in 2020, likely due to the COVID-19 pandemic, projections from regional agencies estimate that San Francisco’s population will grow 32%, adding an additional 286,180 residents, between 2018 and 2040. Household growth rates are projected to grow at a faster rate than previously observed, increasing by 33%, or 120,868 households, by 2040. This rapid population growth will require substantial new housing production in order to meet the increasing and currently unmet housing needs.

Table 4. San Francisco Population Trends and Projections, 1990–2040

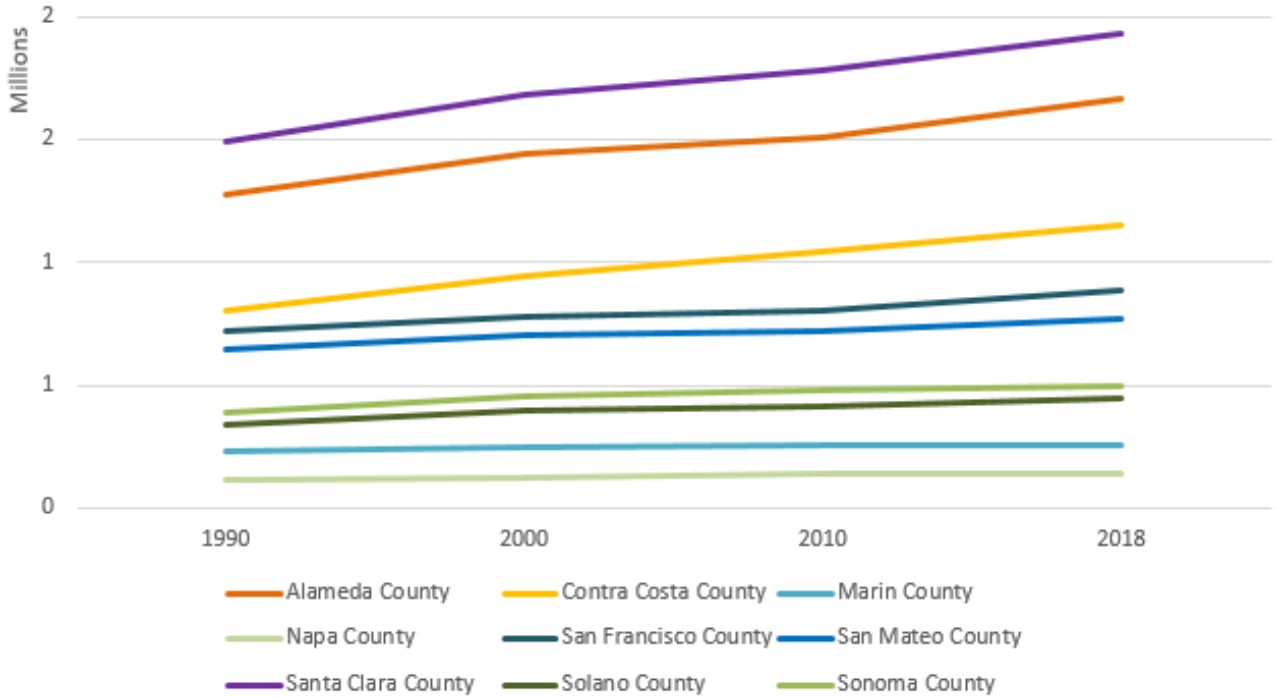
	1990	2000	2010	2018	2030 (estimate)	2040 (estimate)
Total Population	723,959	776,733	805,235	883,305	1,034,175	1,169,485
Population Change	-	52,774	28,502	78,070	150,870	135,310
% Change Population	-	7%	4%	10%	17%	13%
Households	305,584	329,700	345,811	362,827	437,505	483,695
Households Change	-	24,116	16,111	17,016	74,678	46,190
% Change Households	-	8%	5%	5%	21%	11%
Average Household Size	2.29	2.30	2.26	2.38	2.30	2.35

Source: 1990, 2000, and 2010 Census, 2018 1 Year ACS, 2030-2040 Projections by ABAG/MTC

Despite growing at a faster rate than much of the Bay Area since 2010, San Francisco’s cumulative growth rate since 1990 is below average for the region. Between 1990 and 2018, San Francisco had a 18% cumulative growth in population. Other Bay Area counties experienced a 20-30% cumulative growth

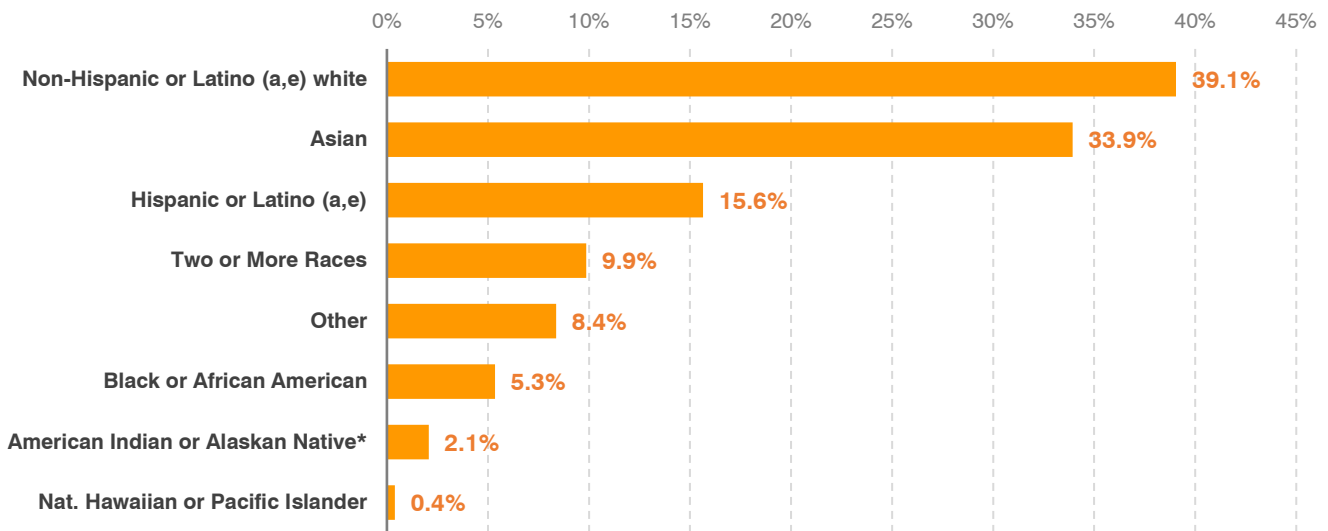
in population during that same period. In addition, San Francisco's closest neighboring counties, San Mateo and Marin, were the slowest growing counties in the region from 1990 to 2018, at 11% and 16% cumulative growth respectively. The slower growth in these counties reflects the relatively fewer housing units added in these counties over the nearly 30-year period (Figure 1).

Figure 1. Bay Area Counties Population Growth Rates, 1990–2018



Source: 1990, 2000 and 2010 Census, ACS 2018 5-Year Estimates

Figure 2. San Francisco Population Shares by Race and Ethnicity, 2020



Source: 2020 Census.

*For the American Indian or Alaska Native population, this report includes race alone and in combination with other races; this representation for total population counts was done in consultation with the San Francisco American Indian community. All other races are race alone; except for Hispanic or Latino(a,e) (all races) and Non-Hispanic or Latino(a,e) white.

This report considers American Indian or Alaska Native alone and in combination with other races as the main definition for population counts for the American Indian or Alaska Native community in San Francisco. The American Indian or Alaska Native population has not substantially grown over the last 30 years, despite the growth reflected in Table 7 and Table 8. Instead, this increase is attributed to more intentional tracking of American Indian or Alaska Native data and the growth in people identifying as multiracial. Historically, the Census has undercounted the American Indian or Alaska Native population.² However, community efforts and “improvements to the [Census] design of the two separate questions for race and ethnicity, data processing, and coding, which enabled a more thorough and accurate depiction of how people prefer to self-identify”³ have enhanced the counts for multiracial people, including those that identify as American Indian or Alaska Native in combination with other races, and the counts for American Indian or Alaska Native alone. These improvements are reflected in the data: in 2020, there were 18,075 people in San Francisco that identified as American Indian or Alaska Native alone or in combination with other races (more than 66% than in 2010), and 86,233 people who identified as multiracial (Table 7) (more than 130% than in 2010). However, significant improvements to how multiracial people are counted means that decennial census counts for these two groups aren’t comparable.

To understand population trends for the American Indian or Alaska Native and the multiracial populations, population counts were compared between 2014 and 2019 using American Community Survey (ACS) 5-year estimates.⁴ Between 2014 and 2019 the population in San Francisco grew by 5.8% and the multiracial population grew by 36.4%, meanwhile the population counts for American Indian or Alaska Native alone or in combination with other races declined by 5 people (Table 5). Furthermore, the population for American Indian or Alaska Native alone declined by 572 people or 16.7%, meaning that the American Indian or Alaska Native population in San Francisco was actively being displaced.

The Black or African American population also experienced a significant decline both in their population counts and their share of the city’s total population. The city’s Black or African American population dropped by 41% between 1990 and 2020, from 11% to 5.3% of the city’s total population (Table 7). This was a much bigger drop than in the region as a whole (Table 8). In fact, almost half of the total drop in the Bay Area’s Black population was in San Francisco. Together with the American Indian or Alaska Native population, these are the only two racial and ethnic groups experiencing a decline in their population counts and in their shares of the total population in San Francisco. This means that both groups are in urgent need of prioritization for community stabilization programs.

2 <https://www.census.gov/newsroom/press-releases/2022/2020-census-estimates-of-undercount-and-overcount.html>

3 <https://www.census.gov/library/stories/2021/08/improved-race-ethnicity-measures-reveal-united-states-population-much-more-multiracial.html>

4 Since data collection for these surveys was similar, it offers more stable data for comparison.

Meanwhile, over the same period, the city’s white population remained stable, growing at about 1% to over 341,000 (Table 7). This is despite a large drop in the region’s white population, falling 24% between 1990 and 2020 (Table 8). The white share of the city’s total population, however, declined from 46.9% to 39.1%. Conversely, the population of residents that identify as Asian, Hispanic or Latino(a,e), Native Hawaiian or Pacific Islander, multiracial, or as other races have all increased in both counts and share of the total population (Table 6, Table 7, Table 8), but at a much slower pace compared to the Bay Area.

Table 5. San Francisco Population Trends for the American Indian or Alaska Native and Multiracial Populations, 2014–2019

	<i>% Change 2014–2019</i>	<i>% Change in Share of SF Population 2014–2019</i>
American Indian or Alaska Native (all)*	-0.1%	-5.5%
American Indian or Alaska Native (alone)	-16.7%	-21.3%
Two or More Races	36.4%	29.0%
Total Population	5.8%	4.7%

Source: ACS 2014 and 2019 5-Year Estimates.

*For the American Indian or Alaska Native population, this report includes race alone and in combination with other races; this representation for total population counts was done in consultation with the San Francisco American Indian community. All other races are race alone; except for Hispanic or Latino(a,e) (all races) and Non-Hispanic or Latino(a,e) white.

Table 6. San Francisco Population Shares by Race and Ethnicity, 1990–2020

	<i>1990</i>	<i>2000</i>	<i>2010</i>	<i>2020</i>
American Indian or Alaska Native (all)*	**	**	**	2.1%
American Indian or Alaska Native (alone)	0.4%	0.4%	0.5%	0.7%
Black or African American	11.0%	7.8%	6.1%	5.3%
Hispanic or Latino (a,e)	13.3%	14.1%	15.1%	15.6%
Nat. Hawaiian or Pacific Islander	0.4%	0.5%	0.4%	0.4%
Asian	28.6%	30.8%	33.3%	33.9%
Other	5.9%	6.5%	6.6%	8.4%
Two or More Races	**	**	**	9.9%
Non-Hispanic or Latino (a,e) white	46.9%	43.6%	41.9%	39.1%

Source: 1990, 2000, 2010 and 2020 Census; IPUMS-USA.

*For the American Indian or Alaska Native population, this report includes race alone and in combination with other races; this representation for total population counts was done in consultation with the San Francisco American Indian community. All other races are race alone; except for Hispanic or Latino(a,e) (all races) and Non-Hispanic or Latino(a,e) white.

** The 1990 Census doesn’t have data for two or more races; significant improvements to how multiracial people are counted means that decennial census counts aren’t comparable.

Table 7. San Francisco Population Counts by Race and Ethnicity, 1990–2020

	1990	2000	2010	2020	Change 1990–2020	% Change 1990–2020
American Indian or Alaska Native*	**	**	**	18,075	***	***
American Indian or Alaska Native (alone)	3,148	3,458	4,024	6,475	3,327	106%
Black or African American	79,604	60,515	48,870	46,725	(32,879)	-41%
Hispanic or Latino (a,e)	96,258	109,504	121,774	136,761	40,503	42%
Nat. Hawaiian or Pacific Islander	3,125	3,844	3,359	3,476	351	11%
Asian	206,622	239,565	267,915	296,505	89,883	44%
Other	42,668	50,368	53,021	73,169	30,501	71%
Two or More Races	**	**	**	86,233	***	***
Non-Hispanic or Latino (a,e) white	339,453	338,909	337,451	341,306	1,853	1%
Total	723,626	776,733	805,235	873,965	150,339	21%

Source: 1990, 2000, 2010 and 2020 Census; IPUMS-USA.

*For the American Indian or Alaska Native population, this report includes race alone and in combination with other races; this representation for total population counts was done in consultation with the San Francisco American Indian community. All other races are race alone; except for Hispanic or Latino(a,e) (all races) and Non-Hispanic or Latino(a,e) white.

** The 1990 Census doesn't have data for two or more races; significant improvements to how multiracial people are counted means that decennial census counts aren't comparable.

Table 8. Bay Area Population Counts by Race and Ethnicity, 1990–2020

	1990	2000	2010	2020	Change 1990–2020	% Change 1990–2020
American Indian or Alaska Native*	**	**	**	219,093	**	**
American Indian or Alaska Native (alone)	39,474	43,529	48,493	87,319	47,845	121%
Black or African American	530,902	511,084	481,361	452,316	(78,586)	-15%
Hispanic or Latino (a,e)	904,104	1,315,175	1,681,800	1,891,985	987,881	109%
Nat. Hawaiian or Pacific Islander	31,569	36,317	44,386	46,898	15,329	49%
Asian	885,456	1,289,849	1,664,384	2,171,656	1,286,200	145%
Other	381,484	627,004	770,820	1,042,585	661,101	173%
Two or More Races	**	**	**	917,159	**	**
Non-Hispanic or Latino (a,e) white	3,669,815	3,392,204	3,032,903	2,783,589	(886,226)	-24%
Total	6,020,309	6,783,760	7,150,739	7,765,640	1,745,331	29%

Source: 1990, 2000, 2010 and 2020 Census; IPUMS-USA.

*For the American Indian or Alaska Native population, this report includes race alone and in combination with other races; this representation for total population counts was done in consultation with the San Francisco American Indian community. All other races are race alone; except for Hispanic or Latino(a,e) (all races) and Non-Hispanic or Latino(a,e) white.

** The 1990 Census doesn't have data for two or more races; significant improvements to how multiracial people are counted means that

Age

The median age in San Francisco was 38.7 years in 2018. Between 2000 to 2018, the population of seniors as a share of the total population increased 2%, while the population of children decreased by 1%, indicating that the overall population in the city is aging (Table 9, Figure 3).

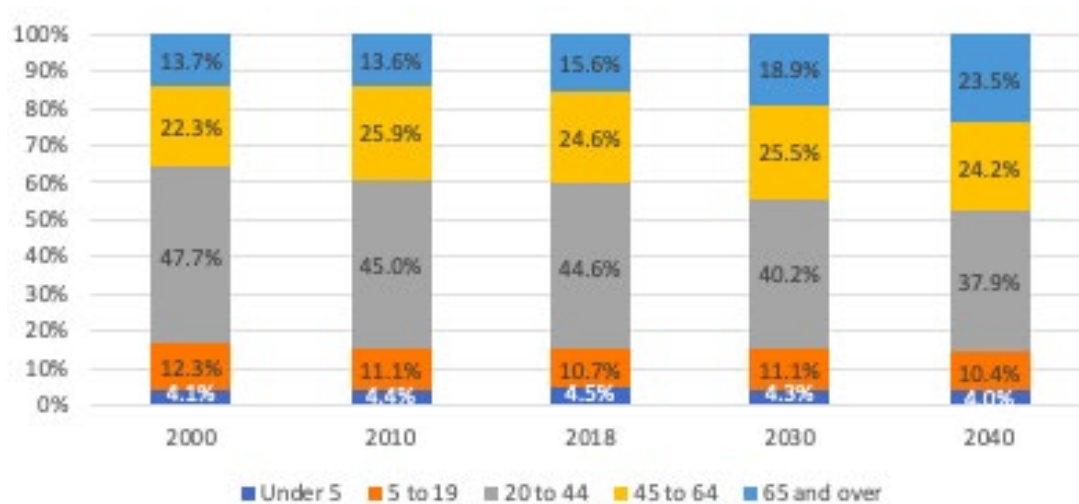
Table 9. San Francisco Population Trends and Projections by Age Group, 2000-2040

Age Group	2000	2010	2018	2030	2040	
Under 5		31,633	35,203	39,618	44,660	46,200
5 to 19		95,711	89,367	94,643	115,035	121,435
20 to 44		370,276	362,420	393,917	415,500	443,750
45 to 64		173,002	208,403	216,999	263,205	283,365
65 and over		106,111	109,842	138,128	195,775	274,735
Total		776,733	805,235	883,305	1,034,175	1,169,485
Median Age		36.7	37.6	38.7	40.6	42.6

Source: 2000 and 2010 Census; ACS 2018 1-Year Estimate; 2020-2040 projections by ABAG/MTC.

Based on recent Census data and ABAG projections, there is an expected population growth in the 45-64 age group and particularly in 65 and over age group (Figure 3). Notably, seniors are more likely to be homeowners, which provides greater housing security, but are also more likely to be lower income and have higher rates of housing cost burden for both renters and owners (Table 73).

Figure 3. San Francisco Population Share and Projections by Age Group, 2000-2040

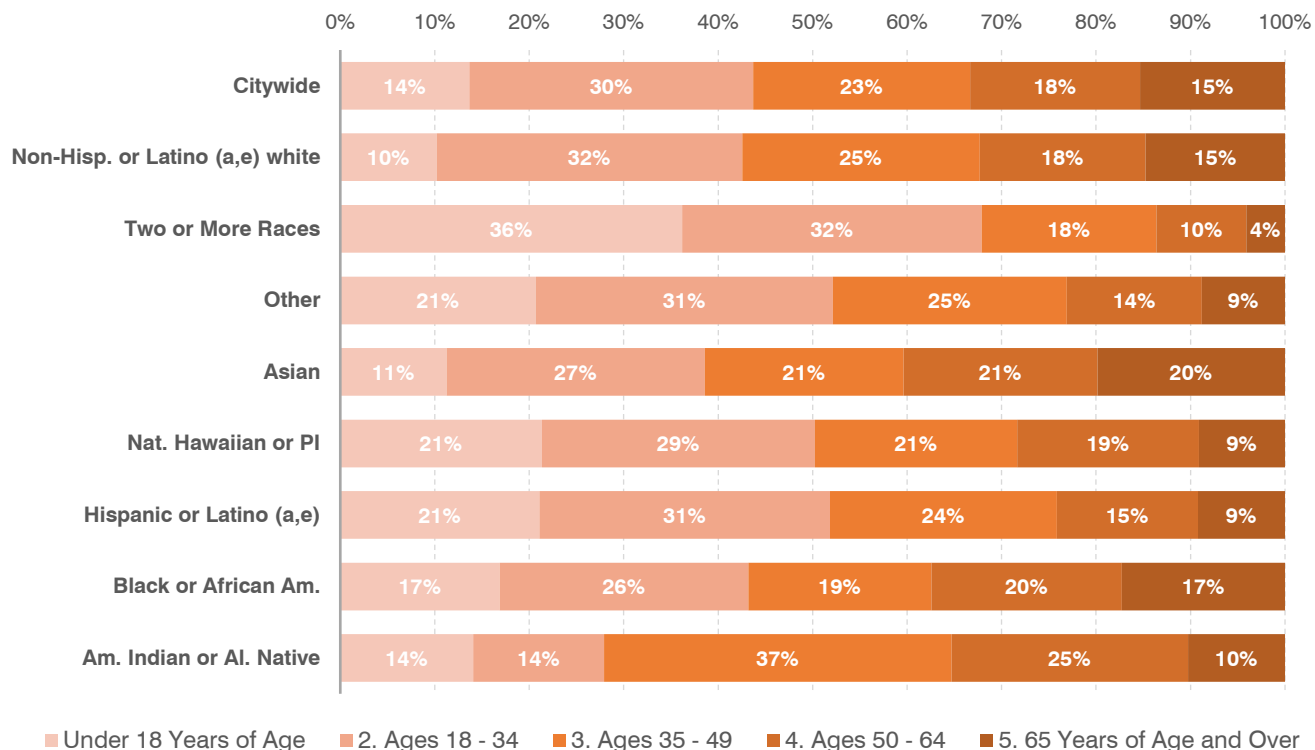


Source: 2000 and 2010 Census; ACS 2018 1-Year Estimate; 2020-2040 projections by ABAG/MTC.

Black or African American and Asian residents are disproportionately seniors (Figure 4). 20% of the Asian population and 17% of the Black or African population are over 65 compared to 15% for the city within

this age group. Native Hawaiian or Pacific Islander, Hispanic or Latino(a,e) and multiracial residents are also disproportionately children. 36% of the multiracial population and 21% of the Hispanic or Latino(a,e) and Native Hawaiian or Pacific Islander populations are within the under 18 age group compared to 14% of the overall city for this age group.

Figure 4. San Francisco Population Shares by Age Group and Race and Ethnicity, 2015-2019



Source: ACS 2019 5-Year Estimates; IPUMS USA.

Household Income

To analyze income in relation to housing programs and policies, SF Planning analyzed household income using the San Francisco Mayor’s Office of Housing and Community Development (MOHCD) income limits that determine eligibility for the housing programs and services it administers. The basis of these income limits is the Area Median Income (AMI) developed by the US Department of Housing and Urban Development (HUD), for federal housing programs and services. AMI limits are based on Median Family Income estimates from the Census/ACS and Fair Market Rent area definitions for a given metropolitan area. AMI is adjusted for household size in recognition that larger households need more space and have higher costs. MOHCD makes additional adjustments to HUD AMI to ensure that local

AMI and income limits for local affordable housing investments and programs align more closely with income levels in the city.⁵

San Francisco's median income has risen dramatically. Adjusting for inflation, median household income increased forty one percent (41%) from \$79,731 to \$112,376 and median family income increased forty three percent (43%) from \$91,751 to \$131,253 from the years 2000-2018 (Table 10).

Table 10. Median Household and Median Family Income (Adjusted for Inflation), 2000-2018

<i>2018 Inflation-Adjusted Dollars</i>	<i>2000</i>	<i>2010</i>	<i>2018</i>
Median Household Income	\$79,731	\$81,732	\$112,376
Median Family Income	\$91,751	\$98,323	\$131,253

Source: 2000 and 2010 Census; ACS 2018 1-Year Estimate.

A quarter (25%) of households in San Francisco earn above 200% of AMI (Table 11). Eighteen percent (18%) of households earn up to 30% of AMI. These two AMI groups are the highest and lowest AMI groups respectively and are the two largest AMI groups in the city, indicating high income inequality within the city. San Francisco has considerably more high-income and lowest-income households than the Bay Area as a whole. Correspondingly, the city has fewer households in the middle of the income spectrum from 50% to 150% of AMI than the region.

From 1990 to 2018, San Francisco added more than 85,000 households earning above 120% AMI (Table 11). The rate of increase in higher income households has exceeded the rate of increase in the region (Table 12).

Over the same period of 1990 to 2018, very-low, low- and moderate-income households declined by over 39,000 (Table 11). Low-income households earning between 50% and 80% of AMI have seen the greatest declines along with very low-income (VLI) households earning 30% to 50% of AMI. Moderate-income households earning between 80% and 120% of AMI have also declined. The declines in these income groups in San Francisco were far greater than in the region as a whole (Table 12). Extremely low-income (ELI) households earning less than 30% of AMI, however, increased by fifteen percent (15%) over the same time period.

Low- and moderate-income households who have left the city or been displaced may have found cheaper housing options outside of San Francisco. ELI households, however, may find few housing options elsewhere and may attempt to stay in the city despite high costs. Housing stock serving extremely low-income households, such as single room occupancy (SRO), public housing, and other affordable housing programs in San Francisco, may be part of the reason why the number of ELI

⁵ SF Planning applied MOHCD's 2018 income limits to the 2014-2018 IPUMS-USA. The 2018 income limits can be found here https://sfmohcd.org/sites/default/files/Documents/MOH/Asset%20Management/2018%20AMI-IncomeLimits-HMFA_04-06-18.pdf. General online information on MOHCD's Income Limits, Rent Limits, and Price Levels can be found here <https://sfmohcd.org/ami-levels>

households has been stable or grown. In addition, college students (74,000 residents) may have contributed to the increase in ELI households (nearly 50% live in lower income households).

Table 11. San Francisco Household Counts by Income Group, 1990–2018

	1990	2000	2010	2018	Change	Change [%]
Below 30% AMI	57,516	58,181	63,823	66,018	8,502	15%
30%-50% AMI	42,900	34,789	36,518	33,023	(9,877)	-23%
50%-80% AMI	64,720	56,244	49,976	44,172	(20,548)	-32%
80%-120% AMI	61,414	60,952	54,834	52,280	(9,134)	-15%
120%-150% AMI	28,754	32,158	32,364	33,566	4,812	17%
150%-200% AMI	25,657	33,484	36,754	41,612	15,955	62%
Above 200% AMI	24,561	54,981	61,685	89,004	64,443	262%
Total	305,522	330,789	335,954	359,675	54,153	18%

Source: 1990, 2000, and 2010 Census; 2018 5-Year ACS Estimates; IPUMS USA.

Table 12. Bay Area Household Counts by Income Group, 1990–2018

	1990	2000	2010	2018	Change	Change [%]
Below 30% AMI	299,505	309,341	372,718	410,938	111,433	37%
30%-50% AMI	265,332	262,395	294,813	304,458	39,126	15%
50%-80% AMI	448,988	433,486	431,605	430,072	(18,916)	-4%
80%-120% AMI	523,683	507,581	484,113	486,297	(37,386)	-7%
120%-150% AMI	254,346	272,064	268,293	274,252	19,906	8%
150%-200% AMI	237,373	276,564	295,043	310,927	73,554	31%
Above 200% AMI	213,327	404,234	416,789	497,909	284,582	133%
Total	2,242,554	2,465,665	2,563,374	2,714,853	472,299	21%

Source: 1990, 2000, and 2010 Census; ACS 2018 5-Year Estimates; IPUMS USA.

Income inequality has been increasing in the city and is particularly pronounced between white people and people of color. Households of color earned a fraction of white median household income. Black or African American households earned just 23% of the median white household income; American Indian or Alaska Native households earned 38%; Latino(a,e) households earned 53%, Native Hawaiian or Pacific Islander households earned 55%, and Asian households earned 65% of the white median household income (Table 13).

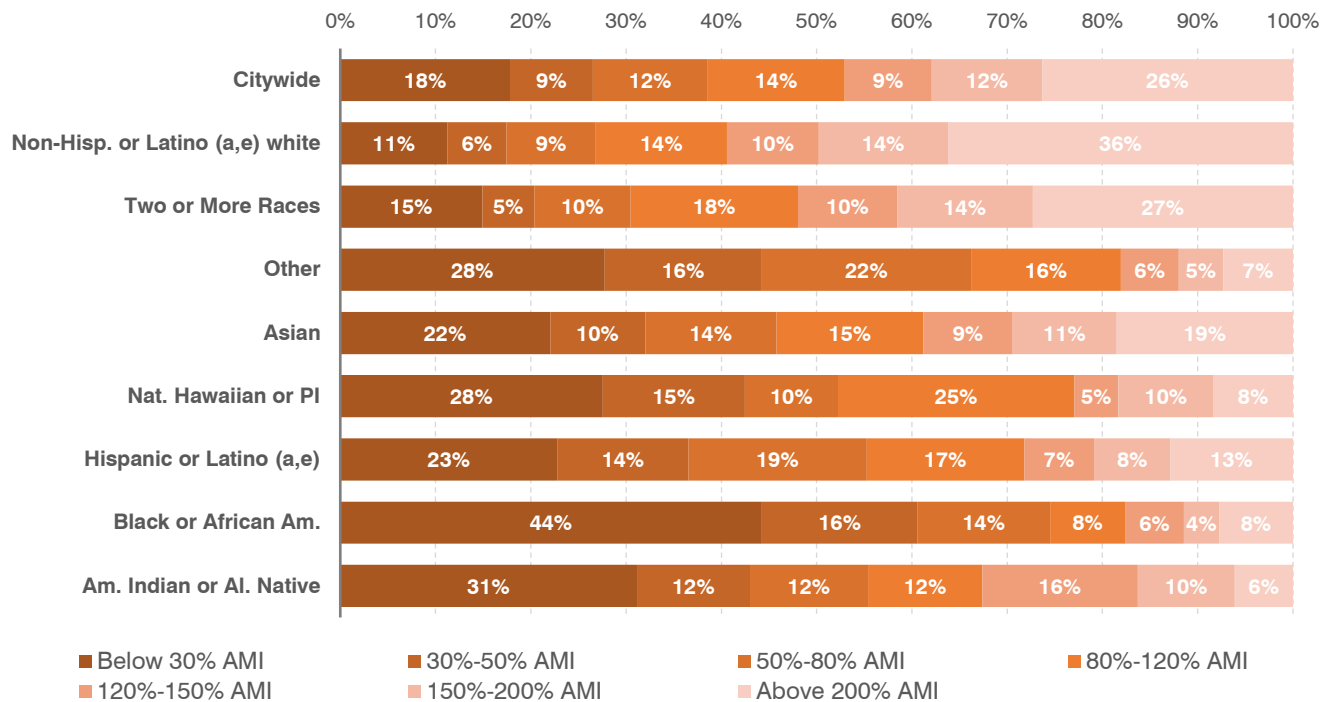
Table 13. San Francisco Median Household Income by Race and Ethnicity, 2015-2019

	Median Household Income
Citywide	\$112,449
Non-Hispanic or Latino(a,e) white	\$146,569
Two or More Races	\$127,653
Asian	\$95,057
Native Hawaiian or Pacific Islander	\$80,172
Hispanic or Latino(a,e)	\$77,074
Other	\$60,863
American Indian or Alaska Native	\$55,898
Black or African American	\$34,237

Source: ACS 2019 5-Year Estimates.

While about 11% of white households are extremely low income (ELI or earning less than 30% of the Area Median Income), 48% of Black or African households, 31% of American Indian or Alaska Native households, 28% of Native Hawaiian or Pacific Islander households, 23% of Hispanic or Latino(a,e) households, and 22% of Asian households are ELI (Figure 5). Expounded in a later section, renters of color are particularly more likely to experience high rent burden and overcrowding.

Figure 5. San Francisco Household Shares by Income Group and Race and Ethnicity, 2015-2019



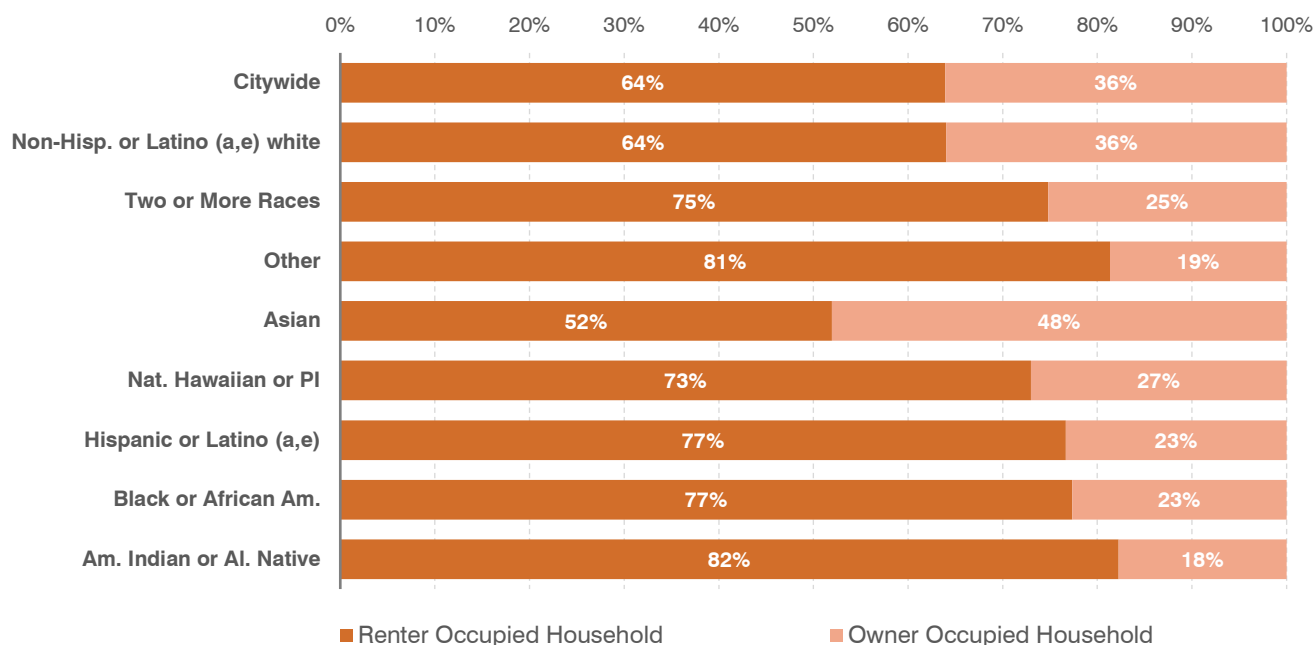
Source: ACS 2019 5-Year Estimates; IPUMS USA.

Tenure

San Francisco remains a majority renter city with 64% of households renting (over 246,900 in 2018) and 36% owning their homes (more than 138,881 in 2018) (Figure 6). Homeowner households tend to be larger, with an average of 2.7 people compared to 2.1 people for renters. This statistic has stayed stable over the past decade. In 2010, 63% of households reported renting their properties (over 212,000) and 37% reported owning their homes (more than 123,000). In contrast, most of the Bay Area region is owner-dominated with 56% of households owning their homes (over 1.5 million in 2018) and 44% of households renting (over 1.2 million in 2018).

All racial and ethnic groups in the city are majority renter. American Indian or Alaska Native, Black or African American, Hispanic or Latino(a,e), Native Hawaiian or Pacific Islander, multiracial and other race householders have the lowest rates of homeownership, while Asian and white householders have the highest rates of homeownership (Figure 6).

Figure 6. San Francisco Household Tenure by Race and Ethnicity, 2015-2019



Source: ACS 2019 5-Year Estimates; IPUMS USA.

Renters are markedly lower income than owners in San Francisco. Renters report a median household income of \$94,739 while homeowners reported a median household income of \$145,860. About 16% of owners are very low income, including 9% ELI owners, while 34% of renters are very low income including 24% ELI renters. Owners are more likely to be moderate or high income than renters, though there are far more renter households overall. Likely due to lower incomes and unstable housing costs, renters tend to have higher rates of cost burden and crowding (Table 41).

Table 14. San Francisco Household Tenure by Income Group, 2014–2018

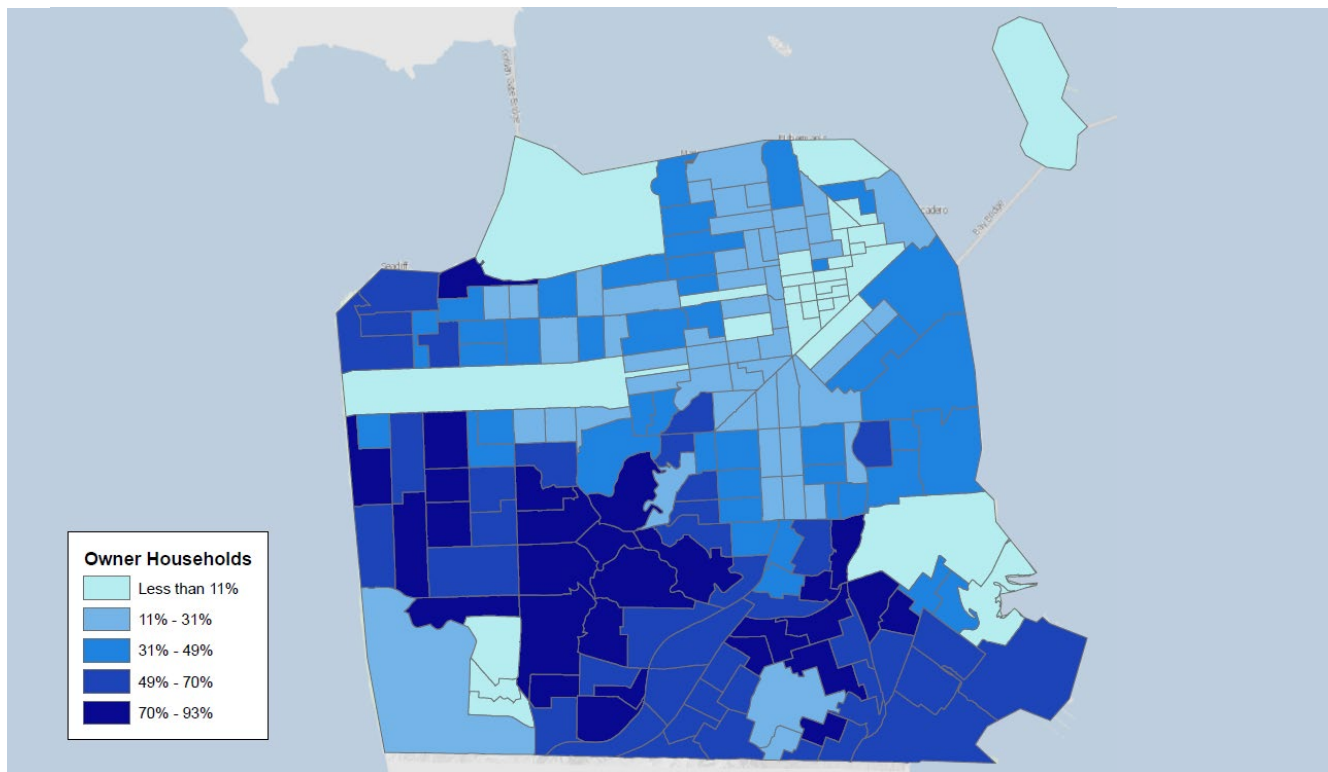
<i>Household Income by Tenure</i>						
<i>Income Groups</i>	<i>Owners</i>	<i>%</i>	<i>Renters</i>	<i>%</i>	<i>Total</i>	<i>%</i>
Below 30% AMI	12,026	9%	53,992	24%	66,018	18%
30%-50% AMI	9,400	7%	23,623	10%	33,023	9%
50%-80% AMI	17,038	13%	27,134	12%	44,172	12%
80%-120% AMI	22,018	16%	30,262	13%	52,280	15%
120%-150% AMI	13,025	10%	20,541	9%	33,566	9%
150%-200% AMI	17,380	13%	24,232	11%	41,612	12%
Above 200% AMI	42,755	32%	46,249	20%	89,004	25%
Total	133,642	100%	226,033	100%	359,675	100%
Median Income		\$145,860		\$94,739		

Source: ACS 2018 5-Year Estimates; IPUMS USA.

Housing Tenure by Census Tract

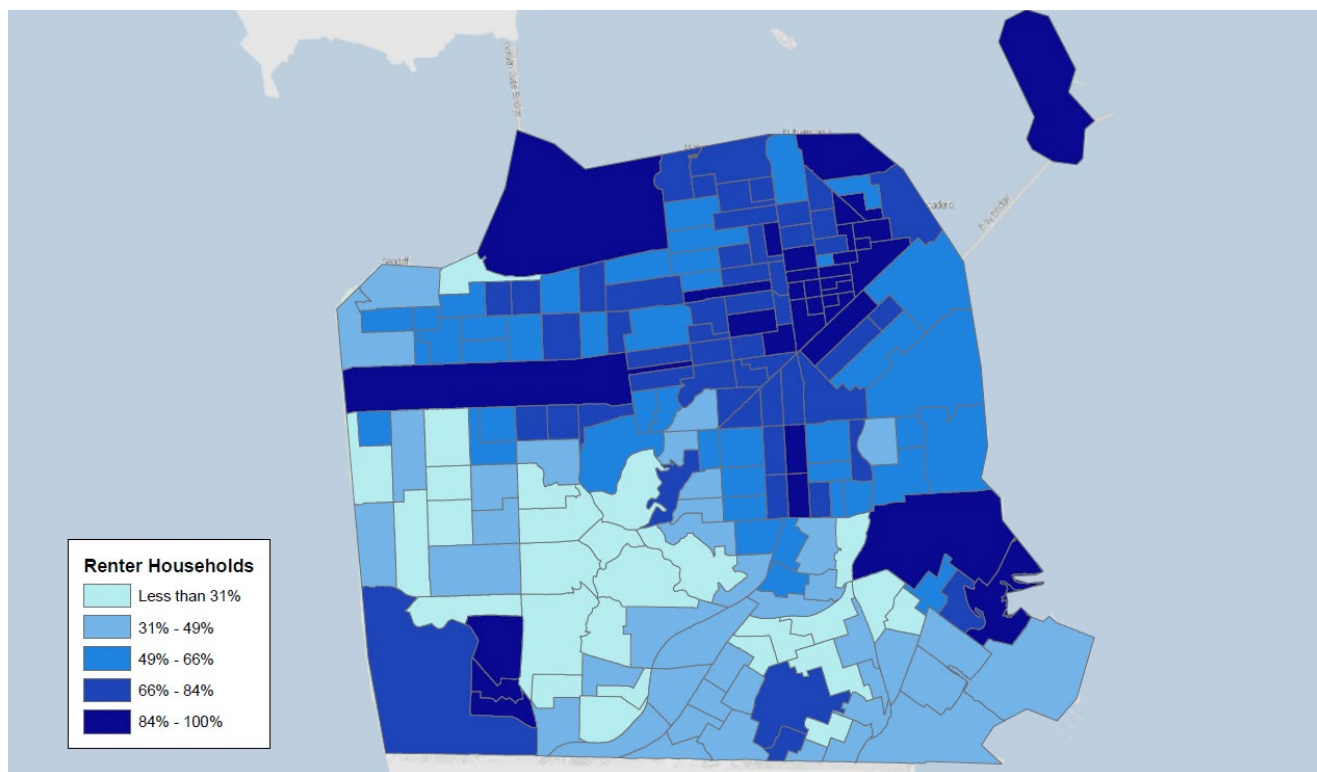
The highest rates of homeownership are within the southern and western parts of the city. These areas align with areas with the highest rates of single-family homes (Figure 7).

Figure 7. Map of Ownership Rate by Census Tract, 2014–2018



Source: ACS 2018 5-Year Estimates.

Figure 8. Map of Renter Rate by Census Tract, 2014–2018



Source: ACS 2018 5-Year Estimates.

The northeastern part of the city along with parts of the southwestern and southeastern areas of the city have the highest rates of renter households (Figure 8). These parts of the city have buildings with five or more units. This is especially true in the northeastern part of the city, which has some of the highest rates of buildings with 20+ units (Figure 19).

Household Type and Size

Most of San Francisco's household types are smaller, comprised of 36% individuals (1-person household) and 24% couples (Figure 9). This is compared to 25% individuals and 23% couples among households in the Bay Area as a whole (Figure 10). The percentage of households with children in San Francisco is significantly lower than the overall Bay Area (18% versus 32%).

Figure 9. San Francisco Household Shares by Type, 2014-2018

Source: ACS 2018 5-Year Estimates; IPUMS-USA.

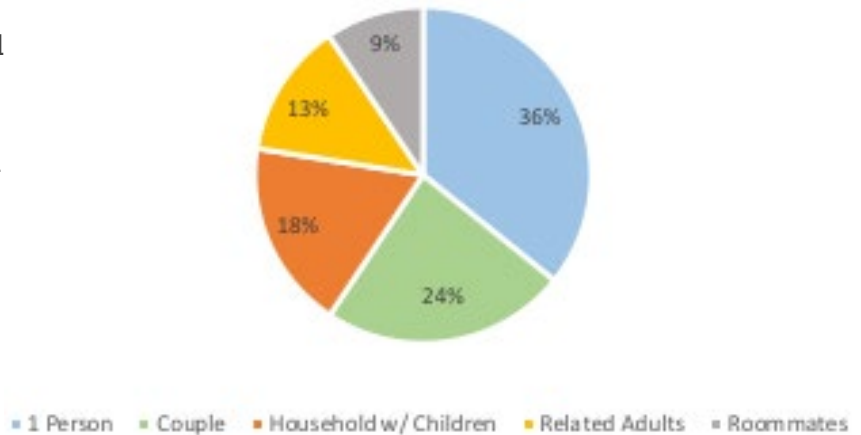
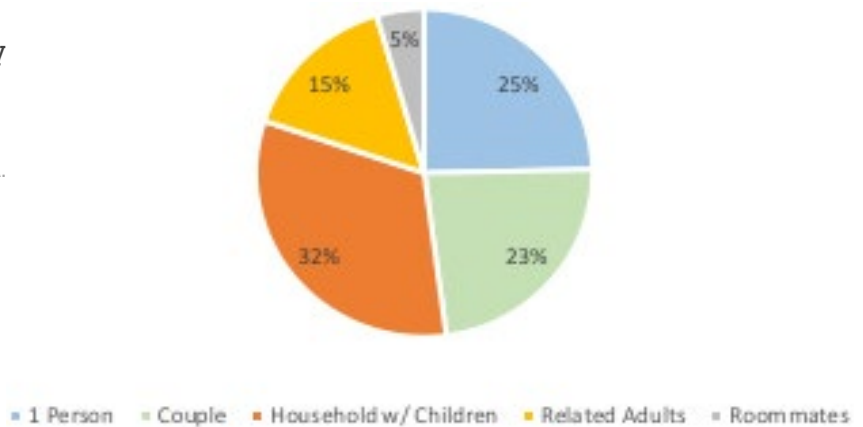


Figure 10. Bay Area Household Shares by Type, 2014-2018

Source: ACS 2018 5-Year Estimates; IPUMS-USA.



The number of couples in the city has increased in counts by over 50%, since 1990, far more than total household growth in the city (18%) or the growth in couples in the Bay Area overall (15%) (Table 15). Related adults living together (excluding couples and families with children) and roommates have grown at a similar rate as overall household growth. The number of families with children has remained largely the same even as the city's population has grown, suggesting fewer families with children are able to keep up with rising costs.

Table 15. San Francisco vs Bay Area Household Counts by Type, 1990–2018

	<i>San Francisco</i>		<i>Bay Area</i>		<i>Change 1990 – 2018 (%)</i>	
	<i>1990</i>	<i>2018</i>	<i>1990</i>	<i>2018</i>	<i>San Francisco</i>	<i>Bay Area</i>
1 Person	118,888	128,739	583,060	669,908	8%	15%
Couple	56,211	84,771	508,881	630,517	51%	24%
Household w/ Children	64,849	65,339	750,897	875,423	1%	17%
Related Adults	38,605	46,811	287,154	415,680	21%	45%
Roommates	26,969	34,015	112,562	123,325	26%	10%
Total	305,522	359,675	2,242,554	2,714,853	18%	21%

Source: ACS 2018 5-Year Estimates; IPUMS USA.

Couples are more likely to be high-income households, with nearly 40% of couples earning more than 200% AMI compared to about a quarter of all households (Table 16). Roommates are also more likely to be higher income. Couples and roommates are both more likely to have multiple workers in the household that contribute to total household income in contrast with other households, such as families with children. The income distribution of families with children is extremely polarized. Nearly 23,000 families with children live at 0%-80% AMI, while 26,000 families with children earn more than 150% AMI. Related adults living together are less likely to be high income than the city as a whole and more likely to be moderate or low income. Of all households, one person households are the most disproportionately low income. There are 40,000 one-person households living under 30% AMI, and they comprise 61% of all households making under 30% AMI.

Table 16. San Francisco Household Counts by Type and Income Group, 2014–2018

	<i>1 Person</i>	<i>Couple</i>	<i>Household w/ Children</i>	<i>Related Adults</i>	<i>Roommates</i>	<i>Citywide</i>
Below 30% AMI	40,513	8,006	8,537	5,930	3,032	66,018
30%-50% AMI	13,884	5,005	5,813	6,229	2,092	33,023
50%-80% AMI	16,678	7,660	9,234	7,824	2,776	44,172
80%-120% AMI	17,819	11,040	10,391	9,085	3,945	52,280
120%-150% AMI	10,944	7,740	5,316	4,958	4,608	33,566
150%-200% AMI	12,435	12,077	7,075	5,240	4,785	41,612
Above 200% AMI	16,421	33,243	19,018	7,545	12,777	89,004
Grand Total	128,694	84,771	65,384	46,811	34,015	359,675

Source: ACS 2018 5-Year Estimates; IPUMS USA.

Renters are more likely to be individuals and roommates (42% and 13% respectively) relative to their share of households overall, while owners are more likely to be households with children or of related adults (Table 17). Couples make up a slightly larger percentage of owners than renters (27% compared

to 22%, respectively) and are the most common household type to be owners. Related adults also make up a disproportionate percentage of owners relative to their share of households overall.

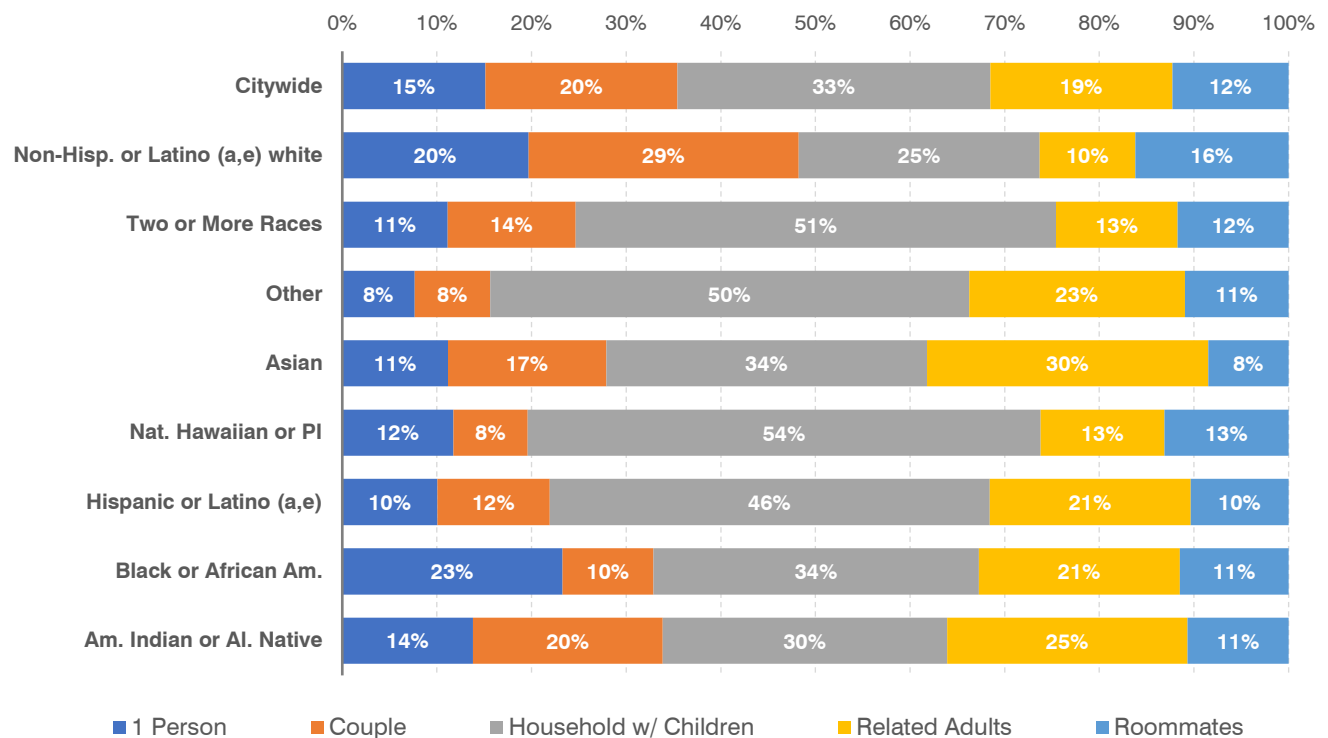
Table 17. San Francisco Household Shares by Type and Tenure, 2014-2018

Household Type	% of Owners	% of Renters	% of Households
1 Person	25%	42%	36%
Couple	27%	22%	24%
Household w/ Children	26%	14%	18%
Related Adults	19%	9%	13%
Roommates	3%	13%	9%
Total	133,642	226,033	359,675

Source: ACS 2018 5-Year Estimates; IPUMS USA.

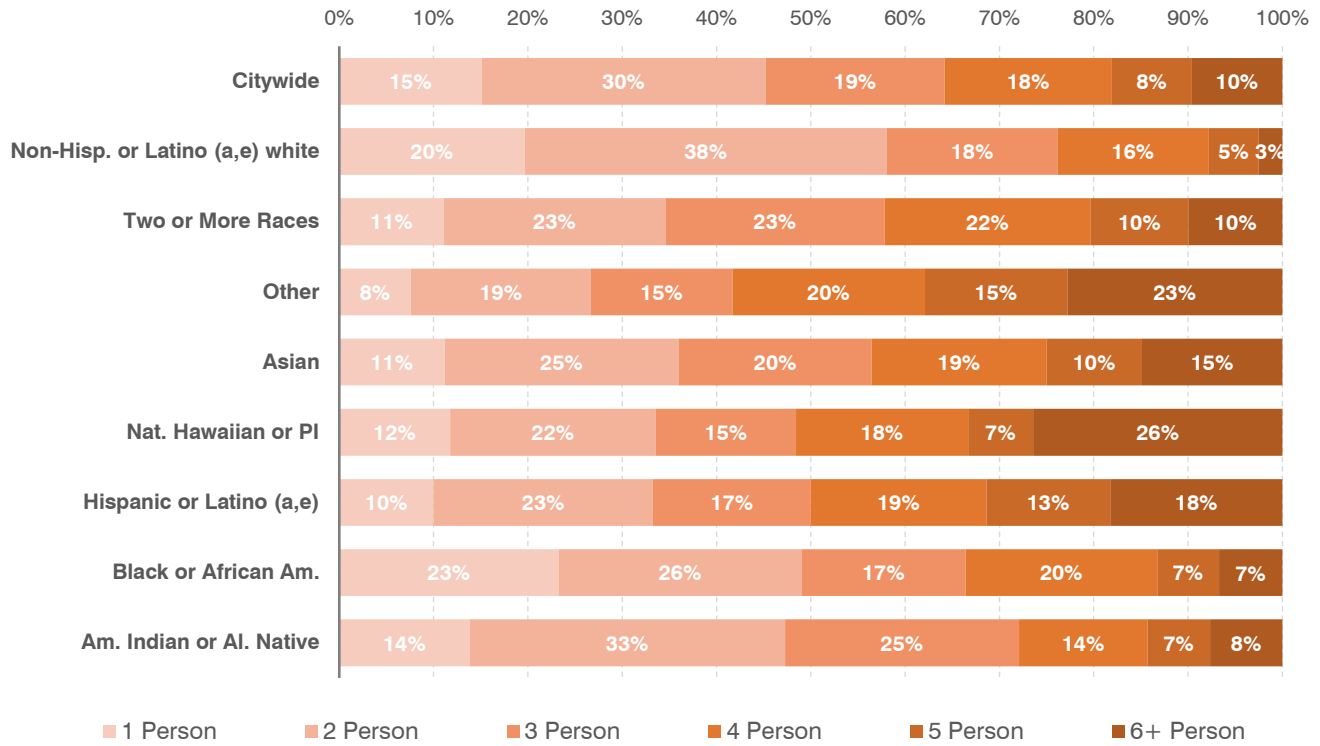
People of color are more likely than white people to live in family households (Figure 11) and larger households (Figure 12), particularly Latino(a,e), Native Hawaiian or Pacific Islander, and Asian households.

Figure 11. San Francisco Household Shares by Type and Race and Ethnicity, 2015-2019



Source: ACS 2019 5-Year Estimates; IPUMS USA.

Figure 12. San Francisco Household Share by Size and Race and Ethnicity, 2015–2019.



Source: ACS 2019 5-Year Estimates; IPUMS USA.

Employment and Working Residents

Jobs

As of 2019, there were 539,135 working residents in San Francisco, up 92,687 since 2010 (Table 18). During the same period, the average workers per household also increased. The number of employed residents is projected to increase between now and 2040.

Table 18. Employed San Francisco Residents, 2000–2040

Year	Employed Residents	Average Workers per Household	Employed Residents Change	Employed Residents % Change
2000	427,823	1.30	-	-
2010	446,448	1.29	18,625	4%
2019	539,135	1.47	92,687	21%
2030 (est.)	576,950	1.32	37,815	7%
2040 (est.)	620,260	1.28	43,310	8%

Source: 2000 and 2010 Census; ACS 2019 5-Year Estimates; 2030 and 2040 Plan Bay Area 2040/ABAG Projections 2040.

From 2010 to 2019, the number of workers in San Francisco grew by 215,054, from 545,721 to 760,775 (Table 19). While some of the rise was due to economic recovery from the Great Recession, the city reached a new peak with 149,099 more jobs than reported during the peak of the Dot Com boom in 2000. The increase in jobs in the city from 2010 to 2019 was part of a regional surge of nearly 900,000 jobs added. The growth in jobs in San Francisco stopped or reversed over the course of the COVID-19 pandemic. However, job growth is expected to resume and continue in coming decades.

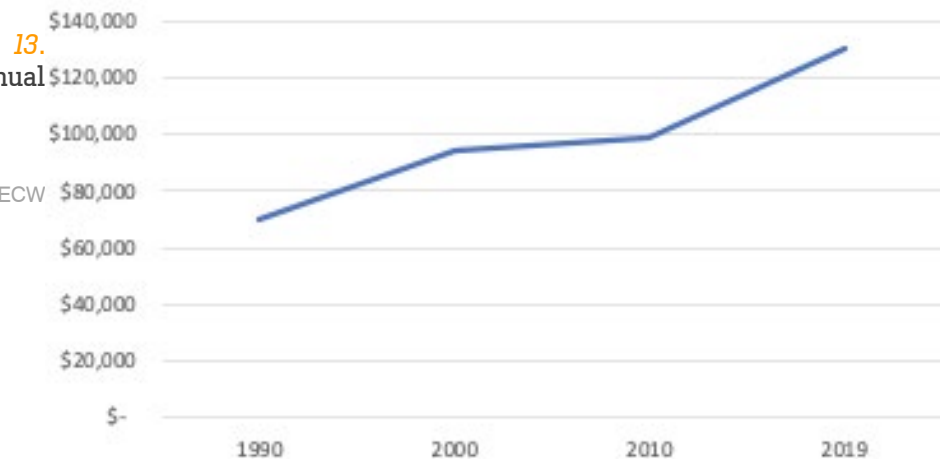
Table 19. San Francisco Employment Trends and Projections, 2000-2040

Year	San Francisco Total Jobs	Bay Area Total Jobs	San Francisco Growth (Loss)	San Francisco % Change	San Francisco as % of Bay Area
2000	611,676	3,545,274	-	-	17.3%
2010	545,721	3,113,584	(65,955)	-10.8%	17.5%
2019	760,775	4,009,153	215,054	39.4%	19.0%
2030 (est.)	840,270	4,405,125	79,495	10.4%	19.1%
2040 (est.)	872,510	4,698,375	32,240	3.8%	18.6%

Source: 2000, 2010 and 2019 BLS QCEW; 2030, 2040 Plan Bay Area 2040/ABAG Projections 2040

Average wages, defined as money earned as part of a salary for a job and excluding other forms of income such as pensions, Social Security, and public benefits, increased significantly during the boom since 2010, growing to \$129,888 in 2019, up 31% in inflation adjusted dollars (Figure 13).

Figure 13. Inflation Adjusted Average Annual Wage, 1990-2019



Source: 2000, 2010 and 2019 BLS QCEW data.

The city has high job concentrations relative to the rest of the country in the information, professional services and management, financial activities, and leisure and hospitality industries (Table 20). The information industry has the highest employment location quotient of any industry within San Francisco at 3.50, meaning the city has a concentration of jobs within this industry 3.5 times higher than the rest of the country. Jobs in the information and financial activities sectors have the highest wages of any other industry in the city, both reporting nearly double the average overall wage of the city (approx. \$244,000 vs. \$129,888). In contrast, jobs in the education and health services, and leisure and hospitality

industries reported the lowest wages in the city at \$58,211 and \$48,103, respectively – below half of the city’s average (Table 20).

Table 20. San Francisco Average Annual Wage and Employment by Sector, 2019

<i>Industry</i>	<i>Average Annual Wages</i>	<i>Jobs</i>	<i>Employment Location Quotient Relative to U.S.</i>
PRIVATE INDUSTRY	\$133,626	659,150	1.02
Goods-producing	\$115,469	37,854	0.33
Natural resources and mining	\$69,874	216	0.02
Construction	\$110,431	24,045	0.63
Manufacturing	\$125,105	13,593	0.21
Service-providing	\$134,732	621,296	1.16
Trade, transportation, and utilities	\$123,507	83,506	0.59
Information	\$244,559	51,239	3.50
Financial activities	\$244,010	61,713	1.44
Professional and business services	\$167,869	201,150	1.84
Education and health services	\$58,211	92,131	0.78
Leisure and hospitality	\$48,103	101,588	1.20
Other services	\$59,696	29,967	1.28
GOVERNMENT	\$105,092	101,625	-
Federal Government	\$108,702	13,062	0.90
State Government	\$113,994	40,233	1.68
Local Government	\$96,706	48,330	0.66
OVERALL	\$129,888	760,775	-

Source: 2019 BLS QCEW.

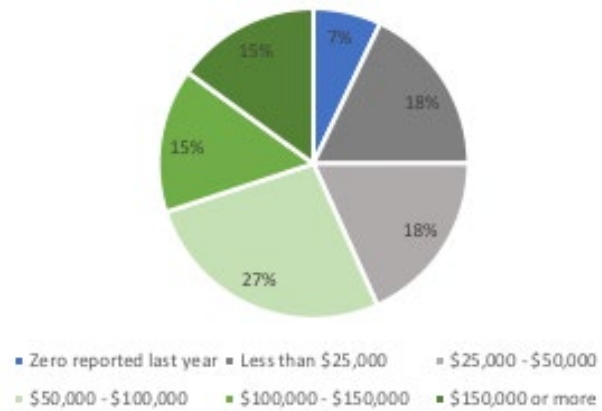
Note: Government Average Annual Wages is a weighted average.

Employment Trends and Income

The increase in average wages helped drive the increase in higher income households in the city. However, increases in wages were not distributed evenly. More than 60% of workers living in San Francisco earned less than \$100,000, including 18% who earn less than \$25,000 and 18% who earn between \$25,000 and \$50,000 (Figure 14).

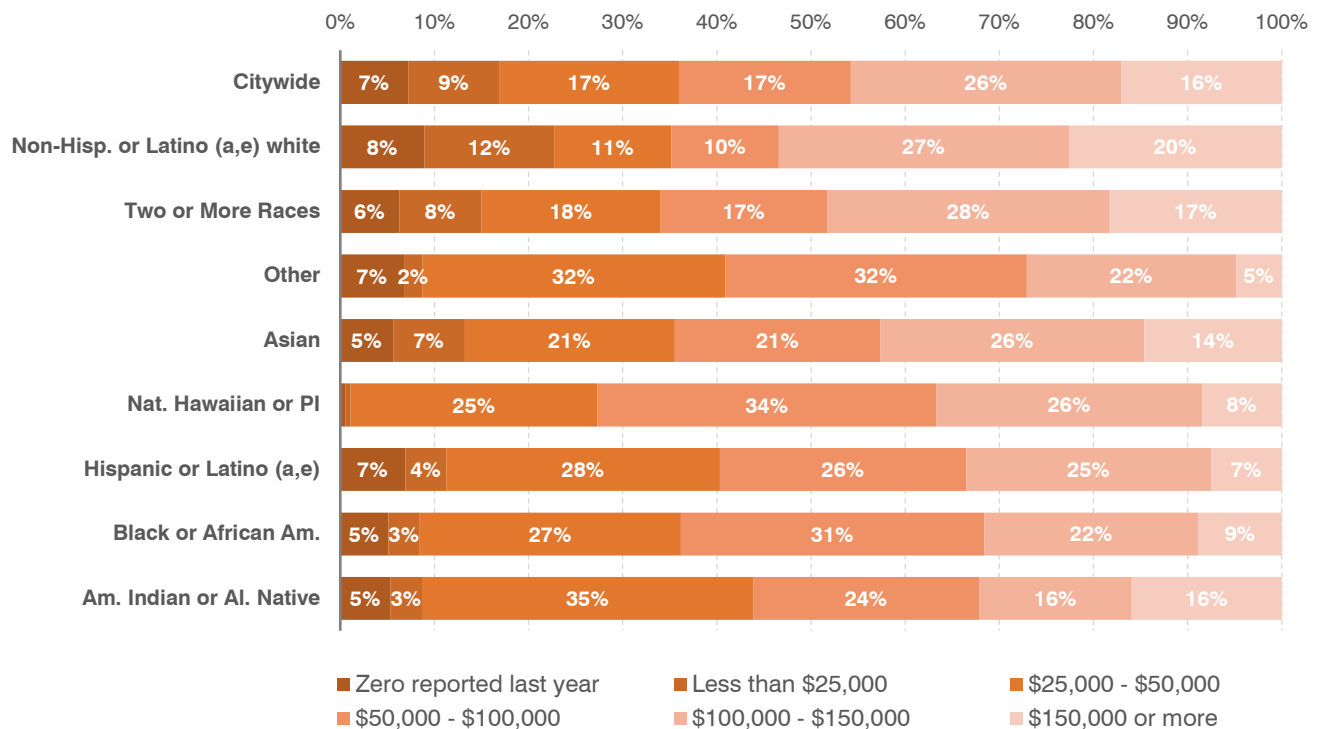
Figure 14. Share of Employed San Francisco Residents by Wages, 2014-2018

Source: ACS 2018 5-Year Estimates; IPUMS-USA.



This income inequality is present across racial and ethnic groups: white workers are more likely than any other racial group in San Francisco to make more than \$50,000 (Figure 15).

Figure 15. Wages of San Francisco Residents by Race & Ethnicity, 2015-2019



Source: ACS 2019 5-Year Estimates; IPUMS USA.

Not only are white residents more likely to be employed in high wage jobs but they are also more like to be employed in industries that allow work from home, such as professional services, management, finance, and information (Table 21). People of color are more likely to work in lower paid and essential work sectors like health services and retail. American Indian or Alaska Native, Black or African American, Hispanic or Latino(a,e), and Asian residents in particular are more likely to work in accommodation, food service, retail, industries which suffered considerable job losses and posed health risks during the COVID-19 pandemic.

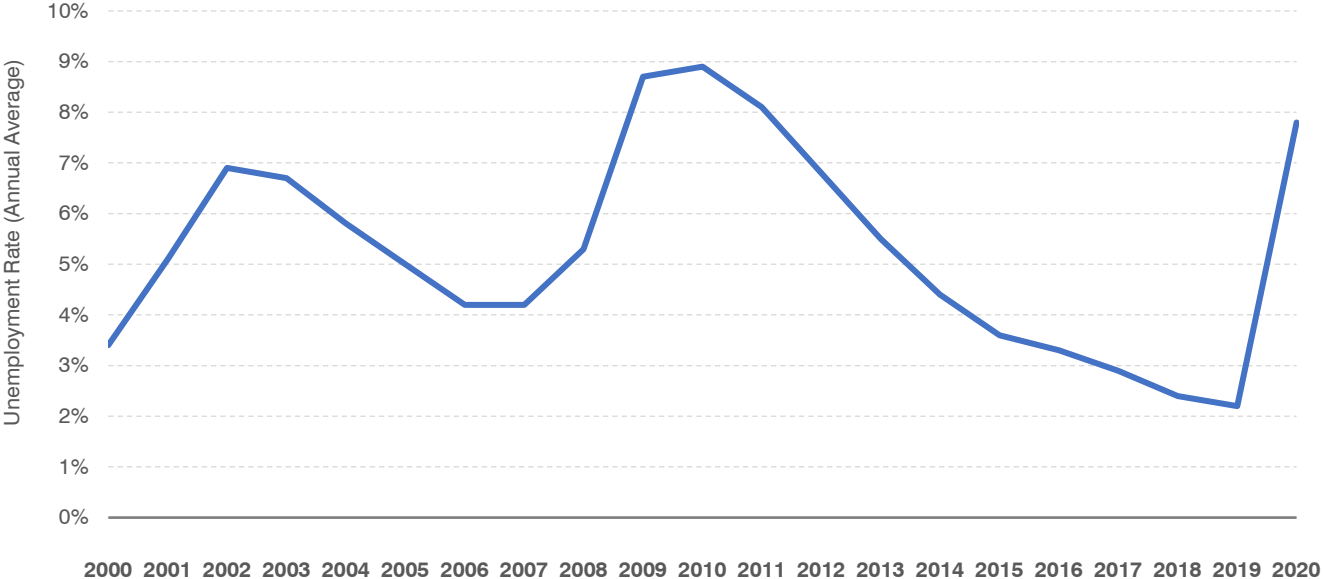
Table 21. Workers by Race & Ethnicity and Industry, 2015–2019

<i>Workers by Race by Industry</i>									
<i>Industry</i>	<i>Am. Indian or Al. Native</i>	<i>Black or African Am.</i>	<i>Hispanic or Latino (a,e)</i>	<i>Nat. Hawaiian or PI</i>	<i>Asian</i>	<i>Other</i>	<i>Two or More Races</i>	<i>Non-Hisp. or Latino (a,e) white</i>	<i>Citywide</i>
Professional, scientific, and management, and administrative, and waste management services	10%	17%	18%	20%	22%	14%	28%	31%	25%
Educational services, and health care and social assistance	16%	22%	17%	19%	20%	16%	17%	16%	18%
Arts, entertainment, and recreation, and accommodation and food services	17%	13%	19%	15%	11%	25%	11%	8%	11%
Retail	1%	12%	9%	8%	10%	10%	12%	7%	9%
Finance and insurance, and real estate, and rental and leasing	3%	7%	5%	11%	8%	4%	7%	10%	9%
Information	2%	3%	4%	0%	5%	3%	6%	8%	6%
Manufacturing	4%	2%	5%	10%	6%	5%	4%	5%	5%
Other services, except public administration	14%	5%	6%	4%	5%	6%	3%	3%	4%
Transportation and warehousing, and utilities	6%	11%	4%	3%	5%	4%	3%	3%	4%
Construction	13%	2%	7%	5%	3%	8%	3%	3%	3%
Public administration	9%	5%	4%	5%	4%	3%	4%	3%	3%
Wholesale trade	1%	1%	2%	0%	2%	1%	2%	2%	2%
Agriculture, forestry, fishing and hunting, and mining	2%	1%	0%	0%	0%	0%	1%	0%	0%
Military	3%	0%	0%	0%	0%	0%	0%	0%	0%

Source: ACS 2019 5-Year Estimates; IPUMS USA.

The unemployment rate generally aligns with economic contractions. Higher rates of unemployment followed economic downturns after the 2001 Dot Com Crash, the 2008 Great Recession, and the beginning of the COVID-19 pandemic in 2020 (Figure 16). The closure of businesses and reduction of operations in response to the COVID-19 pandemic has at least temporarily shrunk employment in San Francisco, particularly in leisure and hospitality such as hotels, restaurants, bars, and event spaces. The long-term effects of business closures, out-migration, and remote work opportunities on local employment rates are still yet to be fully understood.

Figure 16. San Francisco Unemployment Rate, 2000-2020



Source: 2000 to 2020 BLS; not seasonally adjusted.

Unemployment rates in the city are the highest among American Indian or Alaska Native (10.7%), Black or African American (10%), and Native Hawaiian or Pacific Islander residents (7.4%), while white residents are the only racial group to report an unemployment rate lower than the overall rate (3.3% vs. 4.2%) (Table 22). These conditions contribute to wealth and social disparities experienced between white residents and people of color.

Table 22.
San Francisco Unemployment Rate by Race and Ethnicity, 2015–2019

Source: ACS 2019 5-Year Estimates.

<i>Unemployment Rate</i>	
Citywide (16 Years and Over)	4.2%
Am. Indian or Al. Native	10.7%
Black or African Am.	10.0%
Hispanic or Latino(a,e)	4.9%
Nat. Hawaiian or PI	7.4%
Asian	4.2%
Other	4.7%
Two or More Races	5.0%
Non-Hisp. or Latino(a,e) white	3.3%

San Francisco is a major employment hub, attracting employees from across the region. While San Francisco is home to thousands of residents who work in other cities, in 2018 about 250,000 net in-commuters commute to the city each day, the most of any Bay Area county (Table 23).

Table 23. Workers Commuting Daily into San Francisco, 2018

	<i>SF Workers by Home County</i>		<i>SF Residents by Work County</i>		<i>Net Flow</i>
	<i>Count</i>	<i>Share</i>	<i>Count</i>	<i>Share</i>	
San Francisco County	284,417	39.3%	284,417	61.1%	0
Alameda County	107,505	14.9%	33,583	7.2%	73,922
San Mateo County	86,374	11.9%	50,913	10.9%	35,461
Contra Costa County	63,424	8.8%	9,893	2.1%	53,531
Santa Clara County	36,516	5.0%	35,765	7.7%	751
Marin County	26,988	3.7%	9,552	2.1%	17,436
Los Angeles County	20,702	2.9%	10,591	2.3%	10,111
Sacramento County	13,165	1.8%	4,494	1.0%	8,671
All Other Counties	84,816	11.7%	26,465	5.7%	58,351
Total	723,907	100.0%	465,673	100.0%	258,234

Source: 2018 LEHD on the Map Data.

Note: Data does not include self-employed people.

III. Housing Characteristics and Trends

This section provides background information on the physical and qualitative characteristics of San Francisco’s housing stock, and it examines the demographics associated with different housing and unit types. It defines regulated housing types, such as rent controlled housing, single-room occupancy housing, and subsidized affordable housing. It includes information on substandard housing and housing complaints and violations. The analysis then examines rent and prices trends. This informs the housing cost burden analysis. Finally, this section covers overcrowding. The information included in this section is based on various data sources including Census, ACS, IPUMS-USA, as well as local data.

Housing Characteristics by Tenure

Age of Housing

There are about 400,000 housing units in San Francisco. Nearly half of these homes were built before 1940 while another 34% were built between 1940 and 1980 (Table 24). In contrast, less than 15% of the Bay Area region's housing was built before 1940. Most were built between 1940 and 1980. During the 1960s and 1970s, little net housing was added in the city because new construction was offset by the demolition of thousands of homes due to Urban Renewal in the Western Addition/Fillmore, SoMa, and other neighborhoods. In the 1980s and 1990s, little housing was added - just 8% of the city’s total housing. Since 2000, new construction added about 11% of the city’s housing, an increase in production from the 1990s but far less than the early 20th century. Housing built since 2010 is more likely to be rental, while owners disproportionately live in homes built before 1940 (Table 24). However, the majority of all housing in the city, including older housing, are rental units.

Table 24. San Francisco Housing Units by Year Structure Built and Tenure, 2018

<i>Year Structure Built</i>	<i>All Units</i>	<i>Occupied</i>		<i>Owner</i>		<i>Renter</i>		
2010 or Later	21,490	5%	17,102	5%	5,203	4%	11,899	5%
2000 to 2009	23,694	6%	20,424	6%	8,672	6%	11,752	5%
1990 to 1999	16,884	4%	15,658	4%	4,325	3%	11,333	5%
1980 to 1989	17,654	4%	16,805	5%	5,845	4%	10,960	5%
1970 to 1979	30,845	8%	29,364	8%	5,352	4%	24,012	11%
1960 to 1969	30,242	8%	28,064	8%	7,451	5%	20,613	9%
1950 to 1959	34,259	9%	32,520	9%	12,593	9%	19,927	9%
1939 to 1949	35,423	9%	33,887	9%	17,996	13%	15,891	7%
1939 or earlier	190,987	48%	169,003	47%	68,805	51%	100,198	44%
Total	401,478	100%	362,827	100%	136,242	100%	226,585	100%

Source: ACS 2018 1-Year Estimates.

Neighborhoods with buildings built mostly before 1940 cluster close to downtown such as Chinatown, North Beach, Tenderloin, and Nob Hill. These contain much of the city’s stock of buildings with 20+ units. Older housing is also common in neighborhoods developed along early transit lines, such as the Mission, Castro, Noe Valley, Marina, Haight, Western Addition, Inner Sunset, Inner Richmond, and Glen Park. These neighborhoods often have a mix of single-family homes and smaller multifamily buildings, as well as a few buildings over 20 units (Figure 19). Much of the city’s multifamily rental housing pre-dates modern zoning codes and could not be built under today’s density rules. After 1940, single-family, auto-oriented neighborhoods were built in areas like the Outer Sunset, Outer Mission, Portola, Bayview, Diamond Heights, and West of Twin Peaks. Most construction in the last 20 years has been concentrated in the east side of the city, often on former railyards, warehouses, or industrial land. New buildings are typically multifamily, including towers in SoMa and Mission Bay and mid-rise buildings of five to eight stories in the Mission, Hayes Valley, and Dogpatch.

Housing by Building and Unit Size and Tenure

San Francisco’s housing is diverse in terms of size of buildings and units. About a third of the city’s housing units are single-family homes and another 21% are in buildings of 2 to 4 units. Small multifamily buildings of 5 to 9 units contain about 9% homes and buildings of 10 to 19 units provide another 9%. Larger multifamily buildings of 20 units or more contain about 28% of the city’s housing.

Two-thirds of homeowners live in single-family homes, although these homes make up only a third of all housing. In contrast, renters are far more likely to live in larger buildings, with 36% living in buildings of 20 units or more (Table 25).

Table 25. San Francisco Housing Units by Structure Type and Tenure, 2018

<i>Structure Type</i>	<i>All Occupied Units</i>	<i>Owner</i>		<i>Renter</i>		
Single-family	118,028	33%	90,565	66%	27,463	12%
2-4 Units	77,439	21%	23,848	18%	53,591	24%
5-9 Units	33,884	9%	3,824	3%	30,060	13%
10-19 Units	31,728	9%	2,726	2%	29,002	13%
20 to 49 Unit	37,134	10%	4,407	3%	32,727	14%
50+ Units	64,135	18%	10,721	8%	53,414	24%
Other	479	0%	151	0%	328	0%

Source: ACS 2018 1-Year Estimates.

Between 2010 and 2018, San Francisco saw the largest increase in 50+ housing units (34%) ([Table 26](#)). However, housing unit construction has been slow - overall housing units increased by only 8% during this period.

Table 26. San Francisco Households by Housing Units, 2010-2018

	2010	2018	2018 % of Housing Units	SF 2010-2018 % Change
Single-family	109,014	118,028	33%	8%
2 to 4 units	77,098	77,439	21%	0.4%
5 to 19 units	69,539	65,612	18%	-6%
20 to 49 units	32,007	37,134	10%	16%
50+ more	47,856	64,135	18%	34%
Mobile homes	498	479	0.1%	-4%
Total Occupied Housing Units	336,012	362,827	-	8%

Source: ACS 2018 1-Year Estimates. Note: Percentages may not add to 100% due to rounding

The majority of housing units in San Francisco (30%) are homes that have 2 bedrooms, with 1-bedrooms and 3-bedrooms following (Table 27). Renters and owners report disparities in the size of the housing they occupy. The majority of renters (84%) live in units with 2 bedrooms or fewer. Owners, in contrast, are more likely to live in larger units of 3 or more bedrooms.

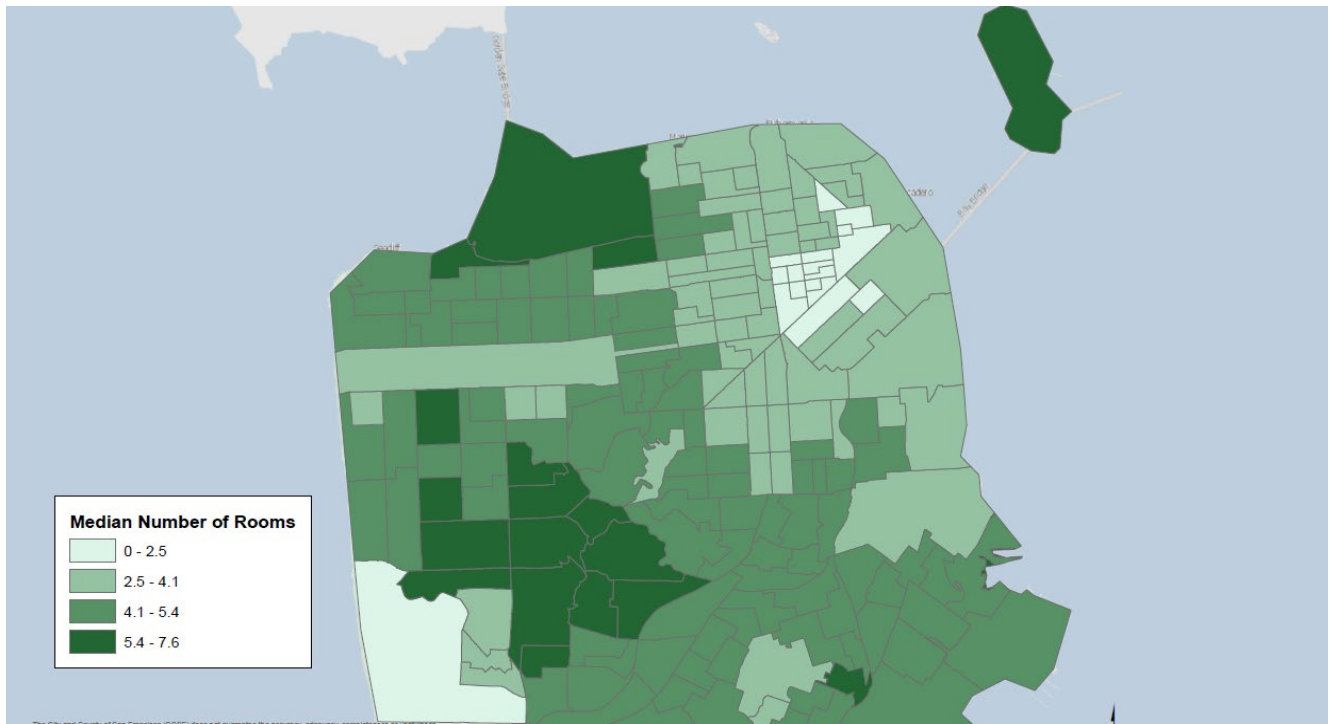
Table 27. Housing Units by Number of Bedrooms

Bedrooms	All Occupied Units	Owner	Renter
Studio	51,743	14%	2,430
1 Bedroom	90,624	25%	10,407
2 Bedrooms	107,771	30%	47,478
3 Bedrooms	76,207	21%	50,307
4 Bedrooms	27,066	7%	19,320
5+ Bedrooms	9,416	3%	6,300

Source: ACS 2018 1-Year Estimates.

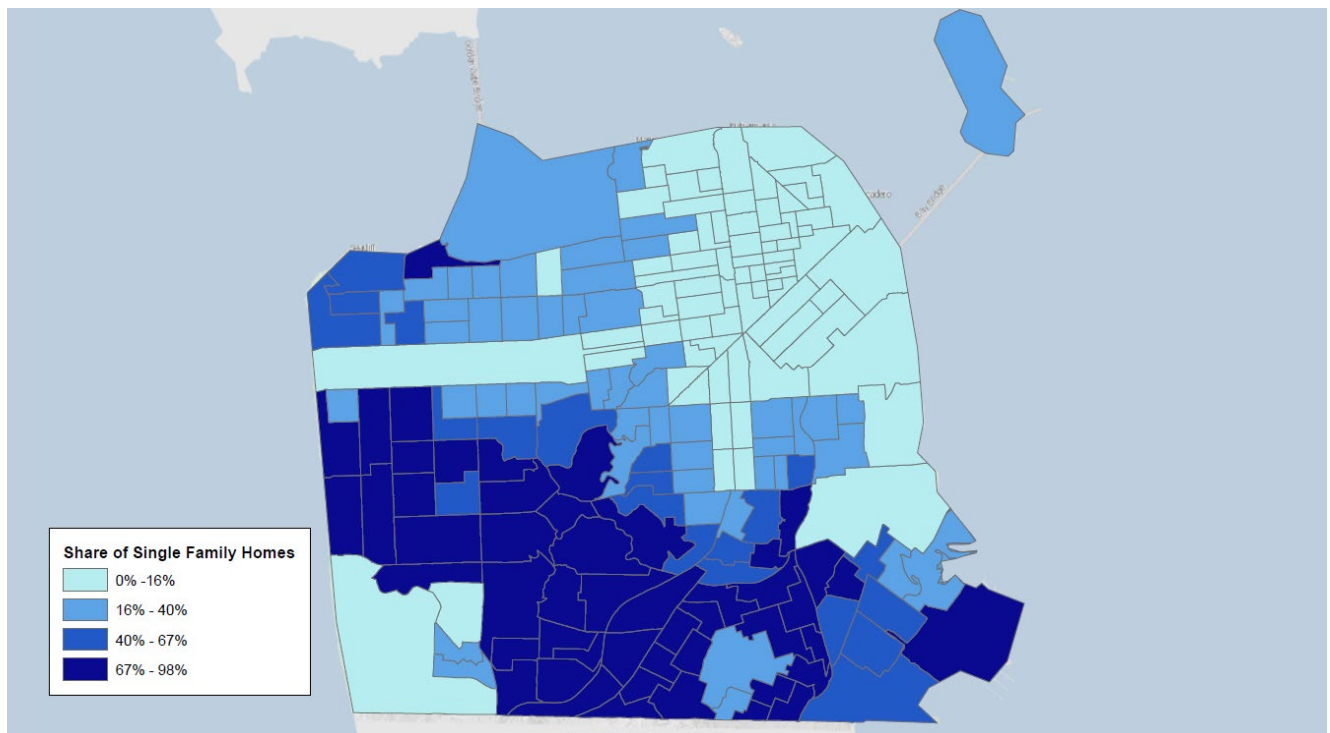
The northeastern and southwestern areas of the city have the lowest median number of rooms (0 to 2.5 rooms) (Figure 17). These areas correspond to the Tenderloin, Chinatown, and Park Merced neighborhoods. The Tenderloin and Chinatown have a large number of SROs and residential hotels. Parkmerced is entirely rental housing, including tower and garden apartments, many of which serve students. The western areas of the city have the highest median number of bedrooms (5.4 to 7.6) corresponding to areas known for larger, single-family homes (Figure 18).

Figure 17. Map of Median Room Count by Census Tract, 2014–2018



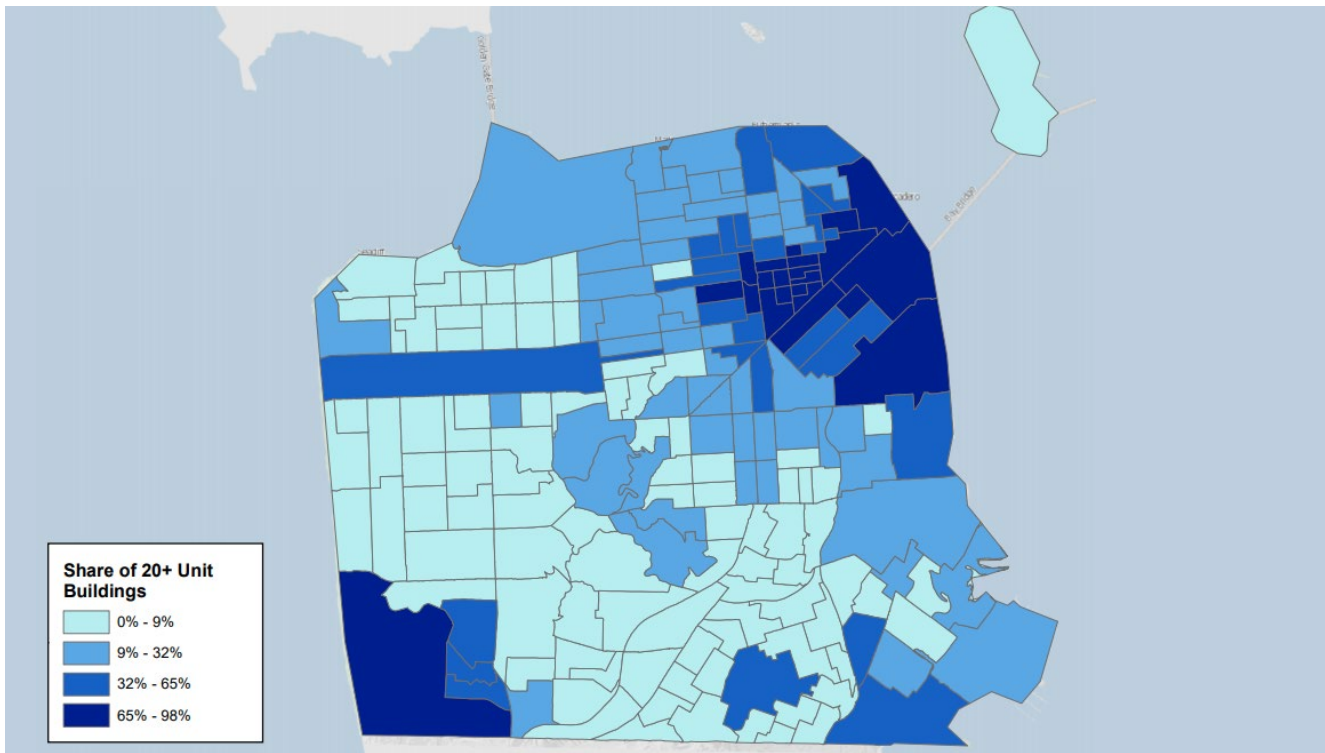
Source: ACS 2018 5-Year Estimates.

Figure 18. Map of Share of Single-Family Homes by Census Tract, 2014–2018



Source: ACS 2018 5-Year Estimates.

Figure 19. Map of Share of 20+ Unit Buildings by Census Tract, 2014–2018



Source: ACS 2018 5-Year Estimates.

The northeastern part of the city and Park Merced have the highest share (65-98%) of 20+ unit buildings. These are extremely dense neighborhoods with a variety of residents, including the extremes of low- and high-income households and students.

Vacancy

About 7,400 units, or nearly 2% of all homes, are estimated to be used for seasonal, recreational, or occasional use, which could include second homes, short-term rentals, or intermediate length stays (Table 28). Vacant homes available for rent or for sale or recently rented or sold number 16,700, or 4% of all homes. Regulation of short-term rentals has removed thousands of units from short-term rental websites and restricted the rental of full units to no more than 90 days a year. The majority of vacant units (37.4%) are classified as “other” vacant, which could include homes under renovation or repair or homes where the owner is recently deceased or that are in probate. Census data appears to show that vacancy is most concentrated in older buildings built before 1940, which includes older apartment buildings as well as single-family homes. Total vacant units were estimated at more than 38,000 units in 2018, or 9.6% of all units.

Table 28. San Francisco Housing Vacancy Types, 2018

	<i>Units</i>	<i>Percentage</i>
Occupied Housing Units	362,827	90.4%
Vacant Housing Units	38,651	9.6%
For Rent	7,509	19.4%
Rented, not occupied	2,780	7.2%
For Sale only	411	1.1%
Sold, not occupied	6,043	15.6%
For seasonal, recreational, or occasional use	7,451	19.3%
For migrant workers	0	0.0%
Other Vacant	14,457	37.4%
Total Housing Units	401,478	

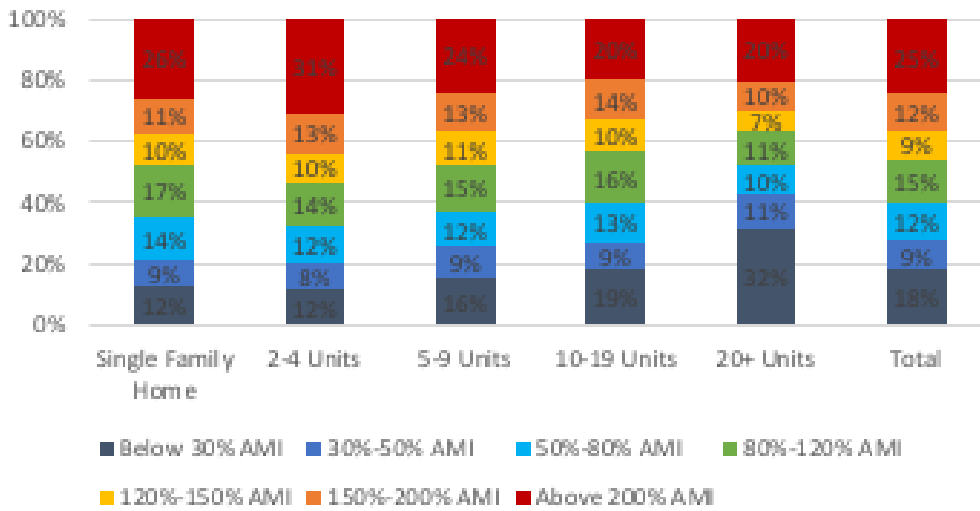
Source: 2018 1-Year ACS.

Demographics by Housing Characteristics

Lower income renters are much more likely to live in smaller homes and in multifamily buildings than those with higher incomes. ELI and VLI renters occupy 54% of studios although they comprise only 34% of renters (Figure 21). This is in part because both ELI and VLI households are more likely to be one-person households (Table 16). ELI and VLI renters are also more likely to live in buildings with more than 20 units (Figure 20). In contrast, those with higher incomes tend to occupy larger units, have larger households, and are more likely to own their home. Buildings of two to four units are most likely of all housing types to be occupied by higher income households. This could be because many of these buildings are found in more expensive and exclusionary areas of the city.

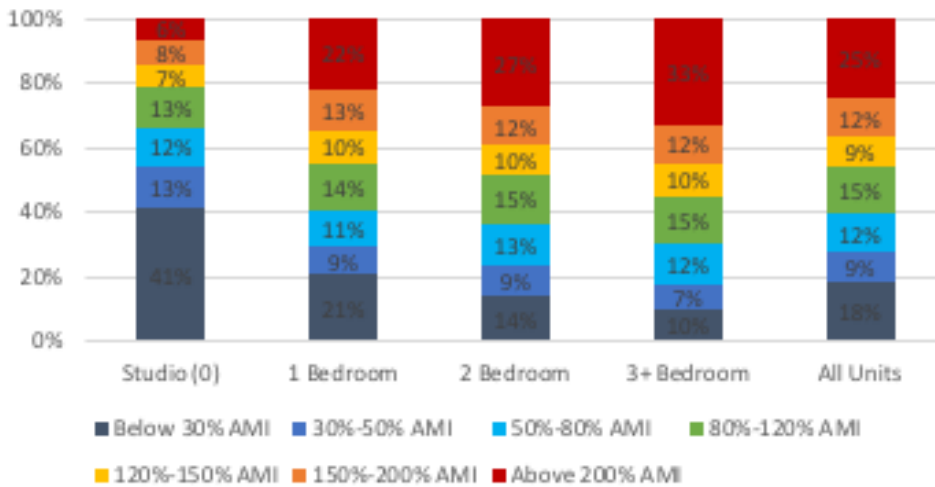
Despite high home prices, 50% of single-family homes are owned by moderate- or low-income owners. Single-family homes have much lower turnover than multifamily ownership units or rental units. Forty-six (46%) of single-family homes are occupied for 20 years or more and 70% are occupied for 10 years or more. Length of ownership may explain why such a large number of single-family homes have owners with low- and moderate-incomes. These households may have bought a home when prices were lower, inherited a home, or their income may have been higher when they bought the home, such as retirees.

Figure 20. San Francisco Household Share by Building Size and Income Group, 2014-2018



Source: ACS 2018 5-Year Estimates; IPUMS-USA.

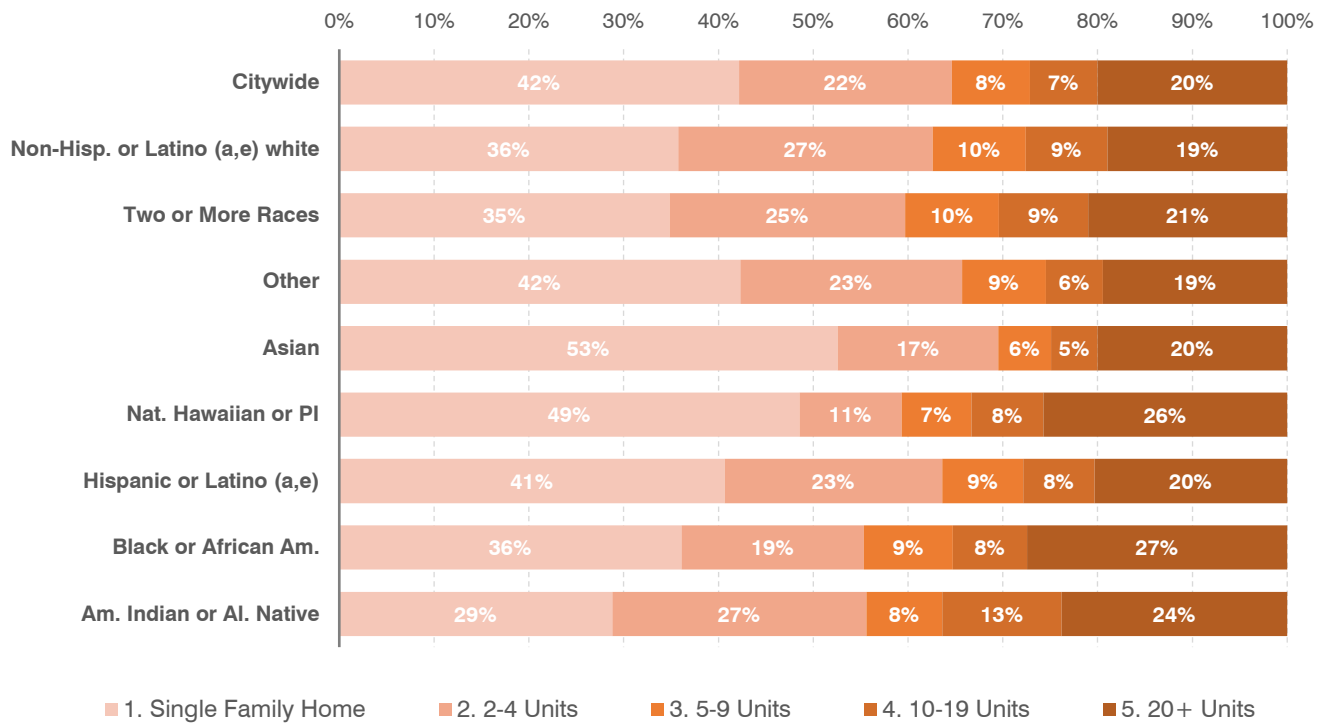
Figure 21. San Francisco Household Share by Number of Bedrooms and Income Group, 2014-2018



Source: ACS 2018 5-Year Estimates; IPUMS-USA.

White households are somewhat more likely to live in small or medium-sized multifamily buildings of 2 to 19 units (Figure 22). American Indian or Alaska Native, Black or African American, and Native Hawaiian or Pacific Islander households are more likely than the overall city to live in buildings of 20+ units; Native Hawaiian or Pacific Islander and Asian households are more likely to live in single-family homes.

Figure 22. San Francisco Household Share by Building Size and Race and Ethnicity, 2015–2019



Source: ACS 2019 5-Year Estimates; IPUMS-USA.

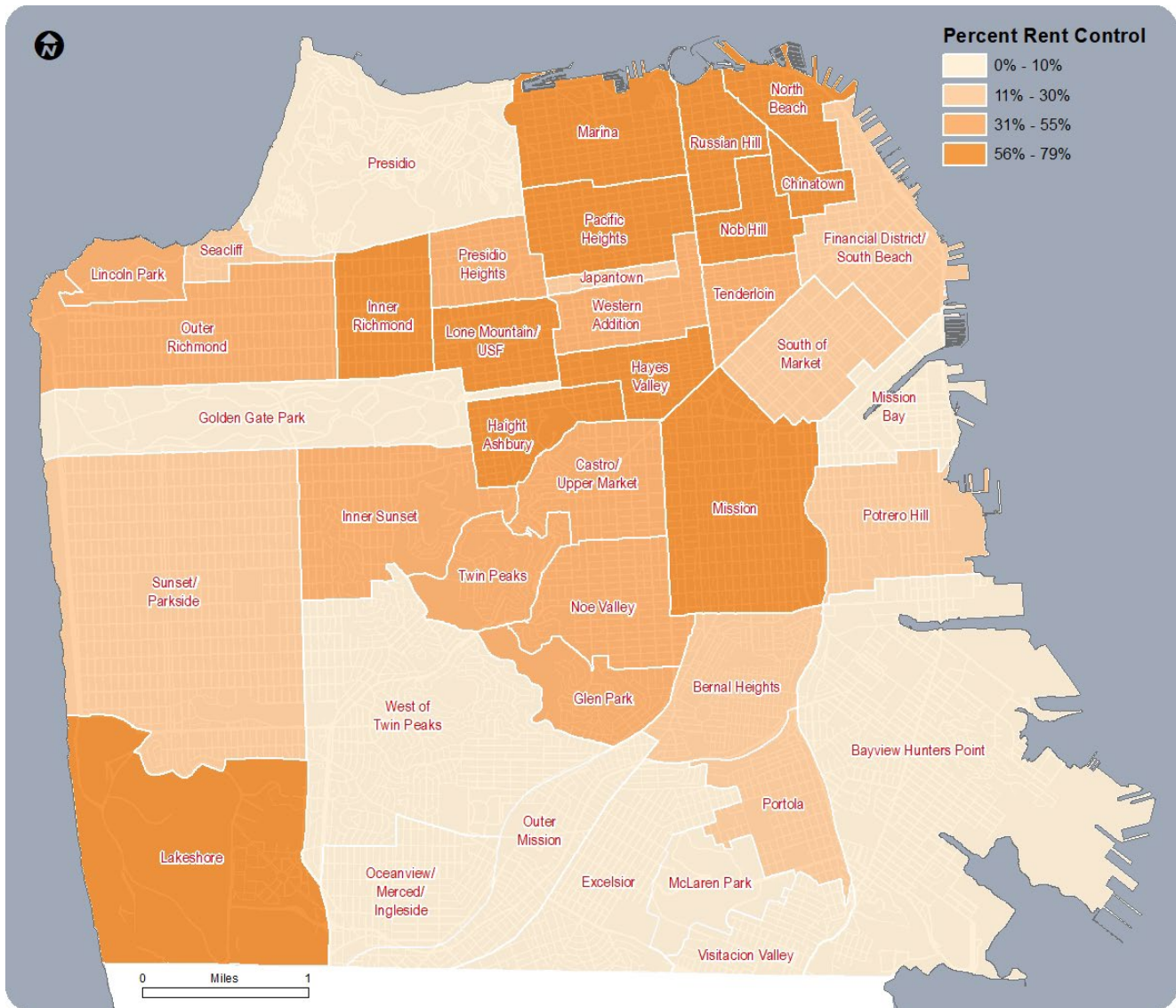
Rent Controlled Housing

Rent control is shaped by both local and state law, but in San Francisco it generally applies to multifamily rental buildings of two or more units that were certified for occupancy before June 13, 1979. Vacant units subject to rent control can be rented at market rate, also called “vacancy decontrol,” but subsequent rent increases are generally limited to once a year and to a percentage of inflation. Rent control is not tied to income and renters of all income levels live in rent-controlled units. Rent control can provide stability for long-term tenants and, in general, longer-term tenants tend to have lower incomes than other tenants.

There are approximately 166,000 housing units subject to rent control in San Francisco based on recent estimates, comprising about 42% of the city’s total housing stock. Approximately 70% of all renters are estimated to live in rent-controlled housing. More definitive information on rent-controlled housing, as well as rents and vacancy, will be available in 2023 or 2024 as a result of a 2020 ordinance that requires landlords to report rental data. Rent-controlled housing is particularly concentrated in neighborhoods with more multifamily housing.

Rent-controlled housing is concentrated in the city’s northeastern neighborhoods (Figure 23). Additionally, the Lakeshore neighborhood in the southwestern part of the city has a high concentration of rent-controlled housing. The neighborhoods in these parts of the city contain some of the oldest housing structures and where denser multifamily housing is located.

Figure 23. Map of Estimated Share of Rent-Controlled Housing by Neighborhood, 2014–2018

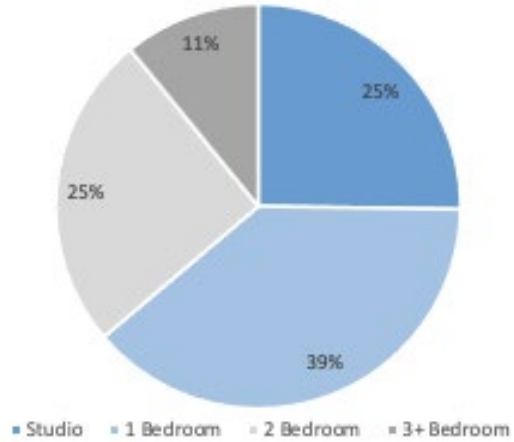


Source: ACS 2018 5-Year Estimates.

Rent-controlled units are typically smaller. Studios and one-bedrooms make up 64% of all rent-controlled units compared to 39% of the city’s housing stock as a whole (Figure 24). While 31% of the city’s housing stock has three or more bedrooms, just 11% of rent-controlled housing is likely to have three or more bedrooms. This suggests a shortage of large rent-controlled units.

Figure 24.
Estimated Rent-Controlled Units by Number of Bedrooms, 2014-2018

Source: ACS 2018 5-Year Estimates; IPUMS-USA.



Neighborhoods where a high percentage of the total housing stock is estimated to be rent controlled include Chinatown (79%), Nob Hill (76%), Marina (72%), Lakeshore (72%), and Russian Hill (70%) (Table 29). The Mission contains the largest estimated number of rent control units in the city, with 15,684 units or 9% of the city’s rent-controlled units. Nob Hill, Tenderloin, Marina, Outer Richmond, Pacific Heights, and Russian Hill each contain 5-8% of the city’s rent-controlled housing. Together these seven neighborhoods account for nearly half (47%) of all estimated rent-controlled housing in the city.

Table 29. Estimated Rent-Controlled Units by Neighborhood, 2014-2018

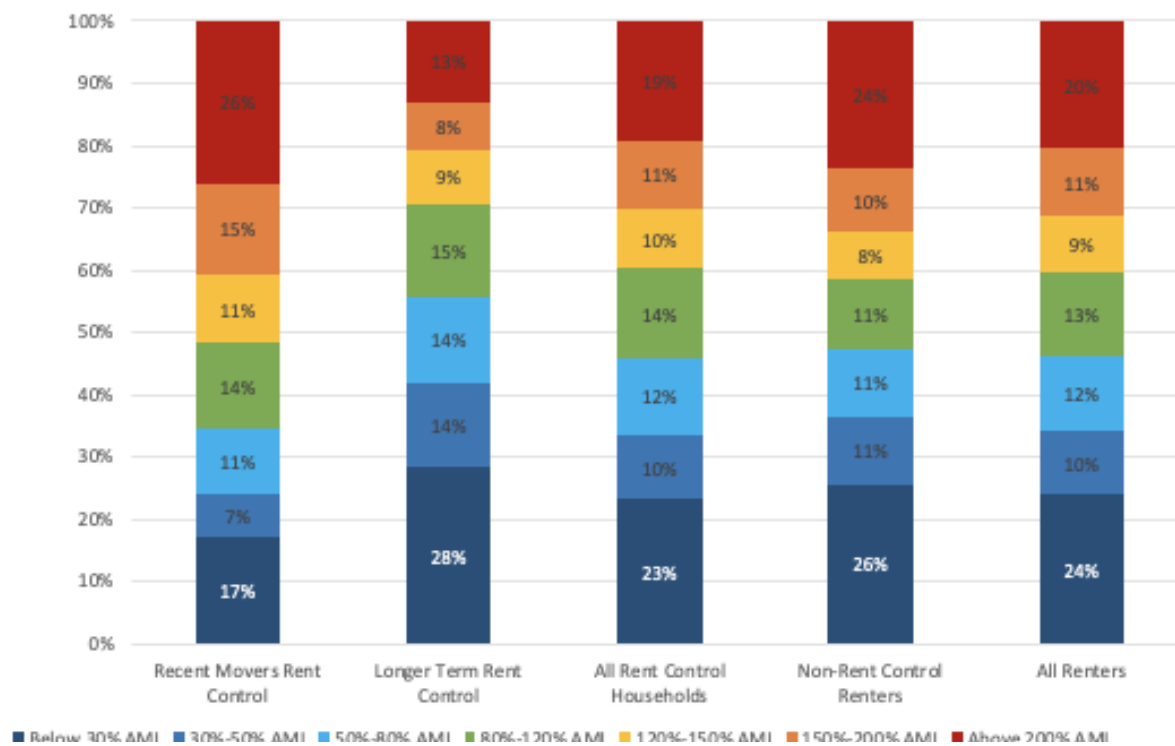
<i>Neighborhood</i>	<i>Estimated Rent-Controlled Units</i>	<i>Estimated Total units</i>	<i>Percent of Neighborhood Rent-Controlled</i>	<i>Percent of All Rent Control Units</i>
Mission	15,684	26,179	60%	9%
Nob Hill	13,259	17,456	76%	8%
Tenderloin	10,910	20,075	54%	7%
Marina	10,597	14,786	72%	6%
Outer Richmond	10,447	20,290	51%	6%
Pacific Heights	9,362	14,774	63%	6%
Russian Hill	7,808	11,145	70%	5%
Hayes Valley	6,745	10,641	63%	4%
Inner Sunset	6,697	12,949	52%	4%
Castro/Upper Market	6,567	12,443	53%	4%
Inner Richmond	6,418	9,876	65%	4%
Haight Ashbury	6,055	9,068	67%	4%
Chinatown	6,054	7,628	79%	4%
Noe Valley	5,543	11,638	48%	3%
Sunset/Parkside	5,263	29,612	18%	3%
Western Addition	4,988	13,117	38%	3%

North Beach	4,765	7,360	65%	3%
Lone Mountain/USF	4,123	6,900	60%	2%
Lakeshore	3,818	5,281	72%	2%
Presidio Heights	2,867	5,238	55%	2%
South of Market	2,761	14,487	19%	2%
Bernal Heights	2,719	9,877	28%	2%
Other Neighborhoods	13,142	106,992	12%	8%
Total	166,592	397,812	42%	-

Source: ACS 2018 5-Year Estimates; IPUMS-USA.

Rent-controlled housing serves all income levels. Residents who have been living in rent-controlled units for more than four years are primarily low- or moderate-income, including more than 40% of which are VLI and ELI households, illustrating the stabilizing impact of rent-controlled housing (Figure 25). Due to limits of the data, this estimate may include some residents of older 100% affordable housing that are subject to affordability restrictions other than rent control. More than 50% of newer tenants of rent-controlled housing are above moderate income, illustrating that rent-controlled housing may be shifting in occupancy along with the city overall due to displacement pressures and gentrification.

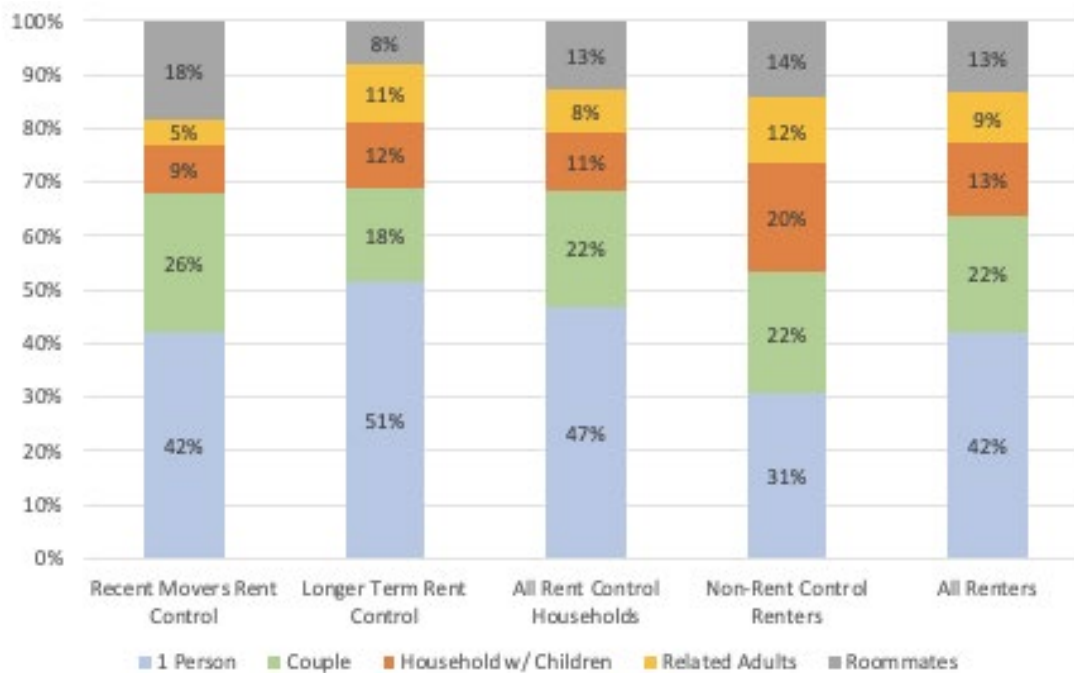
Figure 25. Renter Households by Income Group, Rent Control Status and Length of Occupancy, 2014-2018



Source: ACS 2018 5-Year Estimates; IPUMS-USA. Recent movers are within 4 years.

People living alone are more likely to live in rent-controlled housing than other types of households, making up 51% of long-term rent control renters and 47% of all renters in rent-controlled housing (Figure 26). Households with children are more likely to be renters in non-rent-controlled units. This is likely because 64% of rent-controlled units are studios or one-bedrooms (Figure 25), and, therefore, are less likely to accommodate families with children. In addition, rent-controlled units are more likely to be located in more central neighborhoods where rents are likely to be higher and with limited access to open space or other amenities that families may look for (Table 29).

Figure 26. Renter Households by Household Type, Rent Control Status and Length of Occupancy, 2014-2018



Source: ACS 2018 5-Year Estimates; IPUMS-USA. Recent movers are within 4 years.

Single Room Occupancy Hotels

There are over 19,000 single room occupancy (SRO) residential units in San Francisco, often called residential hotels, that are legally protected from demolition or conversion to tourist use. These units consist of one room, often with limited or shared kitchens and/or bathrooms. They are often more affordable for low-income people who have few other options.

The number of SROs or residential hotels varies between years. As of 2020, there are more for-profit residential hotels than nonprofit residential hotels (Table 30). For-profit residential hotels report a consistent year-over-year decrease in rooms targeted towards residents.

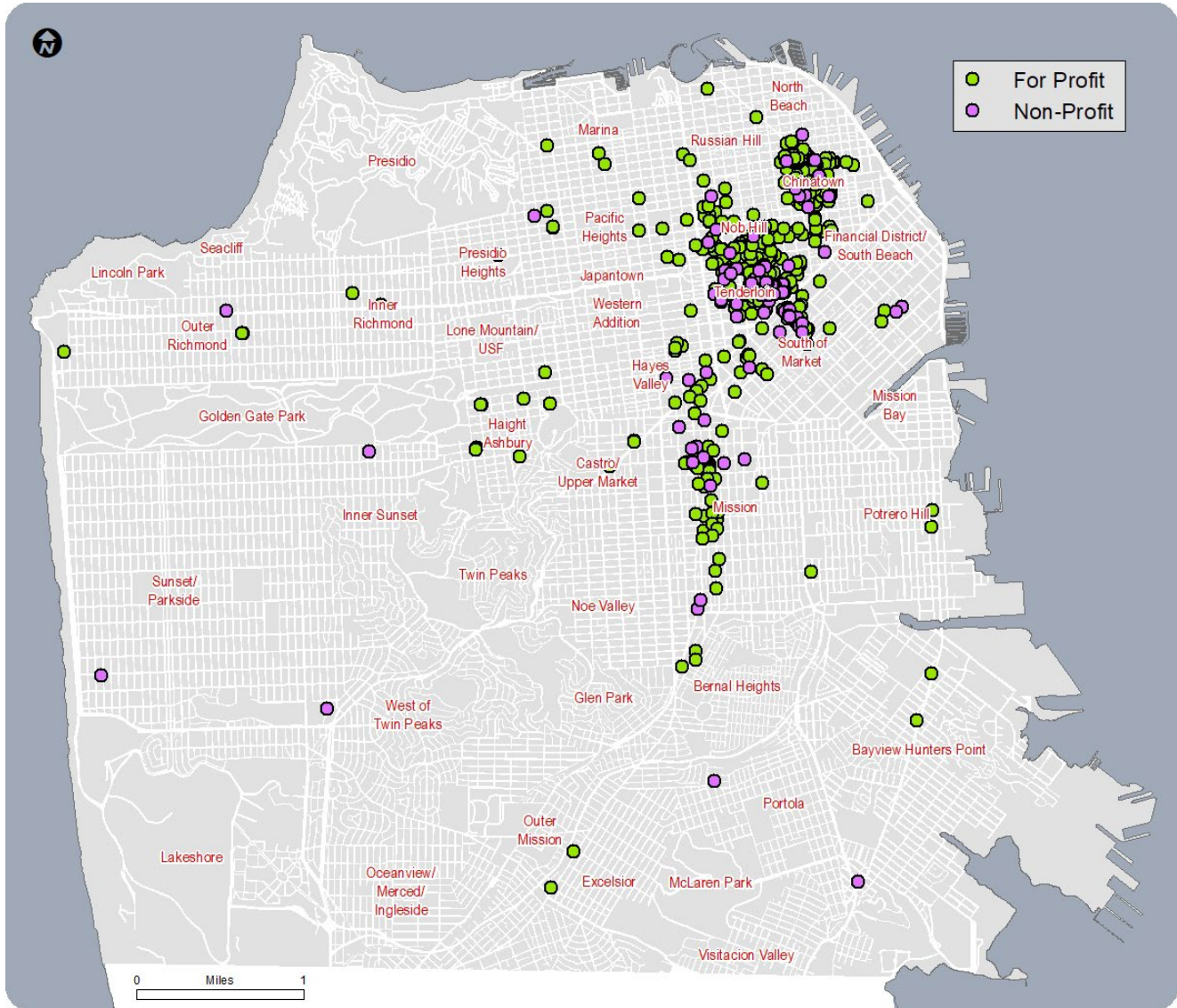
Table 30. Number of Resident Hotel Rooms, 2000–2020

Year	For Profit Residential Hotels			Nonprofit Residential Hotels		Total	
	Buildings	Resid. Rooms	Tourist Rooms	Buildings	Resid. Rooms	Buildings	Resid. Rooms
2000	457	16,331	3,781	61	3,314	518	19,645
2005	435	15,106	3,345	71	4,217	506	19,323
2010	412	13,790	2,883	87	5,163	499	18,953
2015	412	13,742	2,922	90	5,424	502	19,166
2020	389	12,424	2,509	114	6,645	503	19,069

Source: SF Department of Building Inspection, 2019 Housing Inventory, 2020 Housing Inventory.

SRO housing is overwhelmingly concentrated in older, central neighborhoods close to Downtown, most prominently the Tenderloin, along with Chinatown, North Beach, Nob Hill, SoMa, and the Mission (Figure 27). About 30% of SROs units are nonprofit owned.

Figure 27. Map of SROs by Non-Profit and For-Profit Status, 2020



Source: SF Planning Map of Department of Public Health and Department of Building Inspection Data.

Federally Assisted & Other Subsidized Affordable Housing and Services

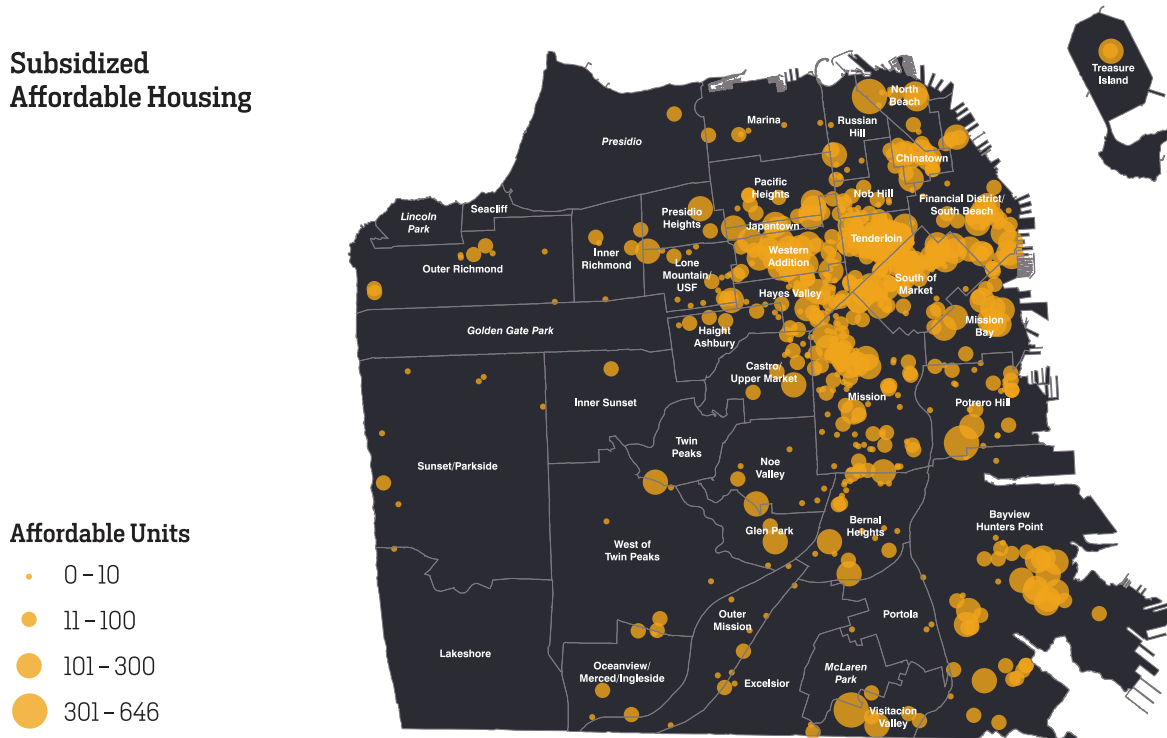
The city has an estimated 35,600 units of income-targeted affordable housing for low- and moderate-income people across 703 buildings, making up nearly 9% of all housing. These homes have been built or acquired over decades using federal, state, and local funding programs that often must be combined. The Mayor’s Office of Housing and Community Development (MOHCD) has a portfolio of 23,536 affordable units funded at least in part with local dollars. Of this portfolio, 16,909 units were built or preserved for low-income renters with Low Income Housing Tax Credits (LIHTC), the largest federal and state capital funding source that is usually paired with local dollars. This represents only a portion of the

21,593 total units built or preserved with LIHTC funds. Finally, 4,700 older units were built with US Department of Housing and Urban Development (HUD) funding and/or project-based rent assistance. Another 5,800 units have LIHTC and HUD funding.

There are also 2,872 affordable units in San Francisco included in market-rate buildings. The inclusionary program was formally codified in 2002, so most inclusionary units have been constructed in the past 20 years. 1,328 of these inclusionary units are for ownership, typically for moderate-income households. Market rate projects have also paid in lieu fees providing millions for affordable housing.

Most of the affordable housing in the city is nonprofit owned and operated. However, the city often owns the land and funding stipulates long-term affordability covenants. The city’s affordable housing is mostly located in lower income areas and communities of color: Tenderloin, SoMa, Chinatown, Western Addition, Mission, and Bayview-Hunters Point (Figure 28). Public housing is the oldest federally funded affordable housing. Recently, San Francisco has rebuilt and rehabilitated public housing using the federal Rental Assistance Demonstration (RAD) Program and local HOPE SF program for large sites with about 600 units still in the public housing program.

Figure 28. Affordable Housing Units in San Francisco



Source: California Housing Partnership, Mayor’s Office of Housing and Community Development, US Dept. of Housing and Urban Development (HUD).

Sixty percent (60%) of San Francisco’s affordable units are in five neighborhoods on the eastern side of the city: the Tenderloin, South of Market, Western Addition, Mission, and Bayview-Hunters Point (Table

31). Twenty-five percent (25%) or more of all units in these neighborhoods are affordable, except for the Mission with 14% affordable units. The concentration of affordable housing in neighborhoods that are historically lower income and predominantly communities of color has helped stabilize vulnerable communities. However, it has also meant that affordable housing has been concentrated in neighborhoods that may lack access to good environmental quality, schools, job opportunities or transportation, as well as other services and amenities.

Other neighborhoods clustered around Downtown where significant new housing development has occurred also have substantial percentages of affordable housing including Financial District/South Beach, Mission Bay, and Hayes Valley, illustrating the effects of legislation that has required affordable housing construction to be linked to market-rate development. There is a lack of affordable housing on the central, south, and west side of the city due to exclusionary zoning that prohibits the construction of multifamily buildings and, thus, affordable housing, as well as neighborhood opposition to larger scale, affordable developments. In fact, 27 of these neighborhoods (66% of the neighborhoods in the city) only have 11% of the city's total affordable housing units, with only 2% of the housing units in these areas being affordable.

Table 31. Affordable Housing Units by Neighborhood

<i>Neighborhood</i>	<i>Affordable Units</i>	<i>Total units</i>	<i>% of Units in Neighborhood Affordable</i>	<i>% of City's Affordable Units</i>
Tenderloin	6,163	20,075	31%	17%
South of Market	4,719	14,487	33%	13%
Western Addition	3,816	13,117	29%	11%
Mission	3,575	26,179	14%	10%
Bayview Hunters Point	3,213	12,701	25%	9%
Financial District/South Beach	2,359	14,459	16%	7%
Mission Bay	1,678	7,244	23%	5%
Hayes Valley	1,370	10,641	13%	4%
Chinatown	1,178	7,628	15%	3%
Visitacion Valley	940	5,308	18%	3%
Potrero Hill	825	7,310	11%	2%
North Beach	734	7,360	10%	2%
Japantown	635	2,535	25%	2%
Pacific Heights	573	14,774	4%	2%
All other 27 neighborhoods	4,098	233,994	2%	11%
Total	35,876	397,812	9%	100%

Source: Planning analysis of affordable housing data and unit totals from ACS 2015-2019 data.

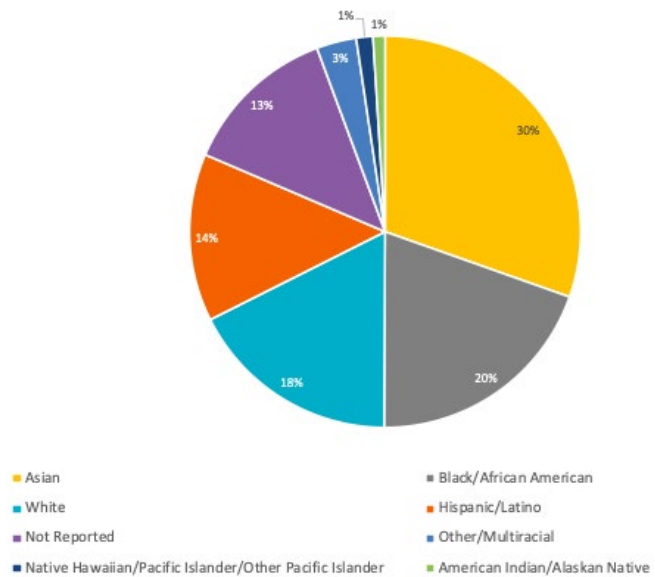
Until 2012, the San Francisco Redevelopment Agency (RDA) managed a large portion of the local affordable housing funds. Since its dissolution in 2012, San Francisco has created new funding sources that have grown to hundreds of millions annually. Some sources are ongoing, like the Housing Trust fund, but some of the largest sources are time limited and must be renewed, for example affordable housing bonds approved by voters in 2015 and 2019. Most affordable housing funding comes from property taxes or fees from new development. Expanded funding has increased affordable housing production, which reached a peak of over 1,495 units in 2021, and preservation, including the rehabilitation of over 3,500 public housing units and purchase of hundreds of rent-controlled units through the Small Sites Program. Growing obstacles to affordable housing production include high construction costs and a federal cap on private activity bonds that limits access to LIHTC funds at 4% statewide.

MOHCD Affordable Housing Portfolio Resident Demographics

The Mayor’s Office of Housing and Community Development (MOHCD) collects data on residents living in their affordable housing portfolio in order to better understand who is being served. Demographic data reported by MOHCD was for the head of the household. Asians are among the highest racial groups represented in their properties (30% of residents), followed by Black or African American (20%), white (18%), and Hispanic or Latino(a,e) (14%) residents (Figure 29).

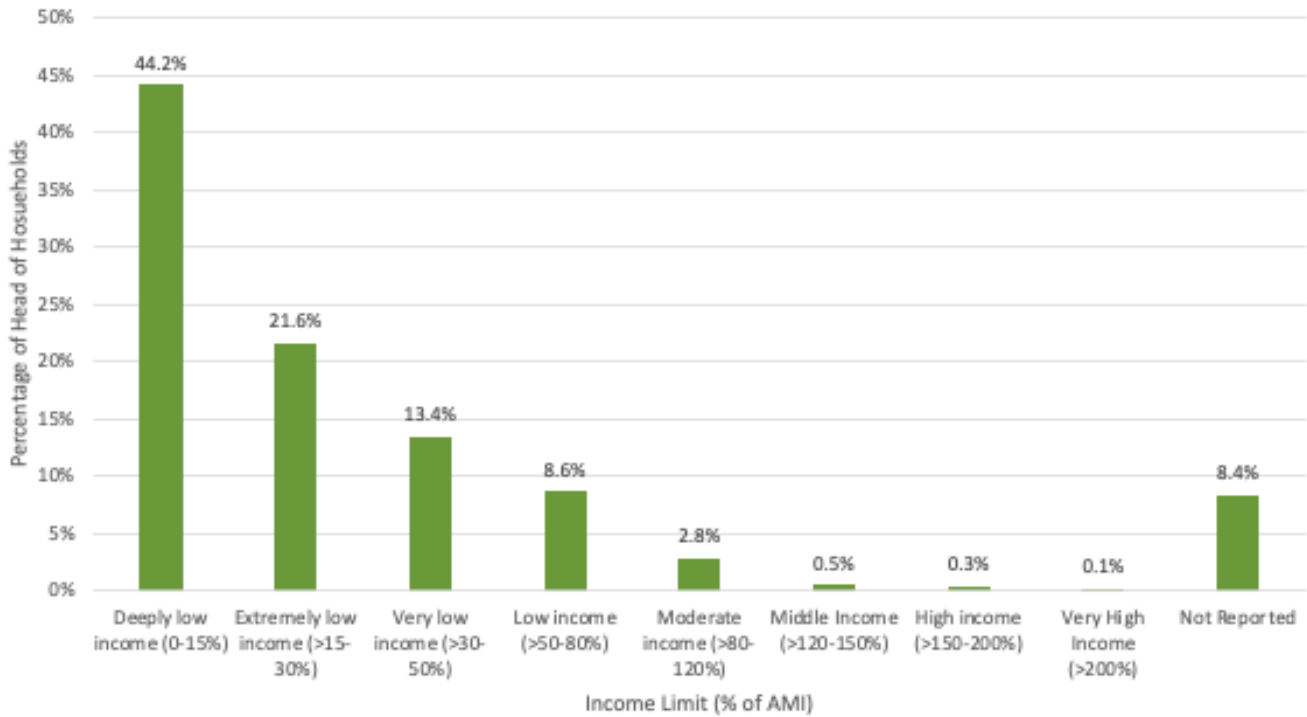
Figure 29. MOHCD Affordable Housing Residents by Race and Ethnicity (Head of Household)

Source: MOHCD; Total Households= 22,787.
 Note: “Other/Multiracial” category includes those who identified as Other, Multiracial, or More than 1 Race; “American Indian or Native Alaskan” category includes anyone who identified as having American Indian or Native Alaskan heritage



MOHCD affordable housing units primarily serve the lowest income households, although many moderate-income households also report being rent-burdened (Table 42). The majority of heads of household have deeply-low-incomes (earning less than 15% of AMI) or extremely-low-incomes (less than 30% of AMI) relative to federal income standards (Figure 30).

Figure 30. MOHCD Affordable Housing Residents by Income (Head of Household)

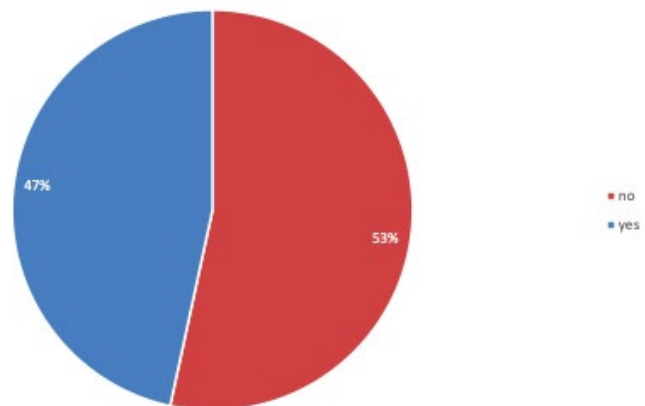


Source: MOHCD; Total Households = 22,787

Forty-seven percent (47%) of households living in MOHCD's affordable housing have a senior (Figure 31). However, the need for affordable housing among seniors in the city may be much higher. For the overall city, nearly 70% of senior renters are ELI or VLI (Table 73), which suggests a significant need for senior affordable housing.

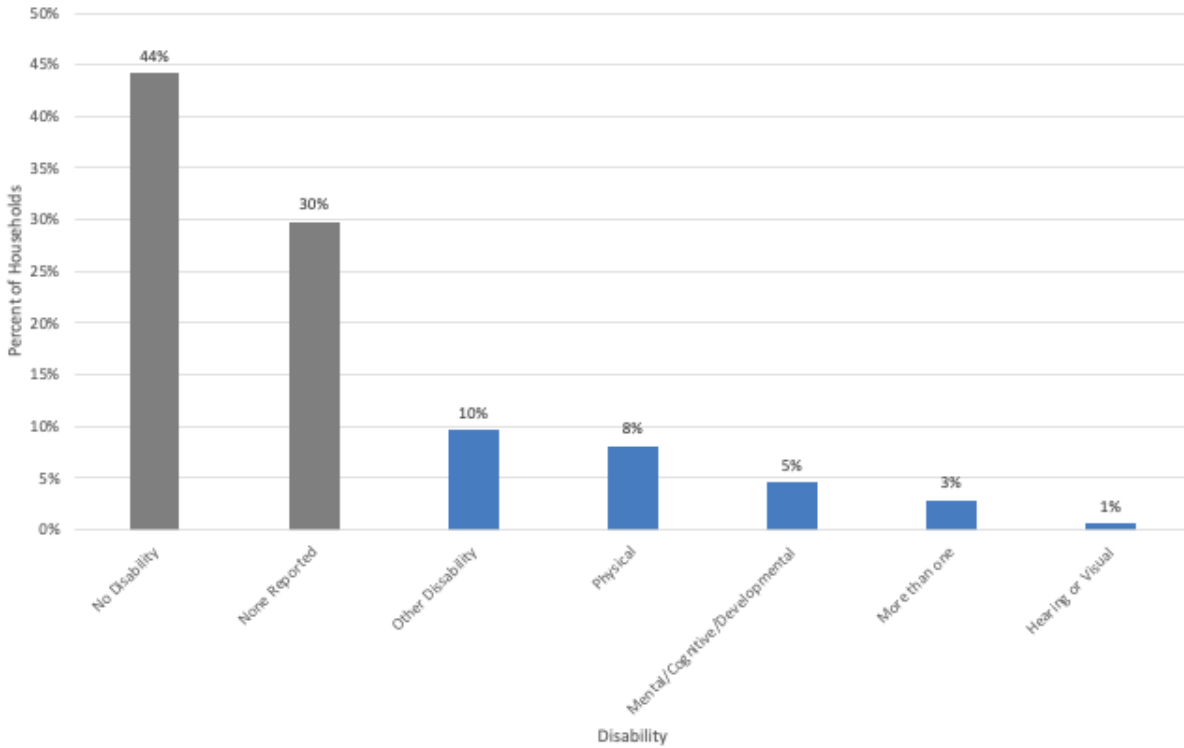
Figure 31. MOHCD Affordable Housing Households with Seniors

Source: MOHCD; Total Households= 22,787
 Note: 42 clients did not report any data



Among affordable housing households at MOHCD properties, 27% of households reported having a household member with a disability (Figure 32). The most common disabilities were physical, mental/cognitive/developmental, and multiple disabilities.

Figure 32. MOHCD Affordable Housing Households with a Member with a Disability



Source: MOHCD; Total Households = 22,787
 Note: Percentages do not add to 100%, because 0.1% of clients reported HIV/AIDS as a disability

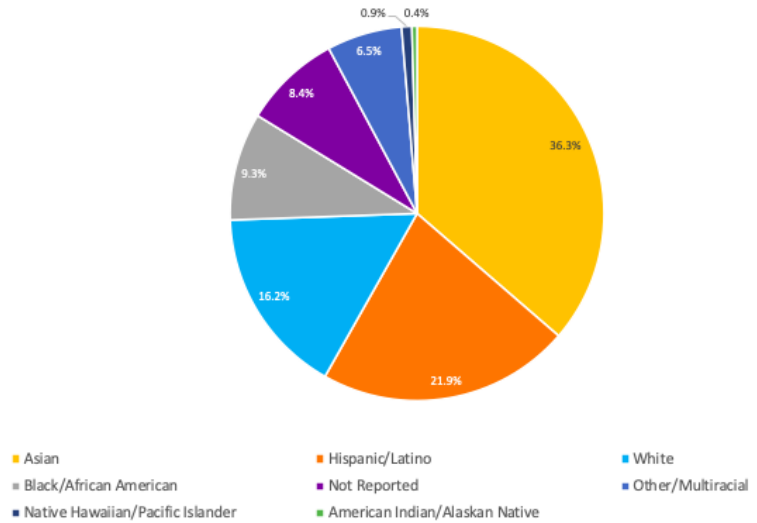
MOHCD Affordable Housing DAHLIA Placement

MOHCD has created an online portal for affordable housing applications called DAHLIA. Data collected from DAHLIA provides information on applicants and placement in affordable housing. In FY 2019-2020, MOHCD received over 120,000 applications for affordable housing for a limited number of available units. Individuals or households can submit more than one application for units available in different buildings at different times, thus the total number of applications includes duplicate applicants. Supportive housing placements for those who have been living with homelessness are administered through the Department of Homelessness and Supportive Housing (HSH) and are managed and recorded in a separate system.

MOHCD’s affordable housing applicants are primarily Asian (30%) and Hispanic or Latino(a,e) (24%). Females accounted for just a little more than half (51%) of applicants. One-person households and two-person households were the most common applications. However, among applicants ultimately assigned a unit, Asian residents were disproportionately represented at 36% (Figure 33).

Figure 33. MOHCD Affordable Housing Application Assigned Unit by Race & Ethnicity

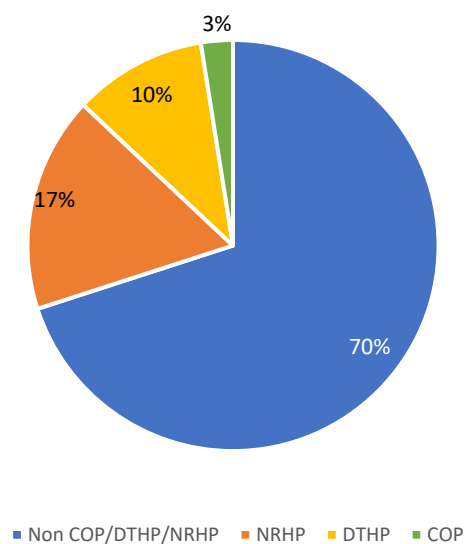
Source: MOHCD; Total Applicants = 677
 Note: Data includes persons or households who submitted more than 1 applicant, data does not include supportive housing units as these placements are administered by HSH



San Francisco uses three preference programs to address current or past displacement, including displacement that occurred as a result of RDA-led urban renewal projects. The Certificate of Preference (COP) program provides a lottery preference for affordable housing units for people who were living in households that lost housing due to urban renewal actions including eminent domain, demolition, and eviction. The Displaced Tenants Housing Preference helps tenants displaced by one of three causes: (1) a non-fault eviction due to Ellis Act or Owner Move in, (2) displacement due to severe fire damage in a unit, and (3) an unaffordable rent increase due to expiring affordability restrictions. Among applicants assigned a unit, 10% used DTHP and 3% used COP (Figure 34). The Neighborhood Resident Housing Preference is for San Francisco residents living in the same Supervisor district as, or half-mile from, the property being applied to.

Figure 34. MOHCD Affordable Housing Applicants Assigned Units

Source: MOHCD; Total applicants assigned a unit = 677
 *Note: Non-COP/DTHP may include persons or households who submitted more than one application.



MOHCD Access to Housing & Services Demographics

MOHCD funds three types of housing services: assistance with applications for affordable rental units, counseling, and financial counseling and education. All services focus on accessing and placing clients in affordable rental housing. Between the FY 2018-2019 and FY 2019-2020, there were a total of 12,371 Access to Housing clients. Clients are predominantly females (63%) and identify as straight/heterosexual (71%). The majority of clients are one-person households (40%), followed by three-or-more-person households (34%), and two-person households (26%). Hispanics/Latinos (45%) represent the majority of clients, followed by Asians (23%), and Black or African Americans (12%). Clients 65 years and older account for 25% of clients, representing the plurality of clients, and 10% of clients are 17-24 years old. Of the 12,371 clients served, 488 are between the ages of 17-24.

Assisted Housing Developments at Risk of Conversion

There are 1,734 affordable units in 27 properties at-risk of conversion to market rate prices by 2032 due to expiring affordability covenants (Table 32); 977 of these at-risk units serve seniors. Across these properties, 280 units are at very-high risk, 816 are at high risk and 638 units are at moderate risk of conversion. At-risk homes are those with “high” and “very high” risk levels or 1,096 units in San Francisco which are at risk of becoming market-rate within the next five years. Risk levels are assessed as follows.

- **Very High Risk:** Affordable homes that are at-risk of converting to market rate within the next year that do not have a known overlapping subsidy that would extend affordability and are not owned by a stable nonprofit, mission-driven developer/owner.
- **High Risk:** Affordable homes that are at-risk of converting to market rate in the next 1-5 years that do not have a known overlapping subsidy that would extend affordability and are not owned by a stable nonprofit, mission-driven developer/owner.
- **Moderate Risk:** Affordable homes that are at-risk of converting to market rate in the next 5-10 years that do not have a known overlapping subsidy that would extend affordability and are not owned by a stable nonprofit, mission-driven developer/owner.
- **Low Risk:** Affordable homes that are at-risk of converting to market rate in 10+ years and/or are owned by a stable mission-driven nonprofit developer/owner.

Table 32. Affordable Units At-Risk of Conversion (2022-2032)

<i>Name</i>	<i>Address</i>	<i>Affordable Units</i>	<i>Total Units</i>	<i>Assistance Type</i>	<i>Estimated Affordability End Date</i>	<i>Risk Level</i>	<i>Population Served</i>
Fair Oaks Apartments	799 Oak St	20	20	HFDA/8 SR	12/31/2022	Very High	Family
La Playa	770 La Playa Street	13	14	PRAC/811	12/31/2022	Very High	Disabled
Octavia Court	261 Octavia St	14	15	PRAC/811	12/31/2022	Very High	Disabled
San Lorenzo Ruiz Center	50 Rizal St	145	147	202/8 NC	01/31/2023	Very High	Elderly
St. Peter's Place	420-430 29th Avenue	19	20	PRAC/811	02/28/2023	Very High	Disabled
Bill Sorro Community	200 Sixth Street	14	67	PRAC/811	03/31/2023	Very High	Family/Disabled
Eddy Street Apartments	1096 Eddy St	20	22	PRAC/811	03/31/2023	Very High	Disabled
Winsor Hotel	20 6th St	4	51	Local	4/14/2023	Very High	Homeless
Hunter Hotel	100 6th St	6	14	Local	6/17/2023	Very High	Homeless
525 O'Farrell Street	525 O'Farrell Street	25	26	HCD & Local	12/3/2023	Very High	Family
Friendship Village One	40 Friendship Way	68	68	LMSA	5/31/2024	High	Family
Friendship Village Two	40 Friendship Way	90	90	LMSA	5/31/2024	High	Family
Ammel Park Coop	656 Grove St	95	120	LMSA	6/30/2024	High	Family
Mission Plaza Apartments	2027 Mission St	132	132	Sec 8 NC	8/31/2025	High	Elderly
Diamond View Apts	296 Addison St	43	58	Preservation	03/31/2026	High	Family
Loren Miller Homes	950 Buchanan St	26	105	LMSA	9/30/2026	High	Family
Wharf Plaza II	155 Francisco Street	114	114	Sec 8 NC	6/30/2027	High	Elderly
Alexis Apartments	390 Clementina St	132	206	LMSA	8/31/2027	High	Elderly
Wharf Plaza I	150 Francisco St	116	116	Sec 8 SR	12/31/2027	High	Elderly
Northridge Coop Homes	1 Ardath Ct	300	300	Sec 8 NC	3/31/2029	Moderate	Family
All Hallows Community	1711 Oakdale Ave	45	45	202/8 NC	06/30/2029	Moderate	Elderly
Monsignor Lyne Community	118 Diamond St	19	20	202/8 NC	03/31/2030	Moderate	Elderly
Namiki Apts	1776 Sutter St	33	34	Sec 8 NC	12/31/2030	Moderate	Elderly
YWCA Apartments, Inc.	940 Powell St	97	98	202/8 SR	12/31/2030	Moderate	Elderly
Jones Memorial Homes I	1640 Steiner St	32	32	LMSA	6/30/2031	Moderate	Elderly
Jones Memorial Homes II	1950 Post St	101	103	LMSA	6/30/2031	Moderate	Elderly
Progress Apartments	1272 S Van Ness Ave	11	12	202/8 NC	07/31/2032	Moderate	Elderly

Source: MOHCD, California Housing Partnership

Costs of Preservation

San Francisco's cost for new construction of affordable housing units (the replacement cost were the city to lose these at-risk units) is approximately \$1,019,000 in 2022 (\$918,000 for unit construction and \$101,000 per unit for land acquisition). The average rehabilitation cost per unit was \$664,200 for 2019-2022 (Table 33). This includes an average MOHCD commitment of 26% per unit for replacement and 4% per unit for rehabilitation.

Previously, rehabilitations of existing affordable housing were funded largely using 4% Low Income Housing Tax Credits (LIHTC). However, since 2020, this resource has been largely unavailable due to overall scarcity of tax-exempt bonds and the California Debt Limit Allocation Committee's (CDLAC) prioritization of new construction. While some new sources of funding have emerged from the state level, such as the Portfolio Reinvestment Program (PRP), the funds available are not able to meet the demand for rehabilitation projects. At this time, any substantial rehabilitation not qualifying for PRP would require a larger percentage of costs be paid by MOHCD.

Table 33. Costs by Type of Preservation

<i>Preservation Method</i>	<i>Cost</i>	<i>MOHCD Commitment</i>
Replacement of At-risk Units (New Construction)	\$ 1,019,000.00	\$ 264,940.00
Rehabilitation	\$ 664,200.00	\$ 26,568.00

Source: MOHCD.

Table 34 shows the cost breakdown by preservation method based on previous projects undertaken by MOHCD. Given the high costs of construction and land in San Francisco (see Analysis of Governmental and Non-Governmental Constraints section), it is no surprise that 72% of the new construction cost and 39% of the rehabilitation cost is construction costs and 38% of the rehabilitation costs is the cost of acquisition.

Table 34. Breakdown of Costs by Type of Preservation

<i>Preservation Method</i>	<i>Hard Costs</i>	<i>Soft Costs</i>	<i>Cost of Issuance (Bonds)</i>	<i>Developer Fee</i>	<i>Acquisition</i>
Replacement of at-risk units (New Construction)	72%	17%	1%	5%	4%
Rehabilitation	39%	17%	1%	6%	38%
All	52%	17%	1%	6%	24%

Source: MOHCD.

Given the costs described in Table 33, it would cost \$1.1 billion to replace all the units that are at-risk of expiring between 2022 and 2027 and \$728 million to rehabilitate them (Table 35). For the units at-risk of expiring from 2028 to 2032, it would cost \$650 million to replace them and \$424 million to rehabilitate them (not accounting for inflation).

Table 35. Cost of Replacing or Rehabilitating At-Risk Units

<i>Preservation Method</i>	<i>Cost to Preserve Units Expiring 2022-2027</i>	<i>Cost to Preserve Units Expiring 2028-2032</i>
Replacement of at-risk units (New Construction)	\$ 1,116,824,000.00	\$ 650,122,000.00
Rehabilitation	\$ 727,963,200.00	\$ 423,759,600.00

Source: MOHCD.

Table 36 shows a list of local entities with legal and managerial capacity to acquire and manage the replacement or rehabilitation of these at-risk housing developments.

Table 36. List of Entities Qualified to Preserve At-Risk Units

<i>Organization</i>	<i>Address</i>	<i>City</i>	<i>Zip</i>
Affordable Housing Foundation	P.O. Box 26516	San Francisco	94126
Bernal Heights Housing Corporation	515 Cortland Avenue	San Francisco	94110
BUILD Leadership Development Inc.	1280 Bison, Ste. B9-200	Newport Beach	92660
Chinatown Community Development Center	1525 Grant Avenue	San Francisco	94133
Episcopal Community Services	165 8th Street	San Francisco	94103
HomeRise	20 Jones Street	San Francisco	94102
Housing Corporation of America	31423 Coast Highway, Ste. 7100	Laguna Beach	92677
L + M Fund Management LLC	1871 Palmer Ave	Westchester	10544
Mercy Housing California	1256 Market Street	San Francisco	94102
Mission Economic Development Agency	2301 Mission Street Ste 301	San Francisco	94110
Mission Housing Development Corp	474 Valencia St, Ste. 280	San Francisco	94103
Northern California Land Trust, Inc.	3122 Shattuck Avenue	Berkeley	94705
ROEM Development Corporation	1650 Lafayette Circle	Santa Clara	65050
San Francisco Community Land Trust	44 Page Street Suite 401	San Francisco	94102
San Francisco Housing Development Corporation	4439 Third Street	San Francisco	94124
Satellite Housing Inc.	2526 Martin Luther King., Jr Way	Berkeley	94704
Tabernacle Community Development Corporation	950 Gilman Avenue	San Francisco	94124
Tenderloin Neighborhood Development Corporation	201 Eddy Street	San Francisco	94102

Source: MOHCD; HUD.

Assisted Housing Developments in Need of Rehabilitation

MOHCD has currently 377 units on hold or in planning stages of major rehabilitation across four projects: Jackie Robinson Apartments, Coleridge Park Homes, Derek Silva, and Ocean Beach Apartments. However, MOHCD has identified 97 projects with 6,204 units for which capital needs are greater than existing reserves, at a median of \$6,702 needed per unit, the funding needed to rehabilitate these units is more than \$71 million.

Using HUD's Rental Assistance Demonstration (RAD) and Section 18 Demolition and Disposition programs, thousands of units have also converted from public housing to the Housing Choice Voucher (HCV) /Section 8 program since 2015. These programs use the HCV subsidy to leverage the costs of substantial rehabilitation of dilapidated units (in the case of RAD) or reconstruction (in the case of HOPE VI). By the end of 2022, the only public housing remaining in San Francisco will be in two HOPE VI projects, Plaza East and North Beach Place, which are expected to be recapitalized or converted through the RAD program by 2024.

Alternatives for Replacement and Rehabilitation of Units

According to an analysis performed by MOHCD using 2020 Census data, there are 71,741 households with 119,387 people in San Francisco that would qualify for a rent voucher under the HUD definitions for Section 8. There are currently 16,004 households covered by HUD programs such as Section 8 and Public Housing as well as 1,600 Local Operating Subsidy Program (LOSP) vouchers. This leaves around 54,000 households not covered at this time. Based on MOHCD's average operating expense for multi-family properties, providing rental subsidies for non-covered households would cost a minimum of \$519 million annually at minimum if using the vouchers in otherwise subsidized properties. A more conservative approach would be to assume operating costs were at 50% of AMI rents, which would place this cost at \$610 million annually. If rents were set at HUD Fair Market Rent, as they are for Section 8 Housing Choice Vouchers, rental subsidies would cost \$1.5 billion annually. These totals were prorated to reduce proportionally by the number of households already receiving a voucher.

Financing and Subsidy Resources for Preservation

HCD programs designed for at-risk / rehabilitation

- Portfolio Reinvestment Program (PRP): Provides \$200,000 per unit up to \$10 million per project for rehabilitation of projects with expiring HCD restrictions. Has initial funding of \$300,000,000.
- Foreclosure Intervention Housing Preservation Program (FIHPP): Provides \$500 million through June 2026 in loans and grants to nonprofits purchasing and rehabilitating buildings at foreclosure auction, in the foreclosure process, or at risk of foreclosure.
- Preservation projects are eligible for other HCD sources but do not score competitively for them and thus they are not a realistic option.

TCAC/CDLAC: bonds + 4% LIHTC

- \$312,157,604 in tax-exempt bonds are allocated for at-risk preservation in 2022. This is roughly \$156,000,000 in tax credit equity that will be used for projects that are at risk of conversion to

market. Only \$22,296,972 in tax-exempt bonds is available for rehabilitation projects that do not meet the definition of at-risk of conversion to market.

MOHCD Funding (see Table 37)

- Community Development Block Grant: Federal grant funds that will provide San Francisco \$20,650,000 for the 2022-2023 fiscal year for the rehabilitation of existing nonprofit-owned affordable housing to ensure continued viability.
- General Fund – Existing Nonprofit Rehab: \$10,000,000 from the local general fund for the 2022-2023 fiscal year for the rehabilitation of existing nonprofit-owned affordable housing to ensure continued viability.
- General Fund – Small Sites: \$73,600,000 in anticipated funds from the local general fund for 2022 to 2030 for the Small Sites program for the acquisition and rehabilitation of at-risk housing units.
- Housing Trust Fund: A \$33,700,000 set-aside from the local general fund for 2022 to 2030 for the Small Sites program for the acquisition and rehabilitation of at-risk housing units.
- Inclusionary In-Lieu Fees: \$33,400,000 anticipated inclusionary in-lieu fees for 2022 to 2030 for the Small Sites program for the acquisition and rehabilitation of at-risk housing units.
- Jobs-Housing Linkage Fees: \$38,000,000 anticipated jobs-housing linkage fees for 2022 to 2030 for the Small Sites program for the acquisition and rehabilitation of at-risk housing units.
- State of California: HHC Article 2 funding of \$6,800,000 for the 2022-2023 fiscal year for site-specific substantial rehabilitation.
- SOMA Stabilization: Local SOMA-area specific development impact fees of \$5,000,000 for 2022 to 2024 for the Small Sites program for the acquisition and rehabilitation of at-risk housing units.
- Academy of Art University Development Agreement: A negotiated development agreement with \$45,000,000 in anticipated funds for 2022 to 2025 for the Small Sites program for the acquisition and rehabilitation of at-risk housing units.
- 2016 General Obligation Bond (PASS): Funding for performing permanent loans which will provide \$185,000,000 in anticipated funds for 2022 to 2030 for the Small Sites program for the acquisition and rehabilitation of at-risk housing units.
- 2019 General Obligation Bond: \$34,000,000 set aside for the Small Sites program for 2022 to 2024 for the Small Sites program for the acquisition and rehabilitation of at-risk housing units.
- Other various funds: \$3,000,000 for the 2022-2030 fiscal year for the rehabilitation of existing nonprofit-owned housing to ensure continued viability.

Table 37. Anticipated Preservation Funding Available, 2022-2030 (MOHCD)

	<i>FY22-23</i>	<i>FY23-24</i>	<i>FY24-25</i>	<i>FY25-26</i>	<i>FY26-27</i>	<i>FY27-28</i>	<i>FY28-29</i>	<i>FY29-30</i>
Community Development Block Grant	\$ 7,000,000	\$ -	\$ -	\$ -	\$ 7,650,000	\$ -	\$ -	\$ 6,000,000
General Fund - Existing Nonprofit Rehab	\$ 10,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Fund - Small Sites	\$ 19,600,000	\$ 18,000,000	\$ 18,000,000	\$ 18,000,000	\$ -	\$ -	\$ -	\$ -
Housing Trust Fund	\$ 5,500,000	\$ 7,200,000	\$ 6,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Inclusionary In-Lieu Fees	\$ 3,400,000	\$ -	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000
Jobs-Housing Linkage Fees	\$ 1,000,000	\$ -	\$ 16,800,000	\$ 2,500,000	\$ 10,000,000	\$ 3,800,000	\$ 3,900,000	\$ -
State (HHC Article 2)	\$ 6,800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SOMA Stabilization	\$ 3,000,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Academy of Art University Development Agreement	\$ 20,000,000	\$ 20,000,000	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
2016 General Obligation Bond (PASS)	\$ 30,000,000	\$ 25,000,000	\$ 20,000,000	\$ 20,000,000	\$ 30,000,000	\$ 30,000,000	\$ 15,000,000	\$ 15,000,000
2019 General Obligation Bond	\$ 30,000,000	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 139,300,000	\$ 76,200,000	\$ 70,800,000	\$ 48,500,000	\$ 55,650,000	\$ 41,800,000	\$ 26,900,000	\$ 29,000,000

Source: MOHCD.

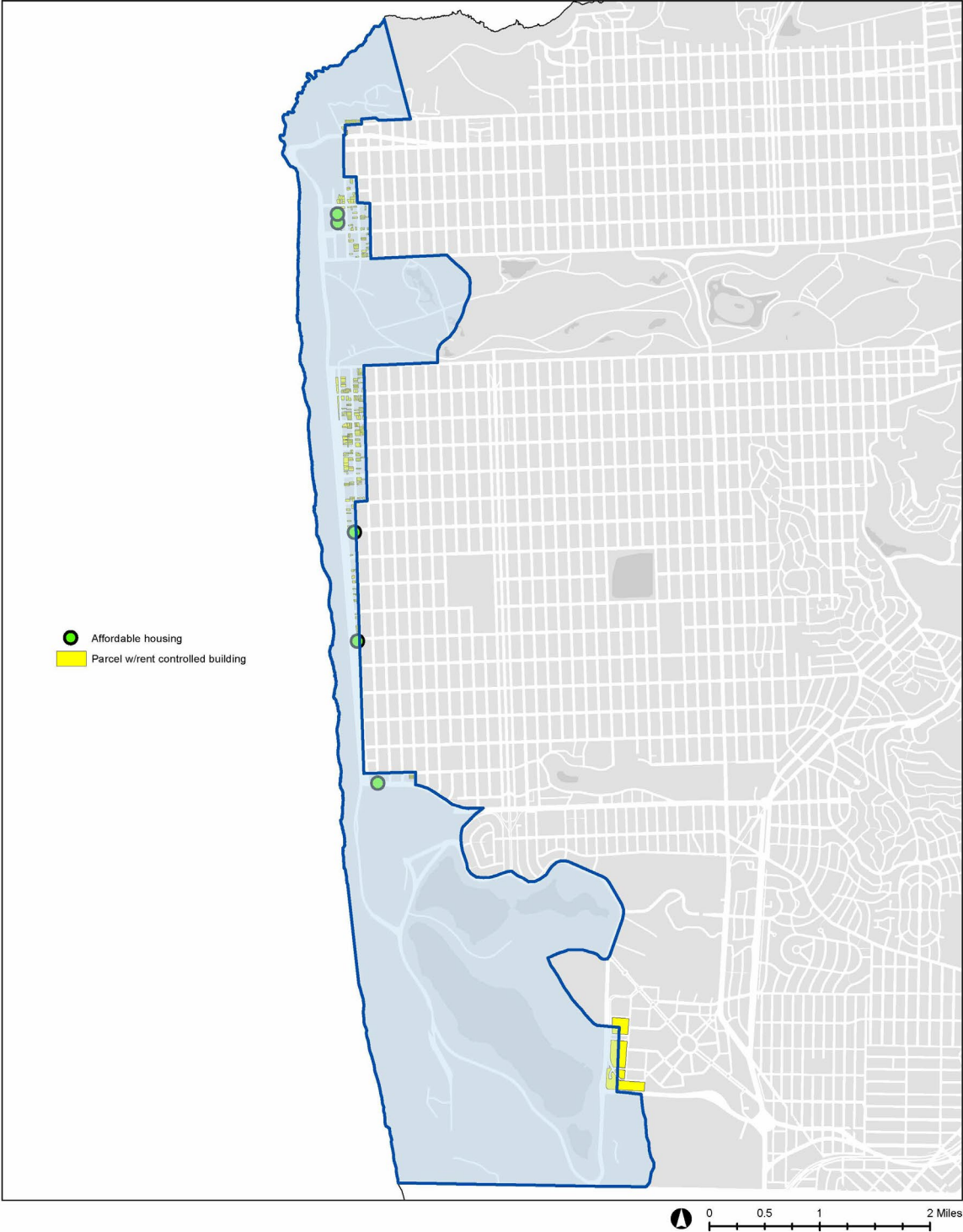
Coastal Zone Analysis

California state regulations require that the Housing Element details new construction, demolition, and alteration activity occurring within California Coastal Zone areas, particularly affordable housing, since 1982. SF Planning’s housing production dataset is only stable back to 2005, so this report only cites data from 2005 to today. The city’s entire western shoreline is within California’s coastal zone area. The coastal zone boundary includes about 30 residential blocks that front the Pacific Ocean (Figure 35).

In the coastal zone in San Francisco, 72 new units were produced from 2005 to 2022, with 2020 being the year with the largest unit gain (48). Of these new units, 21 were affordable units. During the same time period, alterations produced a gain of 24 units (including six were affordable units) and a loss of 2 units, which created a net gain of 22 units. Since demolitions in San Francisco are included in the

construction permit, are rarely permitted, and are only permitted when at the very least the demolished unit is replaced, demolitions were likely recorded as alterations. Thus, there was a total net gain of 94 housing units in the Coastal Area from 2005 to 2022, with 27 of them being affordable housing units.

Figure 35. Coastal Zone Area Map, 2022



Source: SF Planning Department

Table 38. New Construction, Demolition and Alteration Activity in the Coastal Area, 2005-2022

<i>Year</i>	<i>Gain</i>		<i>Loss</i>		<i>Net Total</i>
	<i>New Construction</i>	<i>Alteration</i>	<i>Demolition*</i>	<i>Alteration</i>	
2005	14	0	NA	0	14
2007	4	1	NA	-1	4
2008	4	0	NA	0	4
2009	0	1	NA	0	1
2012	1	0	NA	0	1
2014	1	0	NA	0	1
2015	0	3	NA	0	3
2016	0	1	NA	-1	0
2017	0	2	NA	0	2
2018	0	4	NA	0	4
2019	0	1	NA	0	1
2020	48	6	NA	0	54
2021	0	2	NA	0	2
2022	0	3	NA	0	3
Total	72	24	NA	-2	94

Source: SF Planning Analysis of Department of Building Inspection Data.

*San Francisco has very limiting demolition regulations; in certain circumstances projects can only demolish a unit if the new project at the very least will replace the unit. When this happens, the demolition is part of the construction permit.

Table 39. Affordable Housing New Construction, Demolition and Alteration Activity in the Coastal Area, 2005-2022

<i>Year</i>	<i>Gain</i>		<i>Loss</i>		<i>Net Total</i>
	<i>New Construction</i>	<i>Alteration</i>	<i>Demolition</i>	<i>Alteration</i>	
2005	14	0	NA	0	14
2007	0	0	NA	0	0
2008	0	0	NA	0	0
2009	0	1	NA	0	1
2012	0	0	NA	0	0
2014	0	0	NA	0	0
2015	0	1	NA	0	1
2016	0	0	NA	0	0
2017	0	0	NA	0	0
2018	0	0	NA	0	0
2019	0	0	NA	0	0
2020	7	4	NA	0	11
2021	0	0	NA	0	0
2022	0	0	NA	0	0
Total	21	6	NA	0	27

Source: SF Planning Analysis of Department of Building Inspection Data.

*San Francisco has very limiting demolition regulations; in certain circumstances projects can only demolish a unit if the new project at the very least will replace the unit. When this happens, the demolition is part of the construction permit.

As of 2022, in the coastal zone there were four 100% affordable housing buildings and one market rate building with inclusionary units; all five buildings include a total of 127 affordable units. Figure 35 shows the location of these five buildings, as well as the estimated 1,476 rent-controlled units in San Francisco.

Substandard Housing

San Francisco has an aging housing stock with nearly half of its housing units built before 1940 while another 34% were built between 1940 and 1980 (Table 24). In contrast, less than 15% of the Bay Area region's housing was built before 1940. An aging housing stock requires significant maintenance and it's more prone to habitability issues. Older housing tends to have higher susceptibility to electrical and plumbing facilities issues, lead, mold, and structural issues. Older housing stock may also not be retrofitted to withstand stronger seismic activity, which makes it vulnerable to earthquakes. Additionally, San Francisco is home to 19,000 SRO units, which serve lower-income residents and usually lack kitchen facilities and are located in older buildings. Thus, it isn't surprising that 6.4% of the occupied-renter housing lack kitchen facilities in San Francisco, a share two and a half times higher than the 2.6% for the

Bay Area region (Table 40). Additionally, 3.9% of renter-occupied housing units lack plumbing facilities, compared to 0.4% for the Bay Area region. Significantly less owner-occupied units in San Francisco lack kitchen or plumbing facilities (0.6% and 0.4% respectively) as these units tend to be occupied by higher-income residents. However, there are still 861 owner-occupied units that lack kitchen facilities and 514 units that lack plumbing facilities.

Table 40. San Francisco vs Bay Area Housing Units with Incomplete Facilities by Tenure, 2015–2019

	<i>San Francisco</i>				<i>Bay Area</i>			
	<i>Renter-Occupied</i>		<i>Owner-Occupied</i>		<i>Renter-Occupied</i>		<i>Owner-Occupied</i>	
	<i>Units</i>	<i>Percentage</i>	<i>Units</i>	<i>Percentage</i>	<i>Units</i>	<i>Percentage</i>	<i>Units</i>	<i>Percentage</i>
Lacking kitchen facilities	13,688	6.4%	861	0.6%	30,785	2.6%	5718	0.4%
Lacking plumbing facilities	8,461	3.9%	514	0.4%	11,375	1.0%	4,554	0.3%

Source: 2019 5-Year ACS.

Housing Complaints and Violations

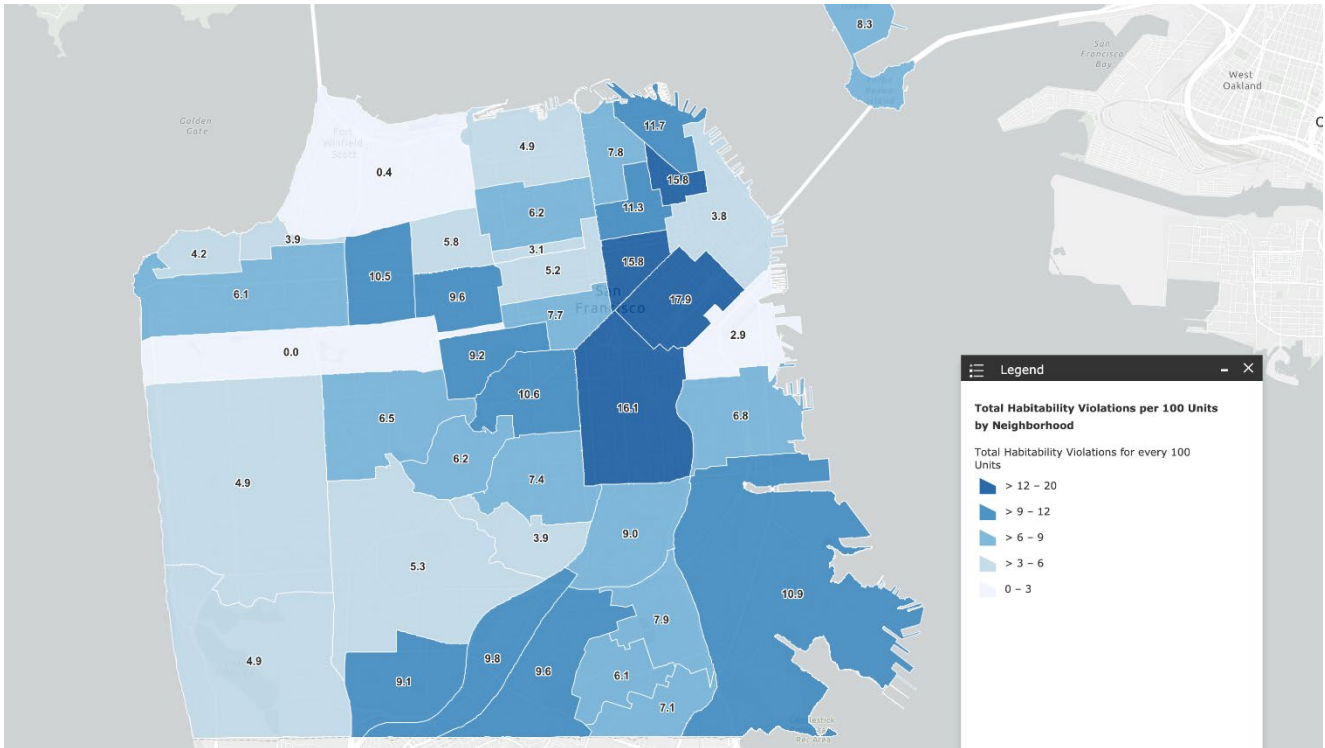
As of August 24th, 2022, the Department of Building Inspections (DBI) had a registry of 974 buildings with unabated code enforcement violations flagged as unsafe buildings. DBI can also issue orders to vacate housing buildings in emergency cases such as fires; as of the publication of this report there were only 4 open emergency orders. It is important to mention that the "unsafe building" flag is used somewhat inconsistently by staff. Since there isn't a reliable way to determine which violations make a building substandard or uninhabitable, this report looks at housing complaints and violations for patterns of substandard conditions in San Francisco. Also note that this data mostly captures rental unit information and may not capture all tenant housing, as some tenants may not feel comfortable filing code enforcement violations.

Complaint cases resulting in a violation are concentrated mainly on the east side of the city in areas with a great deal of older multifamily housing. The Mission, South of Market, Tenderloin, and Chinatown neighborhoods had the highest number of complaint cases with 12 to 20 violation cases for every 100 units over the 10-year period from 2010 to 2020 (Figure 36). These neighborhoods tend to have higher concentrations of low-income renters and people of color. Data suggests that this rate of violations is not related solely to the age of the building since neighborhoods such as Russian Hill, the Marina, or Pacific Heights that also have higher amounts of older, multifamily housing but that tend to be higher income do not have elevated rates of violations.

Complaint cases which result in a violation fell during the years of economic recession (2010 to 2013) and rose during periods of economic growth (2014 to 2019) (Figure 37).

Maintenance and repairs, fire safety related issues, and water and plumbing related issues were the most common types of violations cited. Note that more than one violation could have been cited in a given complaint case, meaning totals in Figure 38 will not add up to total violations.

Figure 36. Total Complaint Cases per 100 Units Resulting in a Violation by Neighborhood



Source: SF Planning Department Analysis of Open Data SF DBI Violations data

Figure 37. Complaints Resulting in Violations, 2010-2020

Source: SF Planning Department Analysis of Open Data SF DBI Violations data; Total Violation Complaint Cases = 32,347

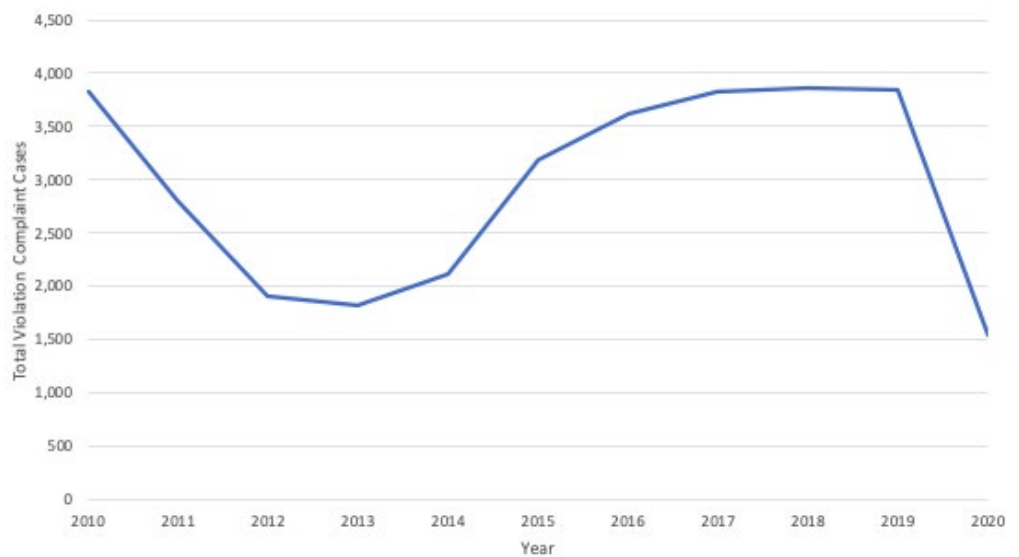
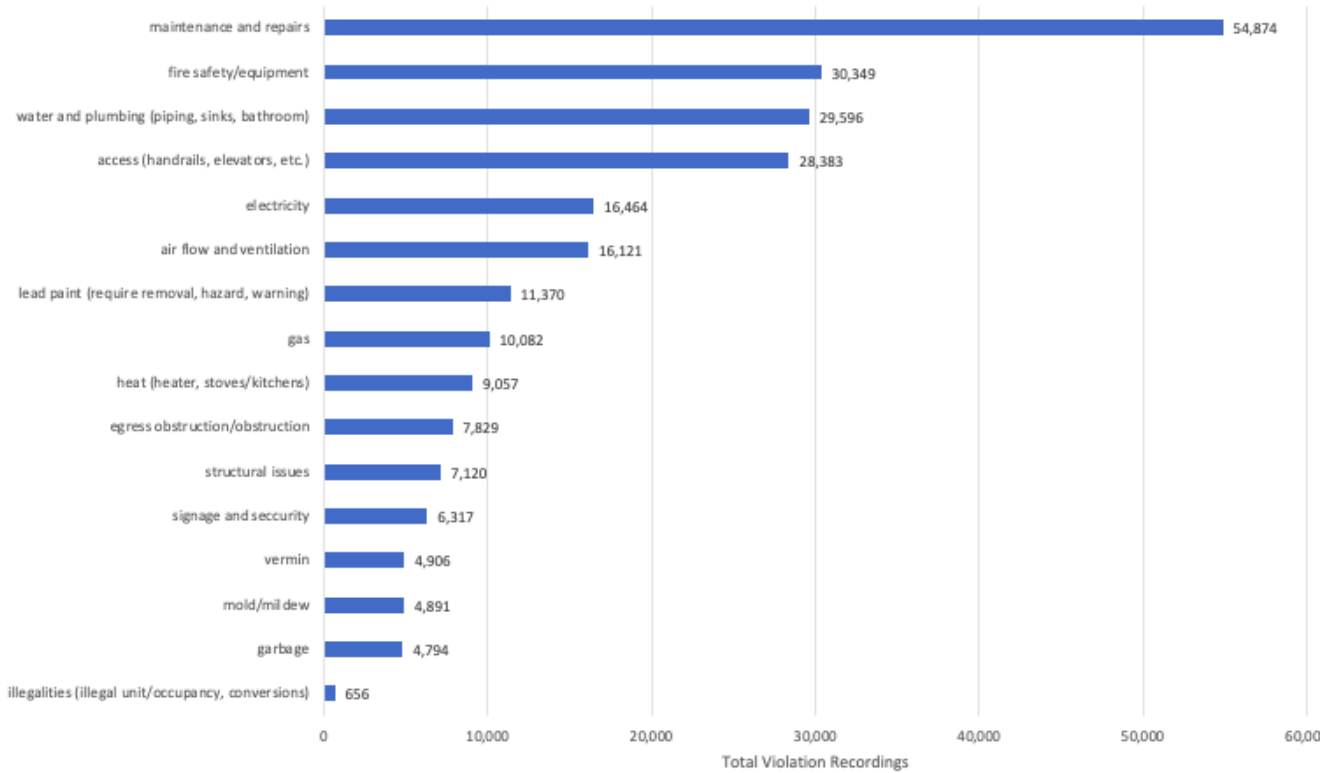


Figure 38. Violation Recordings by Category, 2010-2020



Source: SF Planning Department Analysis of Open Data SF DBI Violations data; Total Violation Recordings = 242,809; *Note: More than one violation recording can pertain to one complaint case, violation recordings may fall into more than one of the categories established

Housing Costs and Overcrowding

In the last decade, home values have generally continued to increase with single-family homes having a higher median home value compared to condominiums and co-ops and the median of all homes. Despite the economic instability around the COVID-19 pandemic, home values in San Francisco rose or remained stable in 2020, reporting a median of over \$1.4 million (Figure 39). Home prices have doubled in a span of 10 years and tripled over the last 20 years. The median value for single-family homes was close to \$1.5 million while condos and co-ops were \$1.2 million. To afford the median home, a household would need to make about \$290,000 per year and would need at least 10% of the value as a down payment, making homeownership affordable to only high-income households or those with existing wealth.

Prices

Home values have consistently been on the rise in San Francisco, except during a nationwide fall in home prices during the Great Recession from 2008-2012. While median home prices in San Francisco have always been higher than the median price in the United States and California at large, San Francisco home prices have increased far faster than the rest of the state and county.

By 2020, the median home value had quadrupled since their price in 1996, speaking to an acute home affordability crisis in the city. The fastest increase in values occurred after the Great Recession, from 2012-2018. The median value of single-family homes roughly matched overall median home values until 2016, when single-family home values remained consistently higher than the overall median.

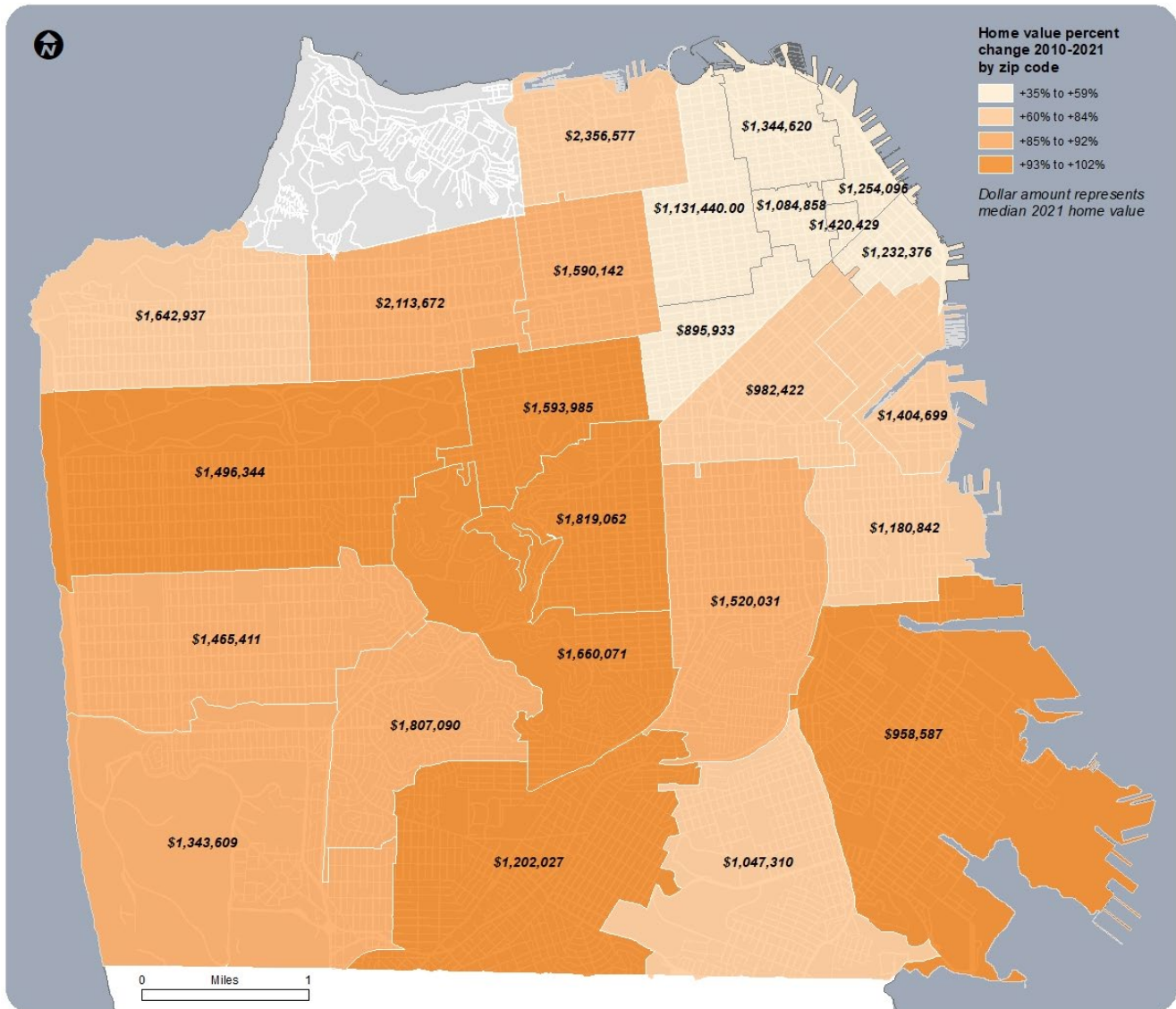
Figure 39. Median Home Values, San Francisco 1996-2020



Source: Zillow Home Value Index (All Homes, Single-family, Condo, Co-Op, Smoothed, Seasonally Adjusted) - City, State, Metro & U.S. Levels

Home values have not increased equally across the city. While the Marina and Inner Richmond report the highest median home values in 2021, both at over \$2 million, they report a 60-92% change in home values from 2010-2021. While these are steep changes, the Inner Sunset, Haight-Ashbury, Castro/Upper Market, Noe Valley, Glen Park, Twin Peaks, Excelsior, Outer Mission, and Bayview-Hunters Point report the highest change in home values during this time (Figure 40).

Figure 40. Percent Change in Home Values by Zip Code, 2010-2021



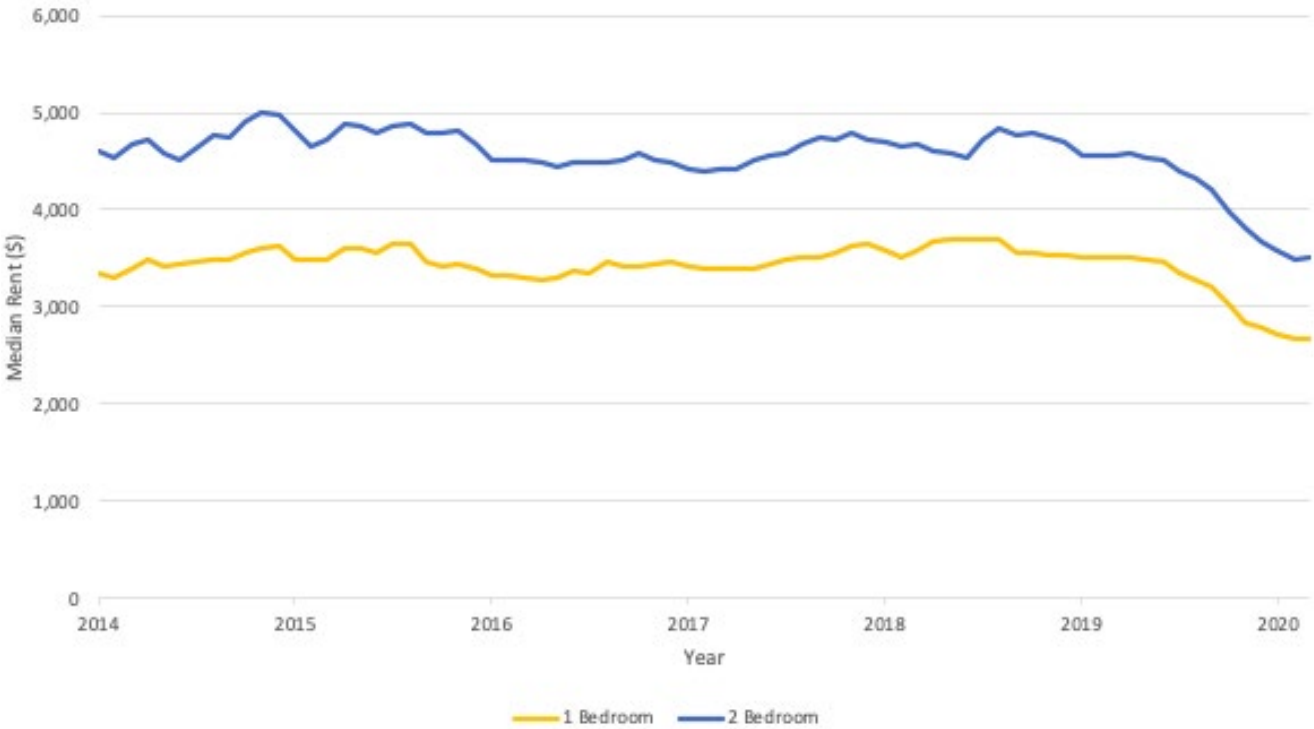
Source: Zillow Home Value Index; *Note: Percent change was calculated based on January 2010 and January 2021, with January 2010 being the first month/year with complete data

Rents

Rental data and rental listing sites, such as Zumper, report median rents over \$2,500 for a 1-bedroom rental and \$3,500 for a 2-bedroom apartment as of 2021 (Figure 41). The ACS reports median rents in San Francisco over \$1,500 in 2014 and rising to almost \$2,000 in 2019 (Figure 42). The ACS reported median rents are considerably lower than reported median rents from rental listing sites because Zumper and other rental listing sites list and report on current apartment rentals, while the ACS reports median rent for all renters including long-time, rent-controlled and affordable housing residents.

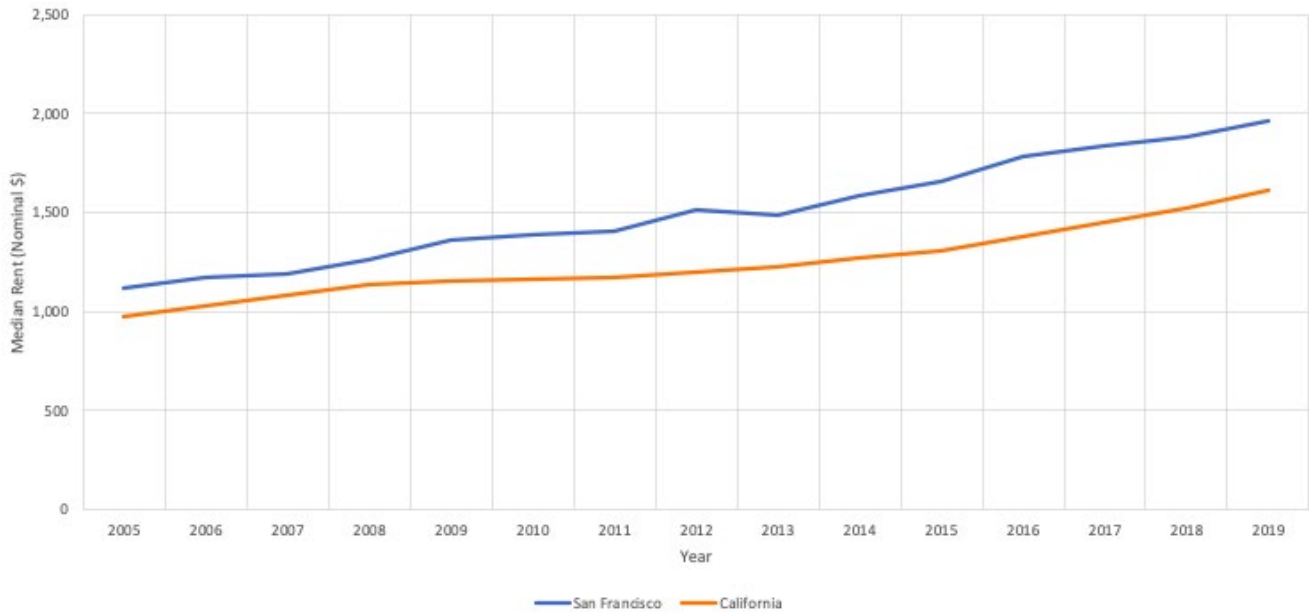
With the pandemic, turn to remote work, and increased residential vacancy in the city, 1-bedroom median rents on Zumper declined to \$2,668 at the end of 2020, 22% below the 6-year average, and appeared to be holding steady. Two-bedroom rents declined from an average of \$4,550 to about \$3,500 from 2019 to the end of 2020. Given those rates, a two-person household would need to earn \$107,000, about 105% of AMI, to afford the median 1-bedroom rent. A three-person household would need to earn about \$140,000 annually, about 120% of AMI, to afford the median 2-bedroom rent. Should rents return to pre-pandemic highs, the rental market would become considerably more unaffordable to moderate-income households. Regardless, rents remain out of reach for low-income households, the majority of whom find housing in the market rather than income targeted affordable homes.

Figure 41. Median Rents by Number of Bedrooms, 2014-2020



Source: Zumper San Francisco, CA Rent Prices (1-Bedroom and 2-Bedroom); *Note: data was taken from Zumper instead of Zillow, because Zillow did not have rent data by bedroom type

Figure 42. Median Rent in San Francisco and California, 2005-2019



Source: ACS 2005-2019, Table B25064

Housing Cost Burden

There are over 85,000 renter households and 39,000 owner households in San Francisco who are considered cost burdened, defined as spending over 30% of household income on rent. Cost burden is considered a leading indicator of housing insecurity should a health emergency or loss of income occur. Cost-burdened households are less likely to have savings to help in times of emergency and also have less money for food, health care, transportation, and other essential needs because so much of their income is going toward housing. About 38% of renters and 30% of owners in San Francisco are cost burdened. As discussed more below, the vast majority of burdened renters are low income, especially ELI households. Similarly, most cost-burdened owners are among low-income groups. However, owner cost burden affects a broader range of incomes than rent burden.

More than half of burdened renters experience severe rent burden, paying more than 50% of income in rent (over 44,000 renter households). Of these severely burdened renters, over 28,000 are extremely burdened, meaning they pay over 70% of income on rent. Severely burdened renters are considered to be particularly vulnerable to displacement as their limited remaining income after paying rent makes it difficult to save or to cover expenses when work is lost or emergencies arise. Severely burdened renters are overwhelming low income, particularly ELI and VLI households. There are also 19,000 severely cost burdened owners, the majority of whom are also low income.

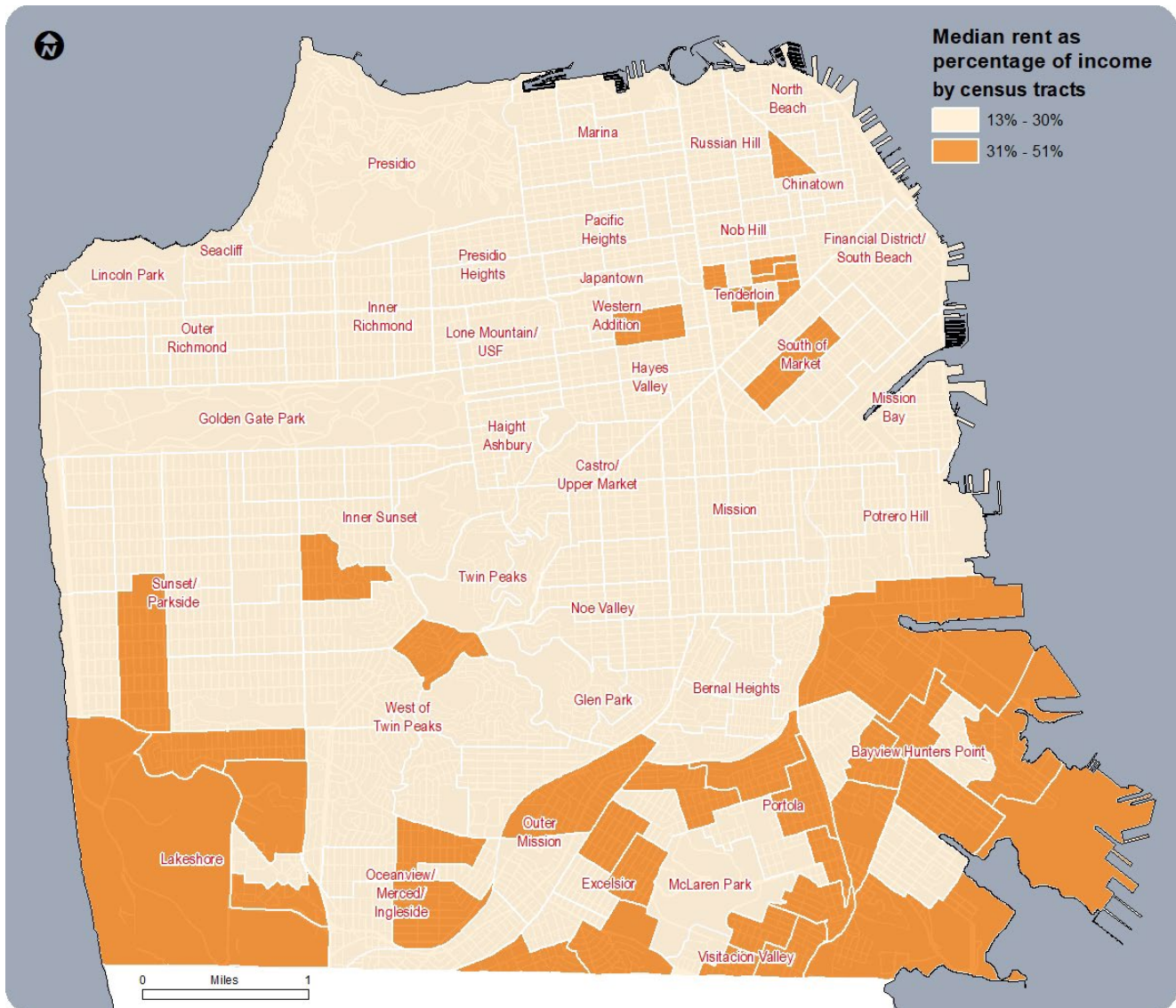
Table 41. Cost and Rent Burden by Tenure and Income, 2014-2018

<i>Cost and Rent Burden by Tenure and Income</i>						
	<i>All Renters</i>	<i>Burdened Renters</i>	<i>Renters % Burdened</i>	<i>All Owners</i>	<i>Burdened Owners</i>	<i>Owners % Burdened</i>
Below 30% AMI	53,992	42,214	78%	12,026	9,350	78%
30%-50% AMI	23,623	16,157	68%	9,400	5,231	56%
50%-80% AMI	27,134	13,789	51%	17,038	8,181	48%
80%-120% AMI	30,262	8,950	30%	22,018	8,131	37%
120%-150% AMI	20,541	3,256	16%	13,025	3,033	23%
150%-200% AMI	24,232	808	3%	17,380	3,313	19%
Above 200% AMI	46,249	-	0%	42,755	2,285	5%
All Households	226,033	85,174	38%	133,642	39,524	30%

Source: ACS 2018 5-Year Estimates; IPUMS USA.

Potential rent burden is concentrated in areas of the city with more low-income renters, including Chinatown, Tenderloin, Western Addition, South of Market, Bayview Hunters Point, Visitacion Valley, Portola, Excelsior, and Oceanview, and Lakeshore (Figure 43). The Lakeshore area surrounds San Francisco State University and has a substantial number of student renters.

Figure 43. Median Rent as a Percentage of Income by Census Tract, 2014–2018



Source: ACS 2018 5-Year Estimates.

Eighty-five percent (85%) of all rent-burdened residents are low-income, equating to 72,160 households, and 50% of all cost-burdened renters are ELI, another 19% are VLI, and 16% are low-income. The vast majority of ELI renters (79%) are rent-burdened, as are majorities of VLI (68%) and low-income (51%) renters. Moderate-income renters and even some above-moderate-income renters also experience rent burden. However, severe rent burden is overwhelmingly concentrated among the lowest income renters.

Table 42. Rent Burden by Income and Severity, 2014–2018

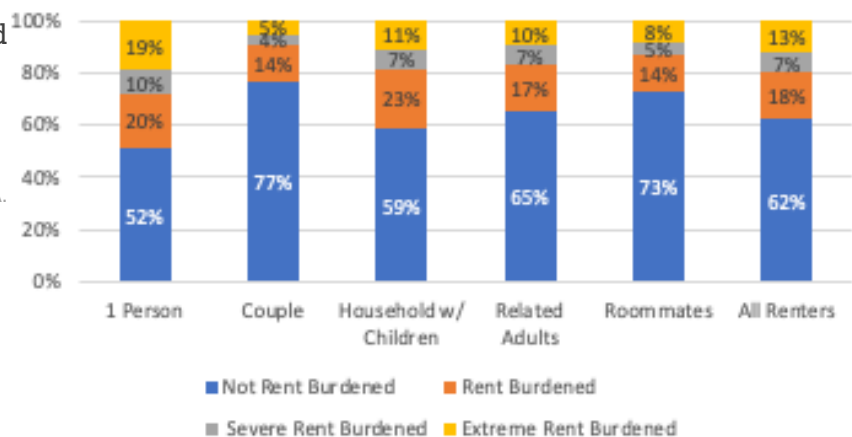
	No Rent Burden	Rent Burden 30–50% of Income	Severe Rent Burden 50–70% of Income	Extreme Rent Burden Over 70% of Income	Total Renters	Total Burdened Renters	%
Below 30% AMI	11,778	10,289	7,618	24,307	53,992	42,214	79%
30%-50% AMI	7,466	8,289	4,497	3,371	23,623	16,157	68%
50%-80% AMI	13,345	9,760	3,456	573	27,134	13,789	51%
80%-120% AMI	21,312	8,239	688	23	30,262	8,950	30%
120%-150% AMI	17,285	3,256			20,541	3,256	16%
150%-200% AMI	23,424	808			24,232	808	3%
Above 200% AMI	46,249				46,249	-	0%
Total	140,859	40,641	16,259	28,274	226,033	85,174	38%

Source: ACS 2018 5-Year Estimates; IPUMS USA.

Rent Burden and Household Type

One-person households are the most severely impacted by rent burden (Figure 44). Nearly half of one-person households experience rent burden and the majority of those experiencing rent burden are individuals living alone. Households with children also have elevated rates of rent burden and are the next largest group of cost-burdened households. Related adults experience a similar rate of rent burden as the city as a whole. Couples also report rent burden at a lower rate than most other groups.

Figure 44. Rent Burden by Household Type, 2014–2018



Source: ACS 2018 5-Year Estimates; IPUMS-USA.

Seniors represent a disproportionate share of cost-burdened renters: senior renters are 16% of all renters but are 23% of burdened renters and 24% of both severely burdened and extremely burdened renters. Renters 50-64 years old are also disproportionately cost-burdened, making up 19% of all renters but 22% of burdened renters, 24% of severely burdened renters, and 23% of extremely burdened renters. Half of rent-burdened seniors also have a disability and about half of burdened renters with a disability are seniors, illustrating the significant overlap between these groups.

Rent Burden and Race & Ethnicity

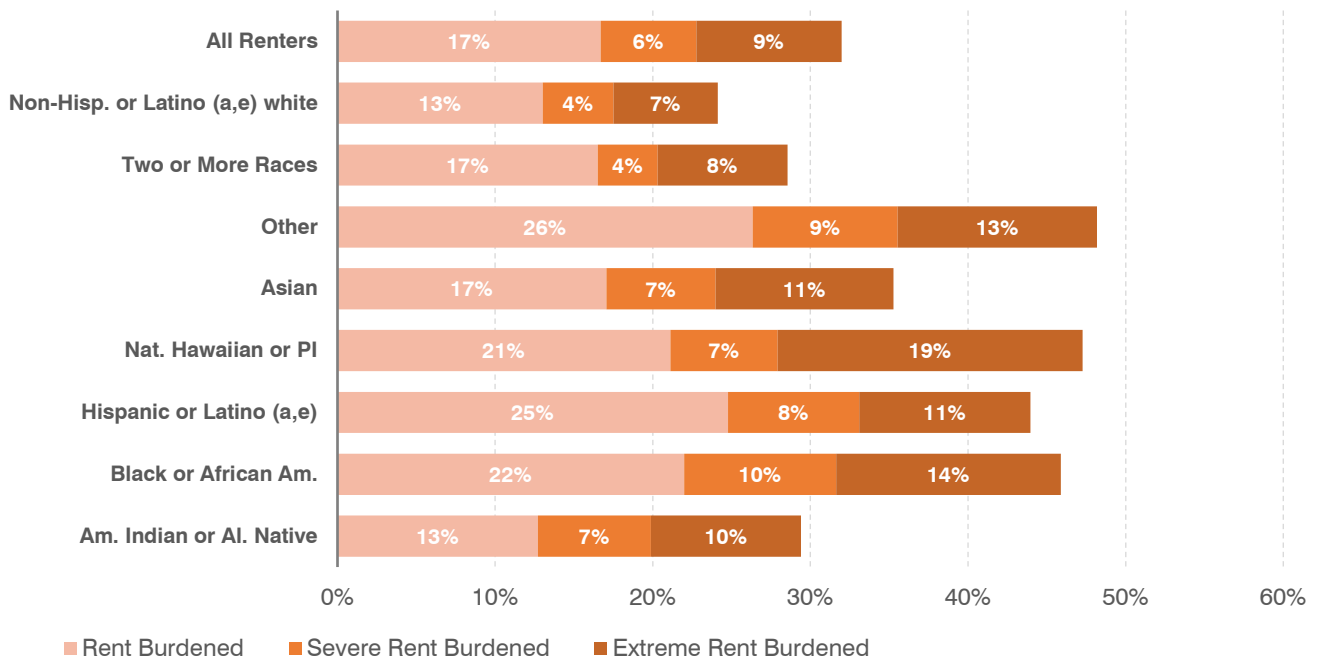
People of color in San Francisco experience significantly higher rates of rent burden than white renters. In particular, Black or African American, Hispanic or Latino(a,e), Native Hawaiian or Pacific Islander, and Asian renters have higher rates of extreme rent burden (Figure 45). Native Hawaiian or Pacific Islander renters have the highest rates of rent burden overall and Black or African American households also have particularly elevated rates of rent burden, including severe rent burden. Asian renters also show higher rates of rent burden, including severe cost burden, when compared to the citywide average. People of color are more likely to be lower income, which strongly correlates with greater cost burden.

Table 43. Housing Cost Burdens by Race & Ethnicity, 2015–2019

Housing Cost Burdens by Race and Ethnicity									
	Am. Indian or Al. Native	Black or African Am.	Hispanic or Latino(a,e)	Nat. Hawaiian or PI	Asian	Other	Two or More Races	Non-Hisp. or Latino(a,e) white	All Owners
Cost Burdened	27%	43%	41%	45%	32%	46%	26%	23%	29%
Renters	29%	46%	44%	47%	35%	48%	29%	24%	32%
Owners	19%	34%	32%	35%	29%	38%	21%	21%	26%

Source: ACS 2019 5-Year Estimates; IPUMS USA.

Figure 45. Rent Burden by Race & Ethnicity, 2015–2019



Source: ACS 2019 5-Year Estimates; IPUMS USA.

Foreign-born renters are disproportionately impacted by rent burden. Foreign born renters are 36% of all renters but are 43% of renters who are burdened and severely burdened. Linguistically isolated renters make up a significant percentage of those foreign- born renters experiencing rent burden, 41%, and a similar share of severely rent burdened foreign-born renters.

Owner Cost Burden

The percentage of cost-burdened households in San Francisco has fluctuated over time, with the percentage of cost-burdened households decreasing between 2010 and 2018 to 30%. However, this may be attributed to the increase in higher income households to San Francisco who are able to afford the cost of homes. While much has improved since the height of the Great Recession, the overall cost burden has worsened over 30 years. Extreme cost burden increased between 1990 to 2018, potentially increasing for a range of household types, which could indicate more at-risk owners (as seen in Table 44 below).

Table 44. San Francisco Cost Burden Over Time, 1990–2018

	1990	2000	2010	2018	1990–2018 Change	1990–2018 % Change
Not Cost Burdened	80,602	78,003	77,412	94,118	13,516	17%
Cost Burdened	14,398	20,210	24,976	20,376	5,978	42%
Severe Cost Burdened	4,239	6,524	9,436	6,284	2,045	48%
Extreme Cost Burdened	7,066	10,118	14,947	12,936	5,870	83%
Total Cost Burdened	25,703	36,852	49,359	39,596	13,893	54%
% Cost Burdened	24%	32%	39%	30%	-	5%
Total Owner Households	106,305	114,855	126,771	133,714	27,409	26%

Source: ACS 2018 5-Year Estimates; IPUMS USA.

There are less than half the number of burdened owners as there are renters. However, over 39,000 owners report facing cost burdens, comprising about 30% of all owners (Table 44). A little less than half of burdened owners experience severe burdens, paying more than 50% of income in housing costs (over 19,000 owners). Of these severely burdened owners, nearly 13,000 are extremely burdened, meaning they spend over 70% of income on housing costs. Severely burdened owners may be particularly vulnerable to loss of a home to foreclosure or tax liens should a financial emergency or major repair arise.

Owner cost burden disproportionately affects lower income owners but affects more high-income households than rent burden does. In fact, 21% of burdened owners are moderate income and another 22% of burdened owners earn above 120% of AMI (Table 45). Severe cost burden, however, primarily affects lower income owners.

Over 78% of ELI owners and 56% of VLI owners are burdened as well as large percentages of low- and moderate-income owners. Over 60% of ELI owners experience severe cost burden and the majority of ELI owners are actually extremely cost burdened. Extreme owner cost burden is even more concentrated

among ELI, VLI, and low-income households. 56% of extremely burdened owners being ELI and with VLI and low-income owners making up 29% and 13% of extremely cost burdened owners, respectively.

Table 45. Owner Cost Burden by Income and Severity, 2014–2018

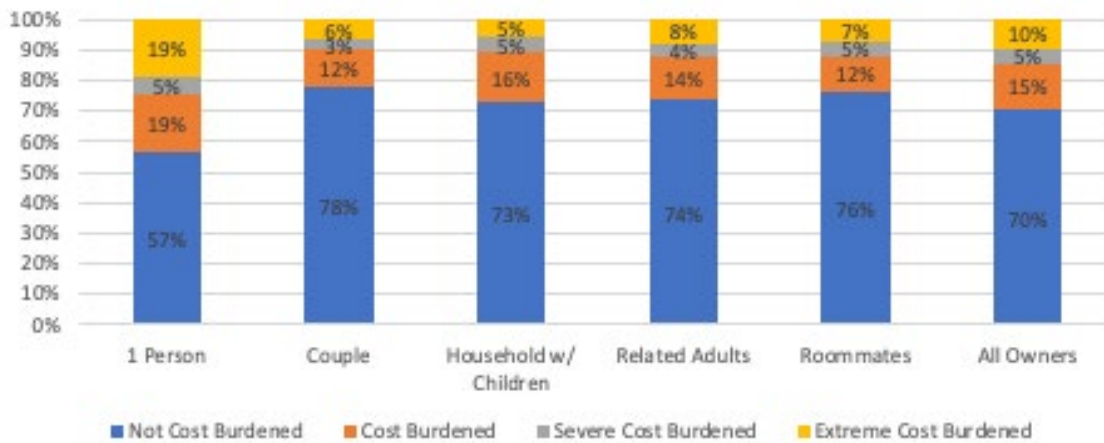
<i>Owner Cost Burden by Income and Severity</i>							
	<i>No Cost Burden</i>	<i>Cost Burden 30-50% of Income</i>	<i>Severe Cost Burden 50-70% of Income</i>	<i>Extreme Cost Burden Over 70% of Income</i>	<i>All Owners</i>	<i>Total Burdened Owners</i>	<i>% of all owners cost burden</i>
Below 30% AMI	2,676	1,923	748	6,679	12,098	9,422	78%
30%-50% AMI	4,169	1,474	1,057	2,700	9,400	5,231	56%
50%-80% AMI	8,857	3,846	2,042	2,293	17,038	8,181	48%
80%-120% AMI	13,887	5,637	1,514	980	22,018	8,131	37%
120%-150% AMI	9,992	2,434	464	135	13,025	3,033	23%
150%-200% AMI	14,067	2,966	347		17,380	3,313	19%
Above 200% AMI	40,470	2,096	112	77	42,755	2,285	5%
Total	94,118	20,376	6,284	12,936	133,714	39,596	30%

Source: ACS 2018 5-Year Estimates; IPUMS USA.

Owner Cost Burden by Household Type

Owner cost burdens disproportionately affect households with one person living alone, similar to rent burden (Figure 46). Over 14,000 one-person households experience owner cost burdens as well as over 9,000 families with children, over 7,000 couples, and over 6,000 related adults living together. A majority of cost burdened couples and over 40% of cost burdened owners living alone are senior households

Figure 46. Owner Cost Burden by Household Type, 2014–2018

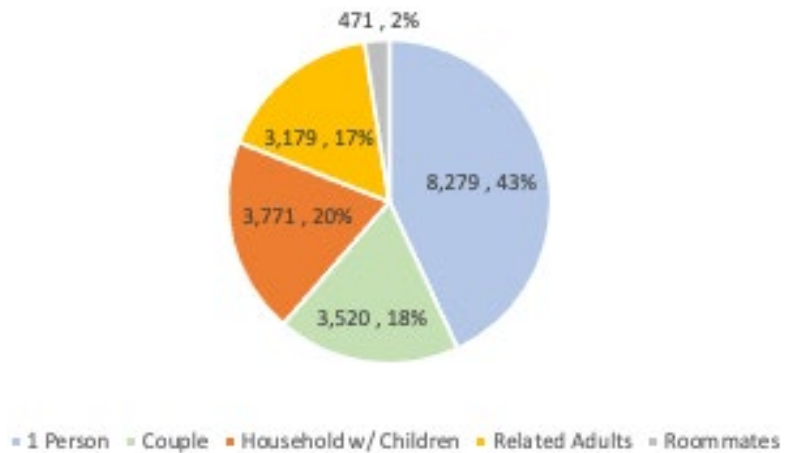


Source: ACS 2018 5-Year Estimates; IPUMS USA.

Extreme cost burden and severe cost burden affect one-person households even more disproportionately, making up 43% of owner cost-burden households. Over 8,000 one-person owners are severely cost burdened along with over 3,000 each for couples, households with children, and related adults living together (Figure 47).

Figure 47. Severe Owner Cost Burden by Household Type, 2014-2018

Source: ACS 2018 5-Year Estimates; IPUMS-USA.



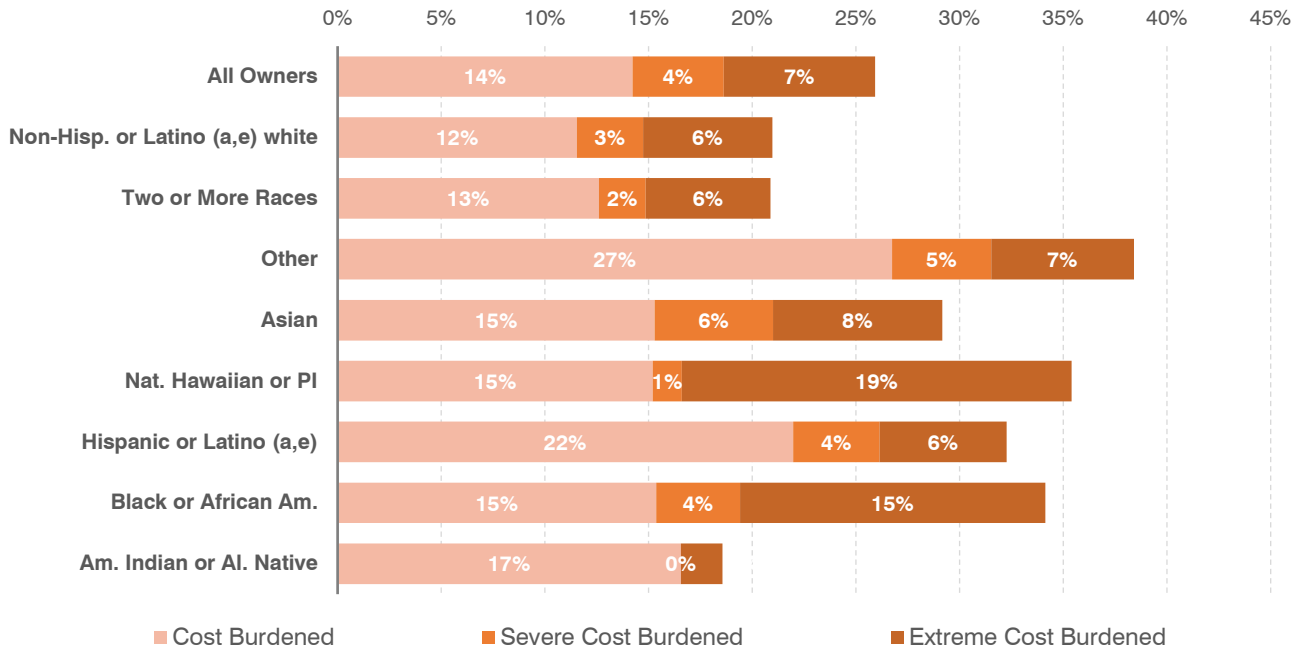
The majority of senior householders and seniors in general live in owner households. Cost burdens among senior owners are similar to other owners, but senior owners are more likely to have extreme cost burdens above 70% of their income. Seniors comprise 37% of severely burdened owner households, higher than their 31% of share of all owners. Senior households make up a majority of couple households and well over 40% of cost burdened one person households and related adults.

Disabled owner households have higher proportions of cost burden and specifically extreme cost burden than other owners. Non-senior, disabled owners make up 3% of owner households but 7% of owners with extreme burdens.

Owner Cost Burden and Race and Ethnicity

People of color are disproportionately impacted by owner cost burden, likely due to disproportionately lower incomes. Black or African American owners, as well as Hispanic or Latino(a,e), Native Hawaiian or Pacific Islander, and Asian owners, experience elevated rates of owner cost burden (Figure 48).

Figure 48. Owner Cost Burden by Race & Ethnicity, 2014-2019



Source: ACS 2019 5-Year Estimates; IPUMS USA.

Potential Resources and Programs to Address Housing Cost Burdens

Increased housing production and, specifically, continued and expanded development of subsidized affordable housing can help households experiencing rent burden. Expansion of other housing types that are likely to be more affordable such as ADUs, group housing, efficiency units, and other smaller, cheaper units that are “affordable by design” can also help provide more affordable options for burdened renters. The city can also look to expand rent assistance and income support that can help the lowest income households better afford their rent. For cost-burdened owners, financial counseling and emergency assistance could help low-income, cost-burdened owners find strategies and resources to keep their homes. Programs like Home Match can also connect senior owners with people looking for affordable rental options and help address both housing needs.

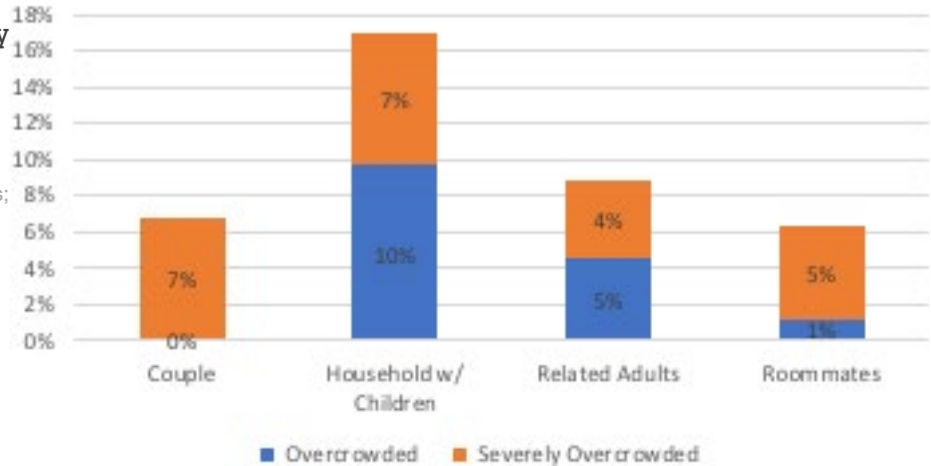
Housing Overcrowding

Crowding by Household Type

About 6% of San Francisco households are considered overcrowded, meaning that they have more than one person per room living in the household. The majority of these crowded households are severely crowded, meaning that they have more than 1.5 people per room. The rate of overcrowding is substantially higher among households with children (17%) and related adults (9%) (Figure 49).

Figure 49. Overcrowding by Household Type, 2014-2018

Source: ACS 2018 5-Year Estimates; IPUMS-USA.

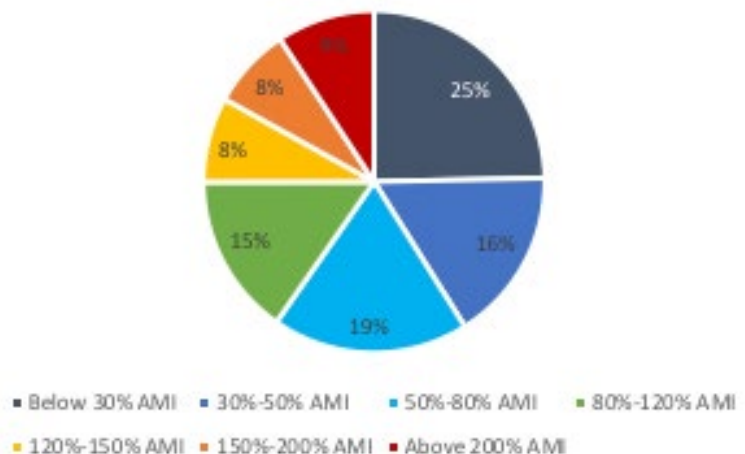


Overcrowding by Tenure and Income

Crowding is concentrated among lower income households. Unlike cost burden, however, which is most concentrated among the lowest income households, overcrowding is more concentrated slightly up the income range among very low-income and low-income groups (Figure 50). ELI and VLI households have the highest rate of severe overcrowding.

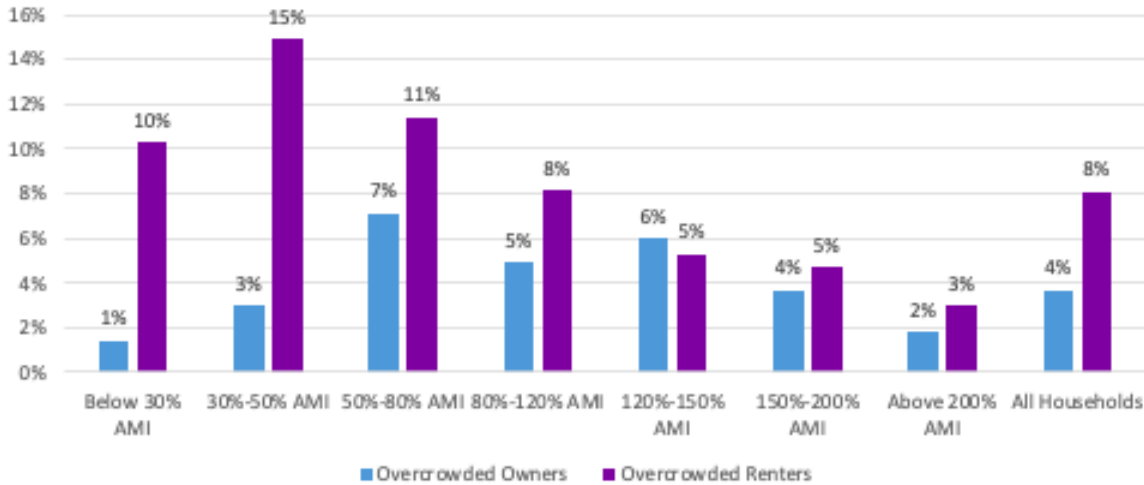
Figure 50. Overcrowded Households by AMI, 2014-2018

Source: ACS 2018 5-Year Estimates; IPUMS-USA.



Lower income renters earning below 80% of AMI are disproportionately affected by overcrowding (Figure 51). For owners, crowding is more pronounced among low-, moderate-, and middle- income renters earning between 50% and 150% of AMI.

Figure 51. Overcrowding by Tenure and Income, 2014–2018



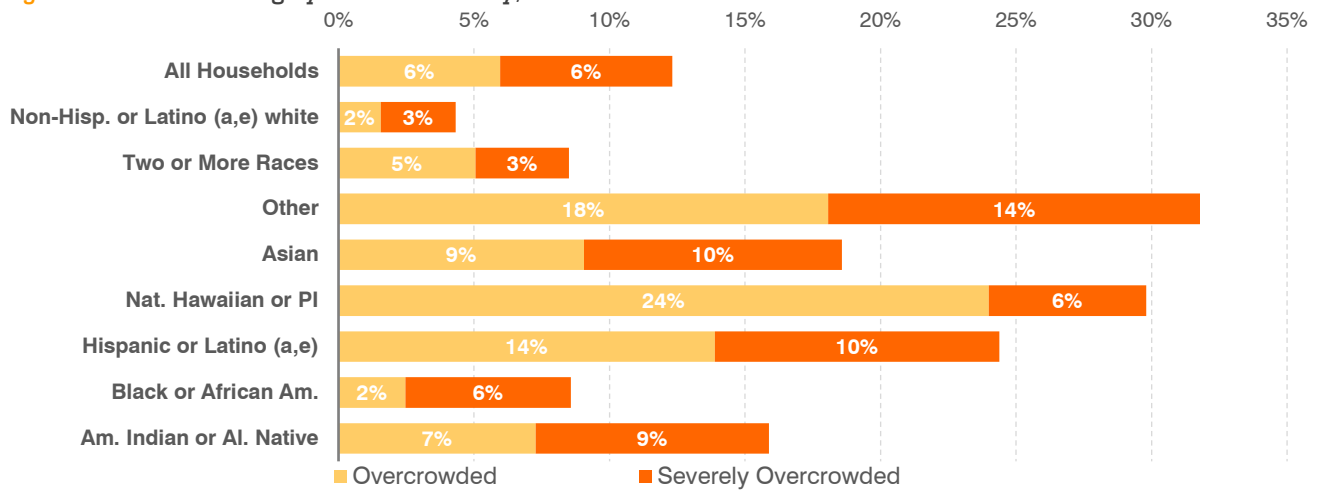
Source: ACS 2018 5-Year Estimates; IPUMS USA.

Overcrowding and Race and Ethnicity

Overcrowding more heavily impacts Native Hawaiian or Pacific Islander, Hispanic or Latino(a,e), Asian and American Indian or Alaska Native households. Asian and Hispanic or Latino(a,e) households are more likely to live in family households, and both Asian and Hispanic or Latino(a,e)-headed households also have disproportionate rates of severe overcrowding. While overcrowding among Black-headed households is not higher than the city’s average rate of crowding, it is nearly double the rate of white householders (Figure 52).

Households headed by a foreign-born person are particularly likely to be overcrowded. In fact, foreign-born households make up about 75% of all crowded households, double their prevalence among all households.

Figure 52. Overcrowding by Race & Ethnicity, 2014-2018



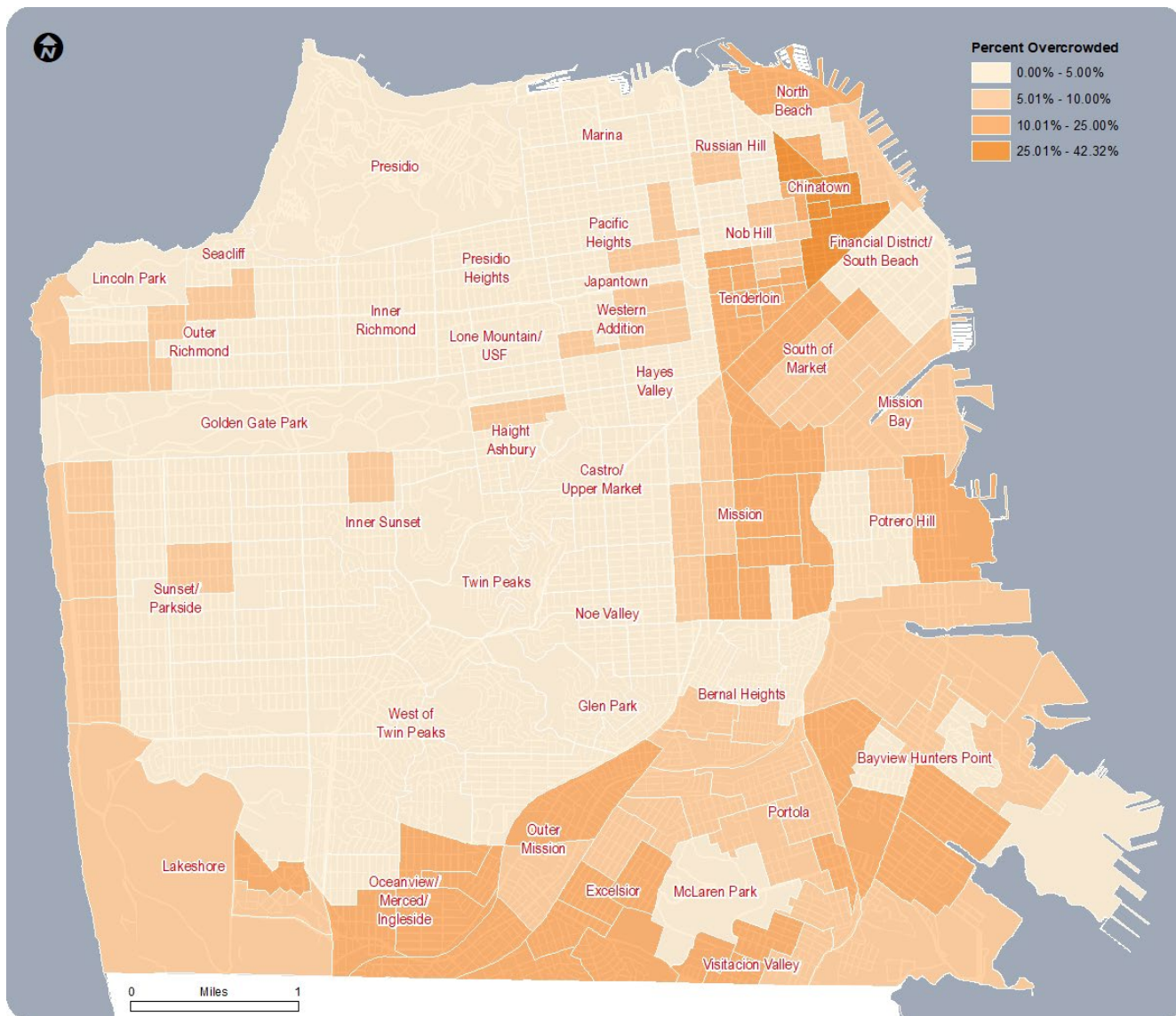
Source: ACS 2018 5-Year Estimates; IPUMS USA.

Crowding is particularly concentrated in communities on the east and south of the city that tend to be lower income and are more likely to be home to people of color (Figure 53).

Potential Resources and Programs to Address Overcrowding

Ongoing investment in affordable housing, particularly units that can accommodate families with children, is important to address overcrowding especially for lower income renters with children. Rent assistance could also help lower income renters with children or dependent adults afford units that better meet their needs. Greater flexibility to add units or bedrooms to a home could allow existing owners to create additional living space for large families and multigenerational families.

Figure 53. Rates of Overcrowded Housing by Census Tract, 2014-2018



Source: ACS 2018 5-Year Estimates.

IV. Assessment of Fair Housing

State law and federal policy require all jurisdictions to affirmatively further fair housing (AFFH) to address historic and present housing discrimination and inequalities in housing access, including patterns of segregation by race, ethnicity, and income, and access to opportunities.

According to state law:

“Affirmatively furthering fair housing” means taking meaningful actions, in addition to combating discrimination, that overcome patterns of segregation and foster inclusive communities free from barriers that restrict access to opportunity ... Specifically, affirmatively furthering fair housing means taking meaningful actions that, taken together, address significant disparities in housing needs and in access to opportunity, replacing segregated living patterns with truly integrated and balanced living patterns, transforming racially and ethnically concentrated areas of poverty into areas of opportunity, and fostering and maintaining compliance with civil rights and fair housing laws. The duty to affirmatively further fair housing extends to all of a public agency’s activities and programs relating to housing and community development. - (California Gov. Code, § 8899.50, subd. (a)(1).)

People of color have lower median income compared to white households. Low-income households, people of color and special needs groups (people with disabilities, people experiencing homelessness, large families, female-headed households, and seniors) are far more likely to live in areas with greater environmental burdens and health challenges. Low-income households, people of color and special needs groups are also much more likely to face housing insecurity and vulnerability, including higher rates of housing cost burden, overcrowding, and homelessness as discussed before and as summarized below. These outcomes are not a coincidence: they reflect past discriminatory planning and housing policies as well as discriminatory private regulations and practices. The Needs Assessment of the Housing Element provides information and analysis to shape policies, investments, and planning that affirmatively further fair housing to reverse discrimination in housing and planning.

This section performs an assessment of geographic disparities related to segregation, poverty concentration, and disparities in access to educational, employment, transportation, and healthy environment opportunities for low-income households, people of color and special needs groups. Using the data and findings from other parts of the Needs Assessment coupled with this assessment of geographic disparities, this section summarizes disproportionate housing needs for all three groups. This section also provides an overview of San Francisco’s compliance with fair housing laws and outreach and enforcement capacity on fair housing issues. Finally, this section identifies and prioritizes contributing factors to fair housing issues based on all the analyses related to AFFH, which included outreach and engagement, this assessment of fair housing, and the site inventory analysis.

Background on Racial and Economic Discrimination in Planning and Housing Policy

Neighborhood inequities by race and income are the result of a long history of institutional racism and discrimination. The outcomes we see today are the result of discriminatory action on the part of an array of institutions ranging from private individuals to banks and other private businesses to government policies regulating private and public actions at every level. The City of San Francisco played a key role in inflicting and perpetuating discriminatory harm. In some cases, the City took direct actions with the clear intention of undermining the rights of residents of color and protecting the rights and wealth of white residents. In other cases, the City acted in ways that furthered racial segregation and disinvestment in communities of color without explicitly tying these actions to racial goals. Even where the City took actions with a clear intent of providing help or support to communities of color, these actions were often planned and executed with no meaningful input from the intended beneficiaries and the results were, at times, just as harmful. Even as it often affirmed an obligation to protect all of its citizens, the City, acting in concert with others, regularly and systematically prioritized the safety, comfort, and financial security of its white residents and failed to act to provide equal protection to non-white people and communities. Repairing this history of harm requires a more complete accounting of the actions, private and public, which have created today's racial inequities.

Racial exclusion has been a central feature of this City since its very founding. It began with the genocide, exploitation and dispossession of indigenous people who lived on this land before the arrival of Europeans. Later, in the 1800s, San Francisco's city leaders expressed concern about the growing Chinese population and enacted legislation segregating Chinese residents less desirable, eastern portions of the city in present-day Dogpatch and Bayview. When courts at the time struck down this law, the City adopted a set of measures including the Cubic Air Ordinance and the Laundry Ordinance, which were selectively enforced against Chinese residents with the clear intent to isolate the Chinese population.

Throughout most of the 20th century, Black and other non-white residents were formally or informally excluded from most housing opportunities in San Francisco, especially in the new "suburbs" of San Francisco in the west and southwest portions of the city. While this system of segregation was implemented by a wide variety of different institutions including private property owners, real estate industry organizations and banks, and the Federal and State governments, the city of San Francisco played a key role in this coordinated effort to deprive non-white residents of equal protection and access to housing and economic opportunity.

Beginning in the early 1900s, private developers of real estate in San Francisco and elsewhere in the country began the practice of recording covenants against the land under new developments prohibiting its sale or leasing to non-white residents – effectively implementing through private contracts what courts had prevented the city from implementing through ordinance. This practice was widely adopted and encouraged by leading institutions in San Francisco's real estate industry. It was only when the fight over racially explicit zoning laws was finally taken up by the US Supreme court that the idea of single family only zoning was born. The idea, first proposed in 1916 in Berkeley by San Francisco real estate

developer Duncan McDuffie, quickly spread to San Francisco and throughout the country. Some early advocates for the system were quite explicit about how single-family zoning could be used as a tool to prevent racial integration.

At the same time the City's "exclusionary zoning" policies were preventing the multi-family rental housing that most people of color would have lived in from being built in most of the City's neighborhoods, the federal government and private banks were coordinating to limit non-white access to homeownership in predominantly white areas. Redlining began as an informal practice in where banks refused to lend to minority buyers seeking to enter previously all-white neighborhoods. The accepted view in the white real estate industry at the time was that racial integration of a neighborhood would lead to declining property values. This view was enshrined in federal policy in the 1930s when the Homeowners Loan Corporation (a predecessor the Federal Housing Administration which guarantees home loans) created a set of maps (Figure 54) depicting the relative lending risk of different neighborhoods in most American cities. These federal maps treated changing racial composition in a neighborhood as a serious risk to property values and discouraged lenders to finance buyers in areas with even relatively small minority populations.

By the middle of the 20th century, this coordinated effort involving the City and private industry had succeeded in ensuring that large areas of San Francisco were reserved for whites only. World War II brought an influx of African American war workers, many of which lived in worker housing near the Hunter's Point Shipyard. Following the war, city leaders expressed concern over the rising racial diversity of the city. In 1966, the City commissioned a plan which suggested that the City take steps to curb the growth of the African American population, which was projected to increase to 17% by 1978. The plan suggested a target to reduce the Black population to 13% of the city.⁶ The same year, a report by SPUR (then known as San Francisco Planning and Urban Renewal Association) urged the city to direct growth in a similar direction toward "standard white Anglo-Saxon Protestant characteristics."⁷

The City's Urban Renewal program, in fact, had exactly that effect. Between the mid-1950s and the late 1960s, San Francisco demolished thousands of homes in neighborhoods selected in part based on their racial composition. The San Francisco Redevelopment Agency exercised its power of eminent domain to take homes from primarily African American and Japanese families in the Western Addition and clear land for redevelopment (Figure 55). Some families were displaced multiple times during subsequent phases of redevelopment, which later expanded to include Yerba Buena, Mission Bay, and Hunter's Point Shipyard. At a time when one study found that 2/3 of all apartment owners in San Francisco were explicitly refusing to rent to non-white applicants, the City displaced 20,000 people, mostly people of color from the Western Addition.⁸ Many received relocation assistance, but City leaders knew that these families had very limited options in San Francisco. While the goal of reducing the City's Black population

6 Arthur D. Little, Inc. 1966. *Community Renewal Programming*. New York, NY: Frederick A. Praeger.

7 Quoted in Jordan Klein (2008) *A Community Lost: Urban Renewal and Displacement in San Francisco's Western Addition District*. http://www.jordanklein.us/files/WA_Paper.pdf

8 Moore, E., Montojo, N., & Mauri, N. (2019). *Roots, Race, & Place: A History of Racially Exclusionary Housing in the San Francisco Bay Area*. University of California.

appears evident today, it was seldom stated explicitly. However, one former Redevelopment Agency Executive Director later acknowledged the City's intent:

"One of the purposes of renewal when it was called slum clearance was not only to get rid of the people and the structures but to make sure those blighting influences didn't come back. And so there was no intent to rebuild for the kind of people who were being displaced."⁹

San Francisco's public housing program was another tool to promote the racial segregation of the city and to limit the geography within which people of color could choose to live. In 1952, a federal investigation found that San Francisco's public housing authority was intentionally segregating housing developments. The Housing Authority was informally designating some buildings for Black tenants and others for white tenants. The units designated for Black residents were concentrated in a handful of neighborhoods and built to a lower standard of quality. The courts forced the city to integrate public housing in 1954.¹⁰

After the passage of the Federal Fair Housing Act in 1968, federal law began to provide some protection to people of color seeking to buy or rent housing. But, by this point, housing discrimination was firmly established in San Francisco. The City made only minimal efforts to overcome it during the following decades. Racially restrictive covenants continued to be in place in some San Francisco neighborhoods long after they were declared unenforceable, and it was HUD and not the City that took action to force the last developments to remove these restrictions in the late 1990s.¹¹

More critically, after federal fair housing enforcement prevented the City from pursuing explicit policies of segregation and containment of communities of color, the combination of exclusionary land use policy and disinvestment and neglect in neighborhoods where residents of color were concentrated had the effect of driving communities out of the city. Where the planners of 1966 had targeted a reduction of the African American population to only 13%, today it is down to 5%. Other communities have seen significant declines as well.

The struggles with displacement and gentrification today are the outgrowth of this history of segregation and disinvestment. The City, actively at first and later more discreetly, encouraged communities of color to remain in a small set of east side neighborhoods in order to preserve the primarily white identity of other neighborhoods. Today, neighborhoods in the center, north, and west of the city that were not redlined tend to provide higher opportunity with higher incomes and educational attainment, more white residents, and report higher rates of homeownership. Meanwhile on the east side, decades of disinvestment in primarily non-white neighborhoods has contributed to set of conditions that make these areas vulnerable to gentrification. Wherever they live, many lower income residents of color are still dealing with the persistent effects of discrimination and lack of access to housing in higher opportunity

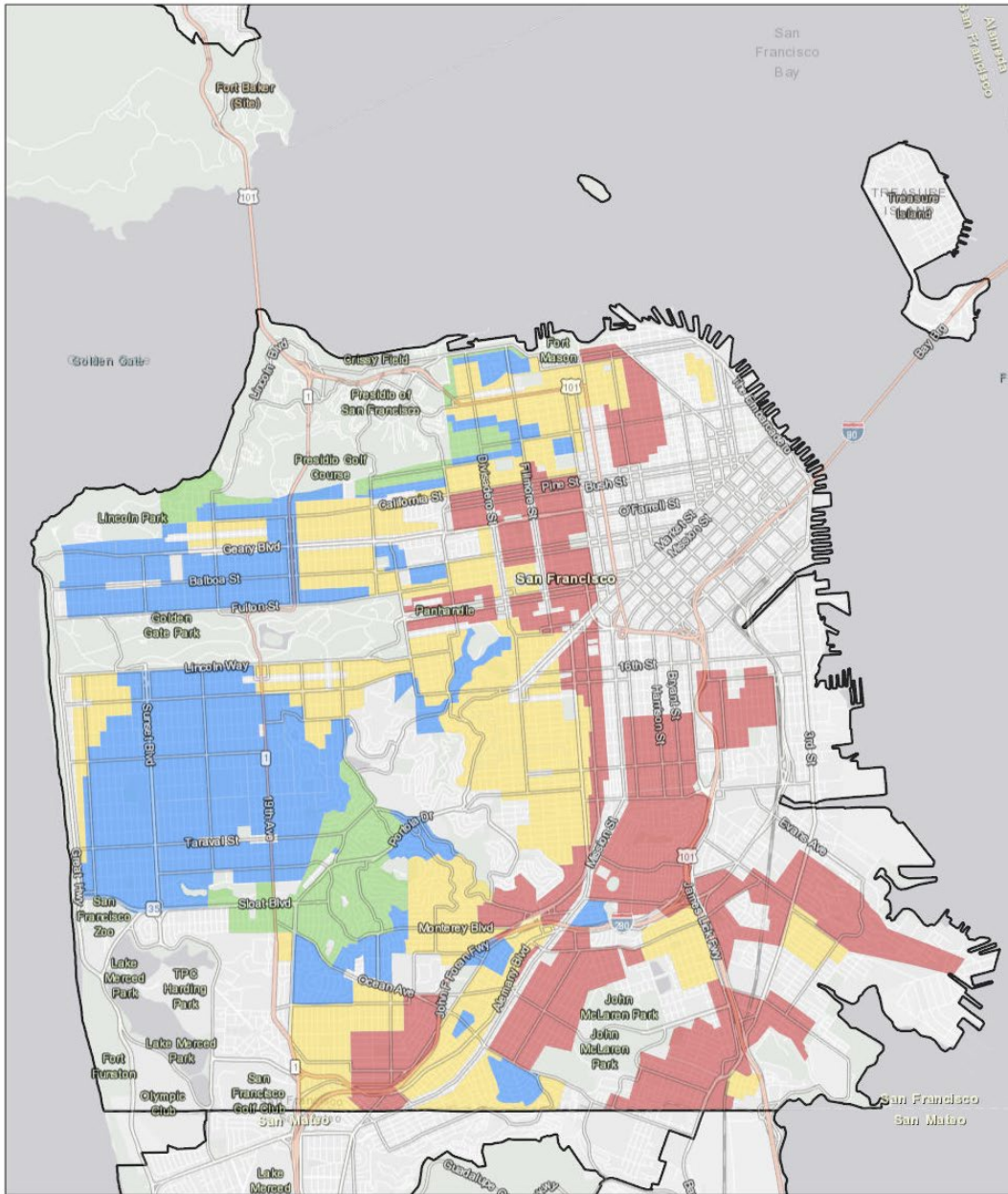
9 Moore, E., Montojo, N., & Mauri, N. (2019). *Roots, Race, & Place: A History of Racially Exclusionary Housing in the San Francisco Bay Area*. University of California.

10 Moore, E., Montojo, N., & Mauri, N. (2019). *Roots, Race, & Place: A History of Racially Exclusionary Housing in the San Francisco Bay Area*. University of California.

11 <https://www.sfgate.com/realestate/article/HUD-tracking-whites-only-covenants-in-N-3062955.php>

parts of the city. Options to add housing in most of the city, including its higher opportunity areas, have remained limited. Clear attention to this history is critical if we are going to redress the harms of the past and protect every San Francisco resident from displacement.

Figure 54. Historic Map of Redlining in San Francisco



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City/Town Boundaries

(A) Home Owners Loan Corporation Redlining Grade (University of Richmond, 2021)

- A (Best)
- B (Still Desirable)
- C (Declining)
- D (Hazardous)

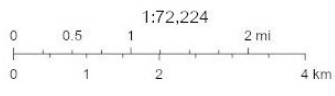
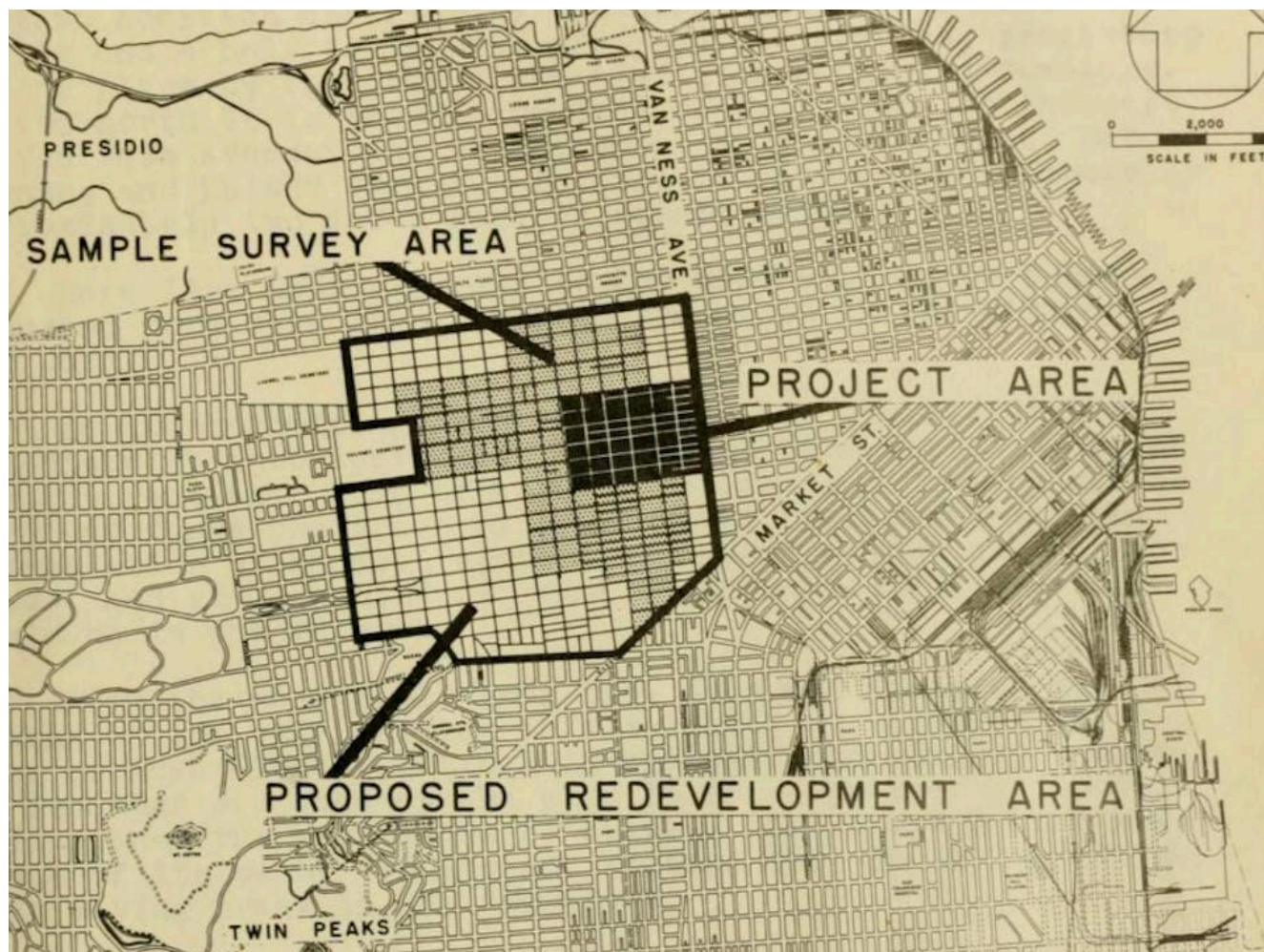


Figure 55. Historic Map of Redevelopment Project Area.



American Indian Community

American Indian peoples have lived in the Bay Area for more than 10,000 years.¹² This includes the Ramaytush Ohlone peoples, tribes of people who lived in Yelamu, what is known today as the San Francisco Peninsula, at time of first contact with Spanish settlers. When Spanish colonizers arrived in the Bay Area in 1769, there were an estimated 15,000 American Indians living across multiple social groups and villages united by a shared linguistic family.¹³ At the time, groups of Ramaytush Ohlone peoples had

12 Monica Arellano, Alan Leventhal, Rosemary Cambra, Shelia Guzman Schmidt, and Gloria Arellano Gomez. An Ethnohistory of Santa Clara Valley and Adjacent Regions; Historic Ties of the Muwekma Ohlone Tribe of the San Francisco Bay Area and Tribal Stewardship Over the Tupiun Táareštak [Place of the Fox Man] Site: CA-SCL-894 (2014), <http://www.muwekma.org/ethno-history.html>.

13 Brian Byrd, Shannon Dearmond, and Laurel Engbring, "Re-Visualizing Indigenous Persistence during Colonization from the Perspective of Traditional Settlements in the San Francisco Bay-Delta Area," *Journal of California and Great Basin Anthropology* 38 (December 1, 2018): 163–90

settlements across San Francisco, such as at the Presidio, Mission Creek, Visitacion Valley, and Lake Merced.¹⁴

Despite their long-established stewardship of the land, Spanish, Mexican, and US governments and settlers enacted laws and committed violence to dispossess American Indian peoples of their land in what is referred to as the California Genocide.¹⁵ Spanish missions implemented the forced conversion and extraction of labor from American Indian peoples.¹⁶ Treatment as second-class citizens continued through the denial of the right to vote, the forced removal of American Indians to small reservations, the disregard of established treaties,¹⁷ and other actions under the California government and later the US government when California was annexed.¹⁸ Assaults and killings of American Indians, both implicitly and explicitly condoned by the US government, continued throughout the establishment of the current-day state of California. This, combined with newly introduced diseases, decimated the American Indian population. There are no living descendants of the Yelamu tribes,¹⁹ but descendants of other Ramaytush Ohlone peoples survive and many continue to live in the Bay Area.

The majority of American Indians who live in San Francisco today are here due to government relocation policy of the 1950s. The Federal government, through policies such as the Indian Relocation Act of 1956, systematically relocated American Indian peoples from reservations to large cities.²⁰ The goal of these relocation programs was seemingly to remove American Indian peoples from concentrations of poverty and provide opportunities for upward social mobility. These relocations, however, operated under the assumption that American Indians would benefit from integration into mainstream white society and functionally served to isolate American Indians from their homes, culture, and communities.

San Francisco was one of many designated relocation centers. The relocation program promised vocational training, housing, and other support, but many relocated people did not receive these services.²¹ Instead, American Indian residents organized to form their own support and cultural centers to serve one another. The first formal support network came together in the early 1950s as the American Indian Center (AIC), located in 16th Street, and later Valencia St, in the Mission.²² The AIC later served as

14 Randall Milliken et al. *Ohlone/Costanoan Indians of the San Francisco Peninsula and Their Neighbors, Yesterday and Today*. Oakland, CA: Archaeological and Historical Consultants, 2009.

15 Cowan, Jill (June 19, 2019). "'It's Called Genocide': Newsom Apologizes to the State's Native Americans". *The New York Times*.

16 Benjamin Madley, *An American Genocide: The United States and the California Indian Catastrophe, 1846-1873* (New Haven: Yale University Press, 2016).

17 Madley, *An American Genocide*.

18 Elias Castillo, *A Cross of Thorns: The Enslavement of California's Indians by the Spanish Missions*. (Fresno, CA: Craven Street Books, 2015).

19 Jonathan Cordero. Who are the original peoples of San Francisco and of the San Francisco Peninsula? <https://www.ramaytush.org/original-peoples.html>

20 natoyiniinastumiik. "Discrimination by Omission: Issues of Concern for Native Americans in San Francisco". San Francisco Human Rights Commission Report (August 23, 2007).

21 Walls, Melissa L.; Whitbeck, Les B. (June 14, 2012). "[The Intergenerational Effects of Relocation Policies on Indigenous Families](#)". *Journal of Family Issues*. 33 (9): 1272–1293. doi:10.1177/0192513x12447178. PMC 3457652. PMID 23024447.

22 Kerri Young. The American Indian Center in San Francisco. <https://www.sfheritage.org/cultural-districts/the-american-indian-center-in-san-francisco/>

the launching space and organizing hub for the Indians of All Tribe's occupation of Alcatraz. While American Indian residents did not necessarily live in San Francisco in concentrated communities like Chinatown or the Fillmore, the Mission neighborhood served as a gathering space for many American Indians. The Mission later also hosted the Friendship House Association of American Indians and was included as part of the American Indian Cultural District.

Today, we can trace many of the challenges San Francisco's American Indian population experience today back role of the federal, state and city governments in removing American Indian peoples from their communities and then failing to deliver the support necessary to survive and obtain meaningful employment opportunities when they arrived. Today American Indian people make up 2.1% of the city's population (Table 6).

Black Community

Black residents largely first arrived in San Francisco as slaves accompanying Spanish and American settlers,²³ though some freed Black people also arrived pursuing opportunity during the Gold Rush and establishment of the state of California. Although California was a free state,²⁴ Black residents still faced violence and re-enslavement due to fugitive slave laws, vigilante lynching, and social exclusion.²⁵

In the 1920s, wealthy, single-family home developments began adopting racial covenants across entire developments to exclude Black, Chinese, and other non-white residents.²⁶ The federal government and financial institutions continued to effectively lock Black residents out of homeownership by implementing redlining beginning in the in the 1930s, precluding Black homebuyers and those living in mixed neighborhoods from federally backed mortgages and other home-financing opportunities.²⁷ On top of racially discriminatory redlining practices, private developers and homeowner associations began to implement racially restrictive property covenants that barred Black, Asian, and other people of color from owning property beginning in the 1920s. One of the first neighborhoods in the country to adopt racial covenants was St. Francis Wood,²⁸ an exclusive and wealthy neighborhood near the Ingleside neighborhood today. The practice was quickly adopted in other new housing developments, including many properties in the Marina, Richmond, Sunset, and other westside neighborhoods.

23 Rudolph M. Lapp, *Blacks in Gold Rush California* (New Haven, CT: Yale University Press, 1977), p. 2.

24 Lapp, *Blacks in Gold Rush California*, p. 130.

25 Martha C. Taylor, *From Labor to Reward: Black Church Beginnings in San Francisco, Oakland, Berkeley, and Richmond, 1849–1972* (Searcy:Resource Publications, 2016)

26 Mary Brown, *Doelger Building Landmark Designation Report* (San Francisco: San Francisco Planning Department, 2013), p. 28. and Richard Rothstein, *The Color of Law: A Forgotten History of How Our Government Segregated America* (New York: Liveright, 2017), p. 77.

27 Rothstein, *The Color of Law*, p. 88-90.

28 St. Francis Homes Association. History. <https://www.stfranciswood.org/history>

Without meaningful pathways to homeownership and limited economic opportunities, Black residents were forced to sequester in overcrowded and deteriorating housing in the Western Addition.²⁹ During and after World War II, Black servicemen and their families also began living in high numbers in military-built housing around Hunters Point Naval Shipyard. As San Francisco grew during this period, Bayview-Hunters Point became the first neighborhood in which Black residents could own homes.

Black neighborhoods in the Western Addition and Bayview, that had up to this point been largely ignored and disinvested by the local and federal governments, were deemed blighted by the San Francisco Redevelopment Agency (SFRA) in the 1960s.³⁰ This was despite a thriving Black economic and arts district that Black Americans had established for themselves during this period. San Francisco Fillmore was known as the “Harlem of the West,” home to dozens of dance and music clubs throughout the decades.³¹ Black residents had also established social clubs and businesses to serve Black Americans, who were otherwise excluded from participating in the rest of San Francisco life. In disregard of this thriving community, large swaths of the Western Addition and Bayview-Hunters Point were acquired by the SFRA through eminent domain, displacing thousands of residents and businesses in primarily Black neighborhoods, and then redeveloped.³² As part of the redevelopment of the Western Addition, Geary Boulevard was expanded to facilitate the construction of an expressway,³³ creating a physical boundary between the Fillmore and Japantown and a hostile barrier for pedestrians to cross. Notably, the goal of the expressway was not to serve the Western Addition community, but to facilitate high-speed traffic between the middle-class developments of the Richmond and Sunset and downtown.

Witnessing the destruction of the Fillmore, Black residents in the Bayview successfully organized and advocated against redevelopment plans slated for Bayview-Hunters Point, scaling down the scope and nature of the project.³⁴ Beginning in 1997, SFRA (now known as the Office of Community Investment and Infrastructure) initiated redevelopment programs in Hunters Point Shipyard and Candlestick Point and, later, in Bayview Hunters Point. These projects are still underway as of 2022 and include environmental hazard remediation, affordable housing development, and the creation of open space, among other efforts. Since the 1980s, San Francisco’s Black population has been falling. In 1990, Black residents made up 11% of San Francisco’s population. In 2020, they made up just 5.3% (Table 6).

29 Rothstein, *The Color of Law*, p. 18.

30 Robert O. Self, *American Babylon: Race and the Struggle for Postwar Oakland* (Princeton: Princeton University Press, 2005), 114.

31 Pepin, Elizabeth., Watts, Lewis. *Harlem of the West: the San Francisco Fillmore jazz era*. San Francisco: Chronicle Books, 2006.

32 San Francisco Department of Public Works, Bureau of Building Inspection, Urban Renewal Division, *Survey of Converted Residential Structures in Study Areas A-2, A-3, and A-4, Western Addition, San Francisco, California* (San Francisco: November 1958).

33 John Wildermuth, “S.F.’s \$50 million plan to fill Geary underpass at Fillmore,” *SF Gate*. February 5, 2014. <https://www.sfgate.com/bayarea/article/S-F-s-50-million-plan-to-fill-Geary-underpass-5209004.php>

34 San Francisco Office of Community Investment and Infrastructure, “Hunters Point,” <http://sfocii.org/hunters-point>; San Francisco Redevelopment Agency, *Hunters Point Redevelopment Plan*, January 20, 1969. and S.F. News Call-Bulletin, July 23, 1962, S.F. Protests and Picketing–1962 folder at San Francisco Public Library; KPIX Eyewitness News report by Rollin Post, April 16, 1968, Bay Area Television Archives, San Francisco State University.

Latino(a,e) Community

Spanish colonizers arrived in the present-day Bay Area in the 18th century, establishing settlements as Catholic Missions across California. Missions forcefully converted the indigenous people already residing there and acted as settlements to legitimize Spain's claim to the land.^{35 36} In 1821, California and surrounding lands became the territory of the Mexican Empire when Mexico won independence from Spain.³⁷ Mexican citizens, who were typically of mixed Spanish, indigenous, and Black descent, continued to settle California and established the Yerba Buena Pueblo, in present-day San Francisco. Some development centered in the Mission Valley in the present-day Mission neighborhood, around the Mission Dolores established by the Spanish.³⁸

When the US annexed California and the Gold Rush began, Mexicans as well as many other Latinos came to California to pursue opportunity. Many eventually settled in San Francisco, establishing an enclave in North Beach and Telegraph Hill³⁹ to build community and protect each other from violent discrimination. In the early 20th century, the Spanish-American War, Mexican Revolution, political unrest in Central America, and other events brought subsequent waves of Latino(a,e) immigrants to San Francisco. Latino(a,e) immigrants, like other people of color, faced social and economic discrimination, limiting their ability to own property in specific neighborhoods or hold certain jobs. Latino(a,e)s who searched for work were typically limited to working difficult and undervalued essential jobs such as farming, construction, or childcare.⁴⁰ Racial covenants and redlining similarly impacted Latinos and Latino(a,e) neighborhoods, excluding them from homeownership.

By the 1930s, many settled in the Mission after being priced out of North Beach and the neighborhood became the center of Latino(a,e) life in San Francisco.⁴¹ Here, Latino(a,e) residents established a vibrant community of businesses, churches, cultural centers, and dance halls to serve Latino(a,e) Americans. The Mission also became famous for its stunning street art and murals that depicted Latino(a,e) life, notable figures, and imaginary scenes.⁴² However, the Mission faced challenges posed by state actions multiple times in the 1960s and 70s. Mission Street was torn up for years during the construction of BART, impacting Latino(a,e) businesses along the corridor,⁴³ and the Mission was also considered for

35 Arellano et al., *An Ethnohistory of Santa Clara Valley and Adjacent Regions*; p. 9-16.

36 Madley, *An American Genocide*, p. 27.

37 Manuel Gonzales, *Mexicanos: A History of Mexicans in the United States*, (Indiana University Press, 2009), 59.

38 San Francisco Planning Department, *City within a City: Historic Context Statement for San Francisco's Mission District*, (San Francisco: 2007), 18.

39 David E. Hayes-Bautista and Cynthia L. Chamberlin, "Cinco de Mayo's First Seventy-Five Years in Alta California: From Spontaneous Behavior to Sedimented Memory, 1862-1937," *Southern California Quarterly*, Vol. 90, No. 1 (Spring 2007), 36.

40 Cary Cordova, *The Heart of the Mission: Latino Art and Identity in San Francisco*, Doctoral Dissertation (University of Texas at Austin: 2005), 30.

41 Brian J. Godfrey, "Ethnic Identities and Ethnic Enclaves: The Morphogenesis of San Francisco's Hispanic 'Barrio'" *Yearbook Conference of Latin American Geographers*, Vol. 11 (1985), 49.

42 Cary Cordova, *The Heart of the Mission: Latino Art and Politics in San Francisco*, (Philadelphia: University of Pennsylvania Press, 2017), 67.

43 iBasta Ya!, April 1970, via FoundSF.org.

redevelopment before community advocates successfully organized against the plans.⁴⁴ Since then, Latinos(as,es) in the Mission have experienced several waves of displacement, in particular during the dot-com boom in the late 1990s, then again during the recovery from the 2008 Great Recession, and the continued economic growth after that. As a result, the Mission Action Plan 2020 (MAP2020) – a community-initiated endeavor – began in 2015 as a collaborative effort to identify solutions for the residents, arts organizations, nonprofits, and businesses being displaced by the rapid changes in the Mission and to track its implementation.

Today, the Latino(a,e) community is mostly concentrated in the Mission and Southeastern part of the city.

Chinese Community

Chinese immigrants first began arriving in the United States in the mid-19th century to pursue opportunities in the Gold Rush, agriculture, and the construction of the Transcontinental Railroad.⁴⁵ Like many other people of color, Chinese immigrants faced discrimination from white Americans who resented Chinese immigrants for supposedly taking jobs and driving down wages.⁴⁶ The City of San Francisco itself passed multiple ordinances targeted at limiting the rights of Chinese residents, such as the Cubic Air Ordinance of 1870, Laundry Ordinance of 1873, and Bingham Ordinance of 1890 (discussed further below). These and other laws limited the types of jobs Chinese residents could hold, barred non-citizens from owning land,⁴⁷ and eventually reached a peak in 1882, when Congress adopted the Chinese Exclusion Act and banned almost all immigration from China.⁴⁸ This ban stayed in place until 1943, when Chinese immigration was instead limited by a quota system.

For safety and to create community, most Chinese residents clustered into enclaves like Chinatowns in San Francisco and Oakland. In Chinatowns, residents established mutual aid networks, political advocacy groups, and cultural centers. These communities, however, continued to face challenges from the state, including a forced quarantine of only the Chinese residents from Chinatown after a suspected case of plague in 1900⁴⁹ and attempts to displace Chinatown from its original location after it burned down in the 1906 earthquake.⁵⁰ Despite these attempts, Chinatown residents rebuilt in the same location

44 Manuel Castells, *The City and the Grassroots: A Cross-Cultural Theory of Urban Social Movements* (University of California Press, Berkeley, 1983).

45 Erika Lee, "Immigration, Exclusion, and Resistance: 1800-1940s," in Franklin Odo, *Finding a Path Forward: Asian American Pacific Islander National Historic Landmarks Theme Study* (National Park Service: 2019), 101

46 Beth Lew-Williams, *The Chinese Must Go: Violence, Exclusion, and the Making of the Alien in America* (Harvard University Press, 2018), 42, 32.

47 Nancy Wey, "Chinese Americans in California," in *Five Views: An Ethnic Historic Site Survey for California* (Sacramento, CA: California Office of Historic Preservation, California Department of Parks and Recreation, 1988), last modified 2004, https://www.nps.gov/parkhistory/online_books/5views/5views3.htm

48 Wey, "Chinese Americans in California."

49 Carl Abbott, "The 'Chinese Flu' is Part of a Long History of Racializing Disease," Bloomberg CityLab, March 17, 2020, <https://www.bloomberg.com/news/articles/2020-03-17/when-racism-and-disease-spread-together>; Wey, "Chinese in California."

50 Yong Chen, *Chinese San Francisco 1850 – 1943* (Redwood City: Stanford University Press, 2000), 165-6.

around Portsmouth Square and adopted its distinctive architectural style to attract visitors and business.⁵¹

The City of San Francisco In the late 1800s and early 1900s adopted a series of ordinances clearly intended to isolate Chinese residents and limit their economic prosperity. One after another, these laws were found to violate the US constitution. These rulings, however, did not deter legislators from attempting to limit Chinese residents' rights again and again. The 1870 Cubic Air Ordinance targeted rooming houses serving Chinese men and led to thousands of arrests. The local "Anti-Coolie Association" suggested this ordinance could serve as a means to force Chinese workers to return to China.⁵² The same year, the City banned the its municipal government from hiring of Chinese people, the transportation of goods using poles over one's shoulders, and the use of gongs in theatrical performances. In 1873, the Laundry Ordinance aimed to prevent the expansion of Chinese-owned laundry businesses. The US Supreme Court found this ordinance unconstitutional in 1886, citing the equal protection clause of the Constitution.⁵³ The City then adopted the Bingham Ordinance in 1890, explicitly limiting Chinese people to a small area of the city in the neighborhoods of Dogpatch and Bayview today. The law was quickly turned over by the courts and, in 1917, the US Supreme Court upheld the conclusion that this form of racial zoning was unconstitutional.⁵⁴

Chinese residents of San Francisco were also targeted by redlining, racial covenants and other forms of segregation in the middle of the 20th century. Chinatown was redlined beginning in the 1930s and racially exclusive covenants prevented Chinese Americans from buying homes or living outside of Chinatown.

By the 1950s, some Chinese Americans found opportunities to buy homes in the Inner Richmond and, later, Sunset, establishing new Chinese businesses and enclaves in these neighborhoods. During the expansion of the Financial District in the 1970s, Chinatown advocates organized with neighboring Manilatown advocates during the eviction of the I-Hotel (discussed further below). This event ignited a community planning movement in Chinatown, which advocated for and participated in the creation of the Chinatown Area Plan adopted in 1995.⁵⁵

Also in the 1950s, the first portion of the Embarcadero Freeway, also known as State Route 480, opened in San Francisco. The freeway aimed to connect the Bay Bridge to the Golden Gate Bridge, with plans to build several exits within the city. While much of the freeway was never constructed due to opposition from residents and the Board of Supervisors, a portion down the Embarcadero with two ramps onto Broadway and Clay/Washington Streets, in proximity to Chinatown, was in operation until 1989. That year, the Loma Prieta earthquake severely damaged the freeway. The damage and steep repair costs spurred

51 Look Tin Eli, "Our New Oriental City – Veritable Fairy Palaces Filled with the Choicest Treasures of the Orient," in *San Francisco: The Metropolis of the West*, (San Francisco: Western Press Association, 1910), publication unpaginated.

52 <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2661442/>

53 [http://libraryweb.uchastings.edu/library/research/special-collections/wong-kim-ark/laws3.htm#:~:text=1890%3A%20Bingham%20Ordinance%3A%20Chinese%20people,359%20\(1890\)](http://libraryweb.uchastings.edu/library/research/special-collections/wong-kim-ark/laws3.htm#:~:text=1890%3A%20Bingham%20Ordinance%3A%20Chinese%20people,359%20(1890).).

54 Moore, E., Montojo, N., & Mauri, N. (2019). *Roots, Race, & Place: A History of Racially Exclusionary Housing in the San Francisco Bay Area*. University of California.

55 San Francisco General Plan – Chinatown Area Plan. <https://generalplan.sfplanning.org/Chinatown.htm>.

a renewed effort to tear down the Embarcadero Freeway. Despite organized opposition from Chinatown business interests, who had been negatively impacted by the closure of the freeway since the earthquake, the Board of Supervisors voted to demolish it in 1991. To compensate for the reduced traffic and access, Chinatown advocates negotiated several remediations, including a stop in the future Central Subway line and a shuttle program to connect drivers in nearby parking garages to Chinatown.

Today, San Francisco's Chinatown continues to stand as the oldest Chinese enclave outside of China and is home to a high population of foreign-born residents, seniors, families, and low-income households.

Japanese Community

Japanese immigrants first arrived in the United States in 1869, with immigration increasing from the 1880s to 1900s. They first settled in an enclave near Chinatown. After the 1906 earthquake, many resettled in the Western Addition, formerly home to a large Jewish community and the current-day location of Japantown. The first generation of Japanese immigrants were largely men who came to pursue agricultural and other physical labor jobs.⁵⁶ While Japanese immigration was severely restricted from 1907 to 1952, immigration laws did allow Japanese American men to send for their wives to join them.⁵⁷ This allowed for the Japanese American population to continue to grow during this period.

In the 1920s and 30s, Japantown flourished. Despite laws that targeted Japanese immigrants to prevent them from owning or leasing land, Japanese residents established community-serving businesses and Japantown grew to cover 40 blocks in San Francisco.⁵⁸ However, in 1942, President Roosevelt signed Executive Order 9066, forcefully dispossessing Japanese Americans of their land and removing them to distant internment camps. After three years of internment, Japanese Americans were finally allowed to leave the camps, and many returned to Japantown. Soon after, however, the San Francisco Redevelopment Agency began to acquire properties in Japantown in the Western Addition as part of redevelopment plans.⁵⁹ The plan was largely opposed by Japanese and Black residents, who organized to demand more affordable housing and more community control over the design and purpose of the new developments.⁶⁰

WWII internment and redevelopment took their toll on Japantown and Japanese residents at large. Many Japanese Americans lost thousands of dollars in possessions and property due to internment and redevelopment, and many were displaced out of San Francisco during this process. Japantown today

56 "A History of Japanese in California" by Isami Arifuku Waugh, Alex Yamamoto and Raymond Y. Okamura in California Office of Historic Preservation, Five Views: An Ethnic Historic Site Survey for California.

57 Yuji Ichioka, *The Issei: The World of the First Generation Japanese Immigrants, 1885-1924* (New York: The Free Press, 1998) 1, 4-5.

58 Michel Laguerre, *The Global Ethnopolis: Chinatown, Japantown and Manilatown in American Society* (New York: St. Martin's Press, 2000), 64-65.

59 Alan Scott, *The San Francisco Bay Area: A Metropolis in Perspective*, second edition (Berkeley: University of California Press, 1985), 288.

60 Pepin, Elizabeth., Watts, Lewis. *Harlem of the West: the San Francisco Fillmore jazz era*. San Francisco: Chronicle Books, 2006.

has been reduced to four blocks, although community members are deeply and actively invested in maintaining it as a thriving economic and cultural center for the Japanese community and visitors.

Filipino Community

The first Filipino immigrants arrived in the United States in the early 1900s, following the annexation of the Philippines after the Spanish-American War and Philippine-American War.⁶¹ While Filipinos were recruited to the United States to provide cheap agricultural labor, they were denied the ability to naturalize and were only considered American nationals. At first, most immigrated to Hawaii to pursue work on sugar plantations,⁶² but many arrived in California by the 1920s to pursue agricultural and service work. Filipino immigrants in San Francisco, largely single men, established the enclave of Manilatown on the eastern border of Chinatown.⁶³ Many others settled in SoMa, adjacent to a small Japanese enclave. They primarily lived in single-occupancy residential hotels.⁶⁴ Excluded from many jobs by white Americans and limited in entrepreneurship by already established Chinese and Japanese business owners, Filipino Americans established fraternal societies, barbershops, and restaurants serving the Filipino community.

In the wake of WWII, new laws granted some Filipinos the opportunity to naturalize⁶⁵ and others to own property in the US, although employment opportunities remained largely limited to service and agricultural work. Additionally, the development and expansion of the Financial District in the 1950s and 60s, encouraged by the City, caused the displacement of Filipino Americans living in residential hotels in Manilatown. This displacement reached a peak in 1978, when residents from the last remaining residential hotel in Manilatown, the International Hotel, were finally evicted after a nearly decade-long fight from residents, Filipino Americans, and allied community members.⁶⁶ Today, the original location of Manilatown has been absorbed into the Financial District to the east and Chinatown to the west.

Displaced Filipino residents resettled in SoMa, Mission, Excelsior, or outside of San Francisco entirely. The growth of a Filipino community in SoMa in the 1960s and 70s, however, was also threatened due to the Yerba Buena Redevelopment in central city. Community activists, including Filipino SoMa residents, successfully organized and won concessions from the San Francisco Redevelopment Agency, including the right to replacement housing and relocation.⁶⁷ Despite these struggles, Filipino Americans

61 Bruno Lasker, *Filipino Immigration*, (Chicago: University of Chicago Press, 1931).

62 Lasker, *Filipino Immigration*.

63 Ronald Takaki, *In the Heart of Filipino America*, (New York: Chelsea House Publishers, 1994), 63-64.

64 Donna Graves and Page & Turnbull, Inc., *Japantown Historic Context Statement*, Prepared for the City & County of San Francisco Planning Department, Revised May 2011, 21.

65 Sonia Emily Wallovits, "The Filipinos in California," Thesis for the University of Southern California, June 1966; reprinted by R and E Research Associates, San Francisco, 1972, 10.

66 Estella Habal, *San Francisco's International Hotel – Mobilizing the Filipino American Community in the Anti-Eviction Movement*, (Philadelphia: Temple University Press, 2007), 35.

67 Bayanihan Community Center, "Pilipinos in SoMa," http://www.bayanihancc.org/pilipinos_southofmarket1.html retrieved 25 October 2012.

established businesses, cultural and art collectives, and organizations dedicated to advocating for housing and social justice across the city.

Assessment of Segregation and Integration Patterns and Trends

This section provides an analysis of racial integration and segregation in San Francisco, including patterns and trends, as well as for people with protected classes. HCD's defines these two terms as follows:

- **Integration** generally means a condition in which there is not a high concentration of persons of a particular race, color, religion, sex, familial status, national origin, or having a disability or a particular type of disability when compared to a broader geographic area.
- **Segregation** generally means a condition in which there is a high concentration of persons of a particular race, color, religion, sex, familial status, national origin, or having a disability or a type of disability in a particular geographic area when compared to a broader geographic area.

Dissimilarity Index by Race and Ethnicity

Definition

The dissimilarity index is a metric used for identifying patterns of geographic segregation between two groups. It reflects the distribution of these two groups across neighborhoods (defined census tracts in this case) in the city or in the metropolitan area (San Francisco-Oakland-San Jose). The dissimilarity index measures the relative segregation (high index) or integration (low index) across all neighborhoods in the city or metropolitan area between the two groups. It can go from 0 and 100 and it can be interpreted as the percentage of one group that would have to move across neighborhoods to be distributed the same way as the second group. According to HCD, an index score above 60 is considered high segregation (i.e. 60 percent of people would have to move to eliminate segregation), while 30 to 60 is considerate moderate, and below 30 considered low.

Analysis

In this analysis, the dissimilarity index for segregation for all racial groups was measured in comparison to the white population, due the greatest socio-economic disparities between people of color and the white population. The greatest dissimilarity index in San Francisco in 2020 was 58.1 between the Native Hawaiian or Pacific Islander population and white population, which means this group experienced moderate, but close to high segregation (Table 46). It was followed by the Black or African American population, whose dissimilarity index when compared to white people was 52.0. Overall, all non-white races and ethnicities experienced moderate levels of segregation when compared to the white population at different levels, with Asians experiencing the least segregation with a dissimilarity index of 37.3.

Table 46. Dissimilarity index by race and ethnicity in San Francisco vs the Bay Area, 2010–2020

	2020		2010	
	San Francisco	Bay Area	San Francisco	Bay Area
American Indian or Native Alaskan / Non-Hispanic or Latino(a,e) white	49.0	48.9	43.8	41.6
Black or African American / Non-Hispanic or Latino(a,e) white	52.0	57.5	55.5	59.8
Asian / Non-Hispanic or Latino(a,e) white	37.3	46.8	42.0	49.0
Native Hawaiian or Pacific Islander / Non-Hispanic or Latino(a,e) white	58.1	54.9	59.1	49.0
Hispanic or Latino (a, e) / Non-Hispanic or Latino(a,e) white	40.8	45.2	47.1	46.8

Source: SF Planning Department using Census and ACS data.

In comparison to the region, the dissimilarity indexes for American Indian or Native Alaskan and Native Hawaiian or Pacific Islander people are higher in San Francisco than in the Bay Area, with all other racial and ethnic groups experiencing slightly less segregation in San Francisco when compared to the Bay Area. Looking at historic trends, segregation in San Francisco (as measured by the dissimilarity index) for all racial and ethnic groups decreased from 2010 to 2020, except for the American Indian or Native Alaskan population, which experienced an increase in segregation. This same increase in segregation was evident at the regional level for the American Indian or Native Alaskan population, which went from 41.6 to 48.9, as well as for the Native Hawaiian or Pacific Islander population, which went from 49 to 54.9.

It is important to note that while the dissimilarity index for the Black or African American population decreased from 2010 to 2020 in San Francisco, the Black or African American population also decreased in absolute terms during that same period, going from 48,870 to 46,725. Smaller Black or African American population shares in neighborhoods with larger concentrations of the Black or African American population leads to smaller dissimilarity index; particularly, if white people were also increasing in the same census tracts that lost Black or African American population. The same was true at the regional level, which signals the ongoing displacement of the Black or African American population from a lot of cities in the Bay Area, such as Oakland and Berkeley.

Isolation Index by Race and Ethnicity

Definition

The isolation index is another metric used for identifying patterns of geographic segregation between two groups. It compares a group’s share of the overall population of a city or metropolitan to the average share within a neighborhood. It represents the level of isolation for an average resident of a given race or ethnicity in any given neighborhood. The index can range from 0 to 100 and it represents by what average percentage does the presence of residents of a given race or ethnicity in any given

neighborhood exceeds the average percentage for the city or the region. An isolation index closer to 0 means members of a group live in a relatively integrated area while an isolation index closer to 100 means members of a group tend to live in segregated neighborhoods, where they are overrepresented compared to their total population share.

Analysis

The non-Hispanic or Latino white population had the highest isolation index both in San Francisco and in the Bay Area in 2020, with an isolation index of 48.4 and 48.3 respectively (see Table 47). That means that the non-Hispanic or Latino white population is the most isolated population in San Francisco with the average non-Hispanic or Latino white person living in a census tract where their share of the population is 48.4% greater than their share for the county as a whole. Tracking closely is the Asian population with an isolation index of 42.6 for San Francisco and a similar index for the region (43.0). This means that the Asian population also tends to live in highly segregated neighborhoods. They are followed by the Hispanic or Latino(a,e) population with an index of 22.3 and the Black or African American population with an index of 14.6 for San Francisco. The American Indian or Native Alaskan and the Native Hawaiian or Pacific Islander populations had the smallest indexes for San Francisco, with 1.5 and 3.3 respectively. The share of the San Francisco population for these two groups is small, so they aren't the most populous group in any census tract, thus showing small numbers for the isolation index. Except for the American Indian or Native Alaskan population, the indexes for all racial and ethnic groups decreased since 2010 (Table 47) as neighborhoods have become more integrated. However, this may also indicate that low-income communities of color have been displaced from neighborhoods that are gentrifying and that have had to move further away to neighborhoods with larger concentrations of low-income communities of color, thus making those neighborhoods more racially integrated, but economically segregated.

Table 47. Isolation index by race and ethnicity in San Francisco vs the Bay Area, 2010-2020

	2020		2010	
	San Francisco	Bay Area	San Francisco	Bay Area
American Indian or Native Alaskan	1.5	2.2	0.9	1.1
Black or African American	14.6	15.8	18.8	20.3
Asian	42.6	43.0	44.4	38.8
Native Hawaiian or Pacific Islander	3.3	1.9	3.9	2.1
Hispanic or Latino(a, e)	22.3	36.7	25.0	37.0
Non-Hispanic or Latino(a,e) white	48.4	48.3	53.2	55.7

Source: SF Planning Department using Census and ACS data.

Compared to the region, the isolation index in 2020 for all racial and ethnic groups was lower or close to the same in San Francisco as in the Bay Area, except for Native Hawaiians or Pacific Islanders. Looking at historic trends, the isolation index has decrease for all populations in San Francisco from 2010 to 2020. Like the dissimilarity index, the isolation index decreased for the Black or African American population both in San Francisco and in the Bay Area. This resulted from an influx of other races into

historically Black or African American neighborhoods, as well as considerable loss of the Black or African American population from San Francisco and the Bay Area.

Dissimilarity Index by Low- to Moderate-Income Households

Definition

Income segregation can also be measured using the dissimilarity index described above. For this analysis, this report uses income group designations consistent with the Regional Housing Needs Allocation and the Housing Element:

- Very low-income: individuals earning less than 50% of Area Median Income (AMI)
- Low-income: individuals earning 50%-80% of AMI
- Moderate-income: individuals earning 80%-120% of AMI
- Above moderate-income: individuals earning 120% or more of AMI

The income groups described above are based on U.S. Department of Housing and Urban Development (HUD) calculations for AMI.

Analysis

Table 48 provides the dissimilarity index values indicating the level of segregation in San Francisco between residents who are lower-income (earning less than 80% of AMI) and those who are not lower-income (earning above 80% of AMI). Segregation in San Francisco between lower-income residents and residents who are not lower-income has not substantively changed between 2010 and 2015. Additionally, Table 48 shows dissimilarity index values for the level of segregation in San Francisco between residents who are very low-income (earning less than 50% of AMI) and those who are above moderate-income (earning above 120% of AMI). The data shows that the segregation between these two groups has not substantially changed between 2010 and 2015 in San Francisco. When comparing dissimilarity indexes between lower income/moderate income and very low-income/above moderate income, the data suggests that segregation increases as the gap between income increases. Additionally, compared to the Bay Area, lower income groups in San Francisco live in more segregated neighborhoods, reflected in the higher dissimilarity indexes for San Francisco.

Table 48. Dissimilarity index by income group in San Francisco vs the Bay Area, 2010–2015

	<i>San Francisco</i>		<i>Bay Area Average</i>
	<i>2010</i>	<i>2015</i>	<i>2015</i>
Below 80% AMI / Above 80% AMI	28.6	28.0	19.8
Below 50% AMI / Above 120% AMI	37.9	37.6	25.3

Source: Data for 2015 is from U.S. Department of Housing and Urban Development, American Community Survey 5-Year 2011- 2015 Low- and Moderate-Income Summary Data. Data for 2010 is from U.S. Department of Housing and Urban Development, American Community Survey 5-Year 2006-2010 Low- and Moderate-Income Summary Data.

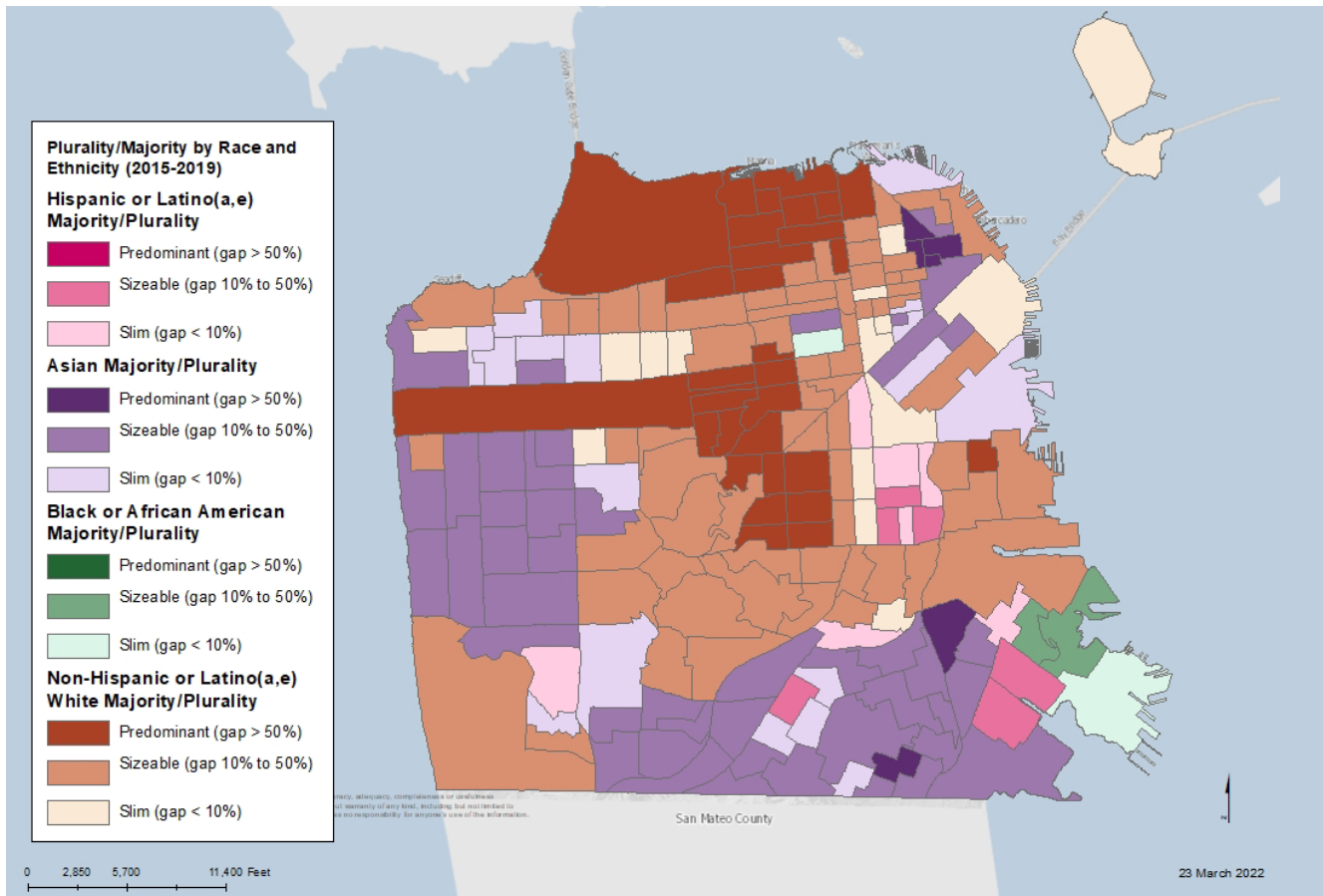
Population Concentration by Race and Ethnicity

While the dissimilarity and isolation indexes do show some trends in segregation for different racial and ethnic groups, they tell an incomplete story. This is evident by the low isolation indexes despite the existence of historically racial and ethnic enclaves in San Francisco. Thus, it is important to also examine the concentration of different racial and ethnic groups according to where they represent the largest share of the population. Figure 56 shows a map shows areas that are heavily dominated by one racial or ethnic group either by plurality (the largest share of the population) or majority (more than 50% of the population in the area). The map shows which race or ethnicity is more heavily present in each census tract and by how much. The strength of the color indicates the extent to which one group is more heavily present over the next most populous.

The white population is highly concentrated in the northern, central, southwestern and parts of the eastern coast. The Presidio, Cow Hollow, Marina District, Cole Valley, Ashbury Heights, Corona Heights, parts of Russian Hill, Eureka Valley, and Noe Valley have more than 70% white population. Meanwhile, parts of Lower Pacific Heights, Hayes Valley, Haight-Ashbury, Mission, Eureka Valley, Noe Valley, Twin Peaks, Bernal Heights, Potrero Hill, Inner Sunset, Golden Gate Heights, South Park, Seacliff, and the Castro also have a majority white population with a share between 50% and 70% of the population. Finally, areas in the Inner Richmond, Inner Sunset, Islais Creek, and the rest of the Mission have a larger share of white residents with a share between 30% and 50%. While representing 39.1% of the total population in San Francisco, the white population is more heavily present in 56% of the census tracts and it is overrepresented with at least a sizeable gap of 10% over the next populous group in 48% the census tracts in the city.

Similar to the white population, the Asian population has a strong presence in the city and is highly concentrated in certain areas of the city. Notably, the Asian population is the only one to have more than 90% of the share of the population anywhere in the city, in a large part of the Excelsior and in Chinatown. These high concentrations of Asian residents are followed by surrounding areas in Chinatown and in small sections in SOMA, Portola and the Excelsior, where they still hold a majority with 70% to 90% of the population. The Asian population also represents 50% to 70% of the population in most of the Sunset District, Parkside, Outer Mission, Croker-Amazon, Excelsior, Balboa Park, Visitacion Valley, Sunnydale, Portola, Ingleside, Oceanview, Outer Richmond, Tenderloin, SOMA and Mission Bay. Finally, the Asian population represents the largest share of the population in most of the Outer Richmond, the rest of Balboa Park, Japantown, Mission Bay, Tenderloin and SOMA. While representing 33.9% of the total population in San Francisco, the Asian population is more heavily present in 35% of the census tracts and it is overrepresented with at least a sizeable gap of 10% over the next populous group in 26% the census tracts in the city.

Figure 56. Plurality/Majority by Race and Ethnicity by Census Tract, 2015-2019



Source: ACS 2019 5-Year Estimates.

The Hispanic or Latino(a,e) population is only a majority in census block groups in the Tenderloin and two census blocks in the Mission district, where they represent above 50% of the population. However, the Hispanic or Latino(a,e) population does represent the largest share of the population in parts of the Mission, Portola Place, and some smaller areas in Bernal Heights, the Excelsior, Parkmerced and the Tenderloin. While representing 15.6% of the total population in San Francisco, the Hispanic or Latino(a,e) population is more heavily present in 7% of the census tracts and it is overrepresented with at least a sizeable gap of 10% over the next populous group in 3% the census tracts in the city.

The Black or African American population only holds the largest share of the population in Bayview Hunters Point, in Fillmore/Western Addition, the Tenderloin and parts of Crocker-Amazon and Lakeshore. While representing 15.6% of the total population in San Francisco, the Black or African American population is more heavily present in 4% of the census tracts and it is overrepresented with at least a sizeable gap of 10% over the next populous group in 1% the census tracts in the city.

The American Indian or Native Alaskan and Native Hawaiian or Pacific Islander populations represent very small shares of the overall population in San Francisco, thus there are not any areas where these

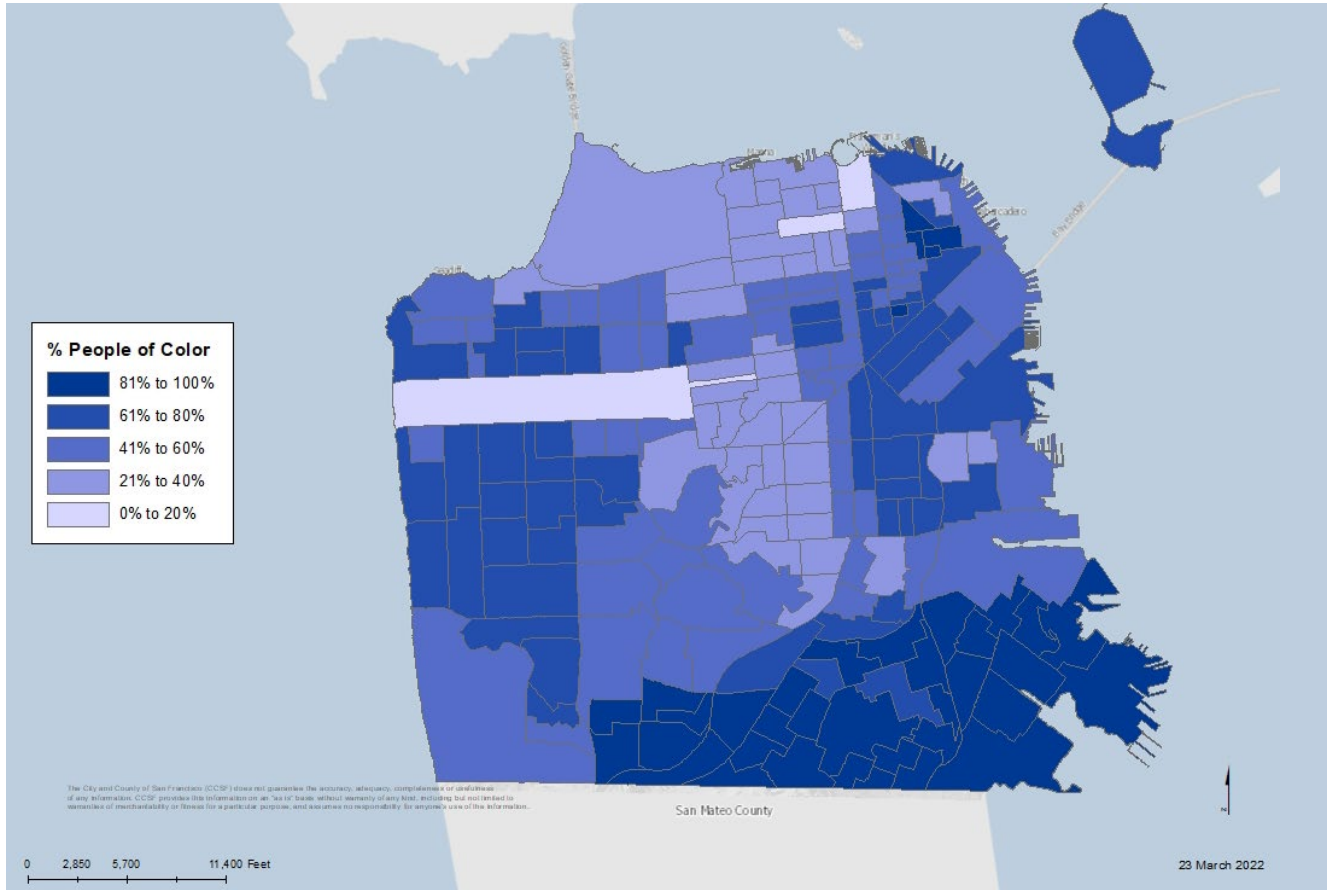
populations represent the largest shares. However, most American Indian or Native Alaskan and Native Hawaiian or Pacific Islander residents live in the eastside, especially in the Tenderloin and Mission.

Concentrations of people of color as reported in Figure 56 also align with historical settling and segregation patterns. Census tracts with a plurality of Black residents, namely in Bayview Hunters Point and the Fillmore, have roots as historically Black neighborhoods. The Fillmore, later the site of destructive redevelopment projects, was home to a dense concentration of Black residents in substandard housing. These residents settled the Fillmore for its inexpensive housing as redlining and racially exclusive covenants worked in coordination to deprive Black residents homeownership opportunities outside of the Fillmore. Hunter's Point later attracted many domestic Black migrants who arrived to San Francisco during World War II for jobs at the naval shipyard. Post-WWII and with the Fair Housing Act of 1965, Bayview-Hunters Point became the site of both public housing developments that largely served low-income Black households and homeownership opportunities accessible to Black residents.

For Asian American residents, the long-held neighborhoods of Japantown and Chinatown continue to show patterns of segregation today. As with Black Americans, redlining and racially exclusive covenants, as well as other racially targeted ordinances, long limited Japanese and Chinese residents to concentrated neighborhoods. Asian concentrations in the Outer Richmond, Outer Sunset, SoMa, and southeastern neighborhoods of San Francisco reflect 20th century settlement and segregation patterns. After the razing of Manilatown due to the expansion and redevelopment of the Financial District, many Filipino Americans resettled in the SoMa and Excelsior. The Outer Richmond, Outer Sunset, Ingleside, and Excelsior neighborhoods were among the first neighborhoods that Asian American residents could access homeownership opportunities. New housing developments, entrepreneurial community actors, and the eventual enforcement of fair housing practices facilitated homeownership for Asian Americans, especially for Chinese, Japanese, and Filipino residents.

Latino(a,e) concentration patterns in the Mission mirror settlement patterns that go as far back as the building of the Mission Dolores and settlements during Mexican rule. The concentration of Latino(a,e) residents in the Mission increased as Latinos(as,es) previously settled in North Beach were displaced due to rising housing prices by the 1930s. Similar to Black and Asian residents, Latino(a,e) residents found homeownership opportunities in the second half of the 20th century in new developments in the southeastern neighborhoods of San Francisco. These concentrations are reflected in some census tracts today, especially in the Outer Mission and Portola neighborhoods.

Figure 57. People of Color by Census Tract, 2015–2019



Source: ACS 2019 5-Year Estimates.

In general, people of color are heavily concentrated in the southern part of the city, particularly in the southeastern part (Figure 57). Notable concentrations are also seen in the far west and northeastern parts of the city. The location of communities in the northeast and south correlate with the historic redlining and discriminatory housing policies that have existed in the city, and they are also areas with lower incomes and relatively less expensive housing.

Concentration of Extremely Low- and Very-Low-Income Residents

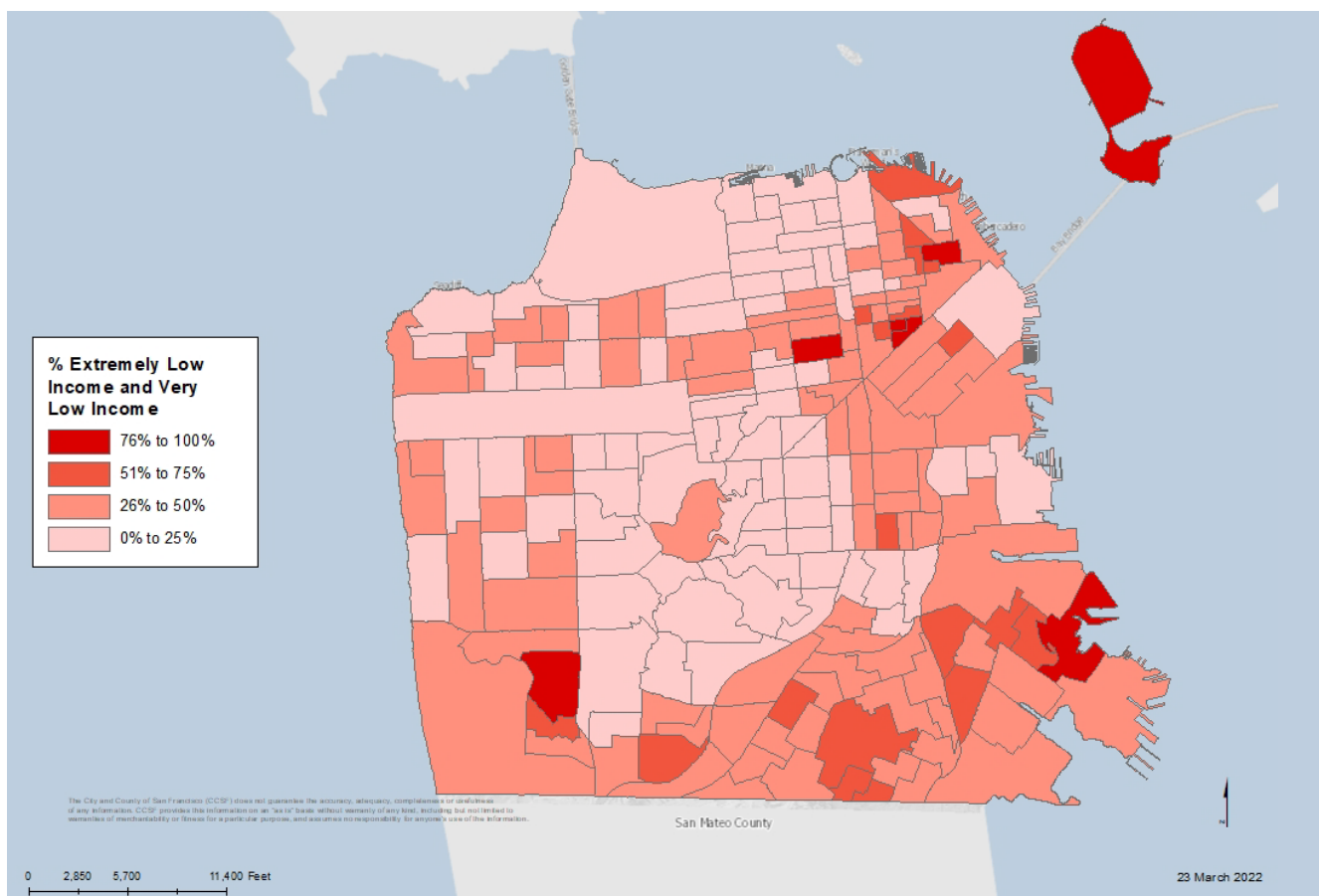
HUD defines as extremely low-income households those with an income between 0% and 30% of the Area Median Income and very-low-income households those with an income between 30% and 50% of the Area Median Income. The Area Median Income is the midpoint of San Francisco’s household income distribution. This means that 50% of the households in San Francisco earn less than the Area Median Income and 50% of the households earn more. For this Assessment of Fair Housing, extremely-low- and very-low-income San Francisco residents are defined as those living with an income that is three times the Census poverty threshold. People at this income level have similar incomes to the income limits for

extremely-low- and very-low-income households set by the San Francisco Mayor’s Office of Housing and Community Development for permanently affordable housing.

Extremely-low- and very-low-income residents represent a majority of the population (above 50%) in the entire southern part of San Francisco, most of the northeastern corner, a considerable part of the Mission, several parts of the Richmond, and the western edge of the Sunset (Figure 58). The highest concentrations of low- to moderate-income residents – areas where they represent more than 75% of the population – are in the Tenderloin, SOMA, Chinatown, Fillmore/Western Addition, Treasure Island, Bayview Hunters Point, and Lakeshore (where a high percentage of students are present).

Patterns in the concentration of extremely-low- and very-low-income populations in San Francisco match patterns in the distribution of the people of color (Figure 57). With the largest shares of people of color being situated in similar areas as areas with large shares of extremely-low- and very-low-income populations in San Francisco, showing clear links between race and ethnicity, and income. 32% of San Francisco’s population is extremely-low- and very-low-income, a similar share to the Bay Area (31%).

Figure 58. Percent of Extremely Low- to Very-Low Income Population by Census Tract, 2015-2019

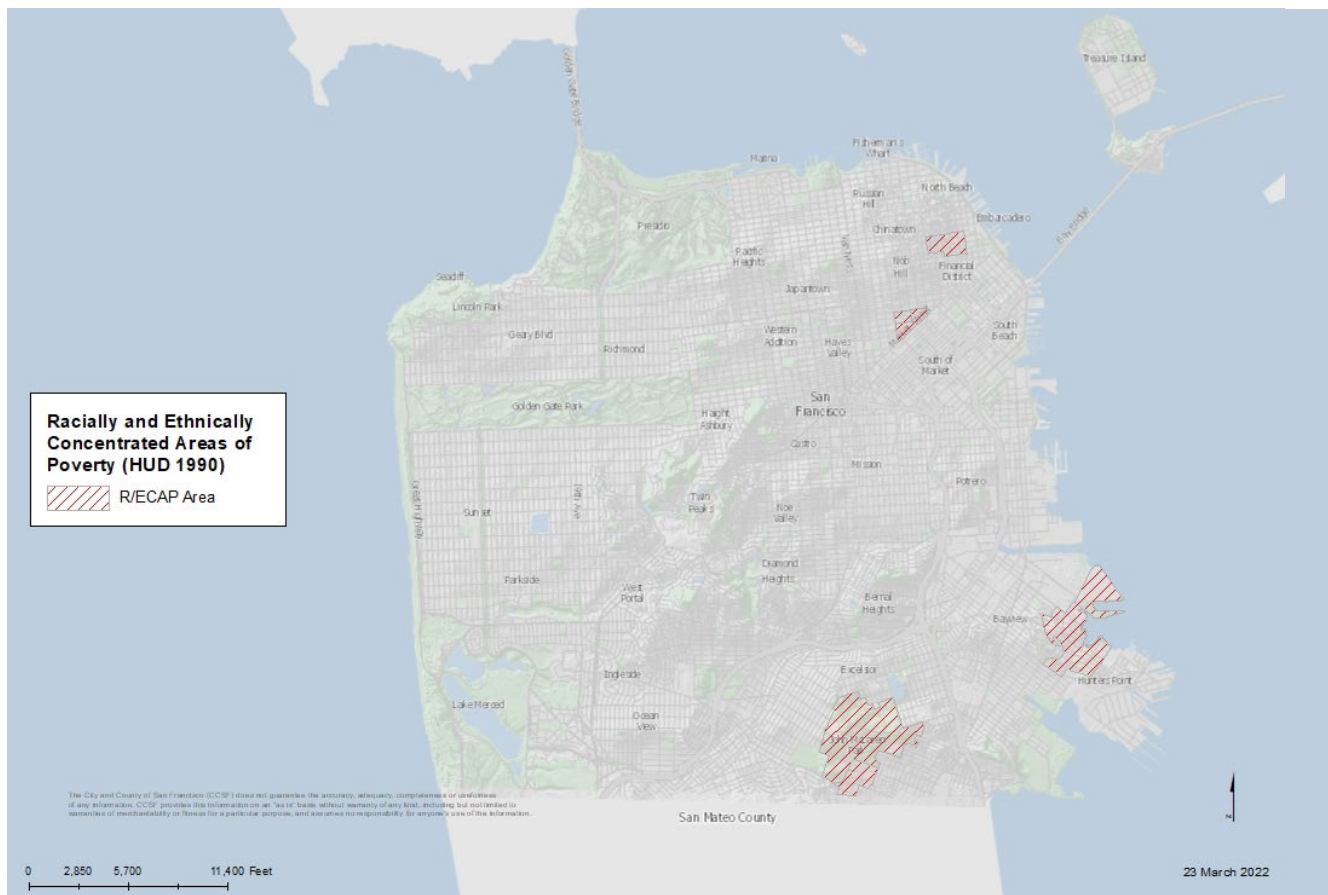


Source: ACS 2019 5-year Estimates.

Mapping Racially and Ethnically Concentrated Areas of Poverty (R/ECAP) and Areas of High Segregation and Poverty

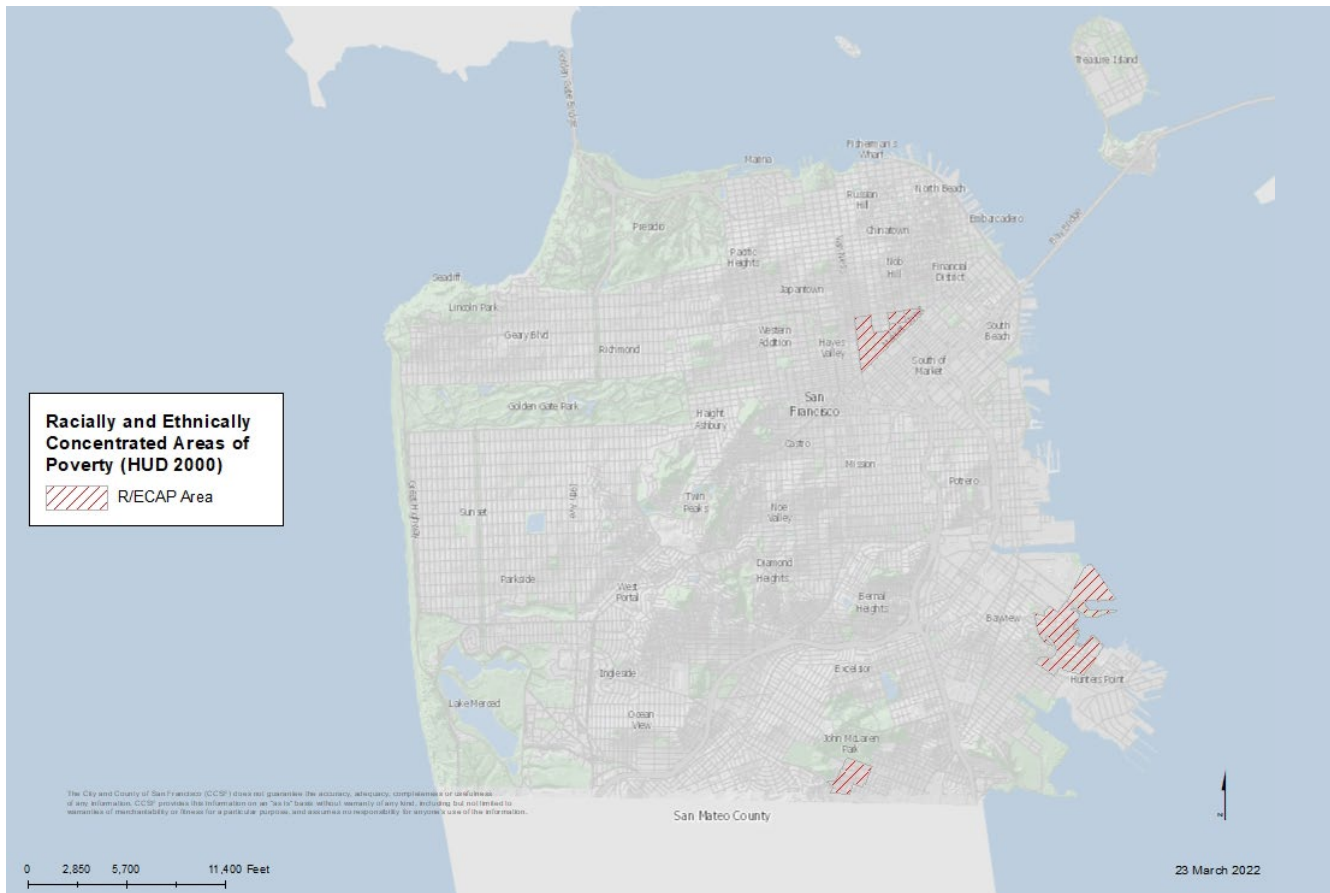
HUD identifies as Racially and Ethnically Concentrated Areas of Poverty (R/ECAP) areas with a population that is 50% or more non-white and where 40% or more of the population lives below the federal poverty line, or those where the poverty rate is three times the average poverty rate in the metropolitan area, whichever is less. To aid jurisdictions in identifying R/ECAPs, HUD has created maps for R/ECAPs for 1990, 2000, 2010 and, most recently, 2017 (Figure 59, Figure 60, Figure 61, Figure 62). As the housing affordability crisis in California has worsened, R/ECAP areas have increased in San Francisco, as it is evident in these sequential maps. In 1990, R/ECAPs were mainly located in Bayview Hunters Point, Sunnydale, Visitation Valley and a small portion of Chinatown and Tenderloin. In 2000, R/ECAPs expanded in the Tenderloin and Chinatown and Visitation Valley disappear. In 2010, a larger area in Chinatown appears back again, as well as areas in SOMA and Lakeshore. Additionally, the Tenderloin and Bayview Hunters R/ECAPs expand. This expansion might have been the result of the Great Recession of 2008. By 2017, R/ECAPs expand to the Fillmore/Western Addition, Treasure Island and Visitation Valley appears again.

Figure 59. HUD Racially and Ethnically Concentrated Areas of Poverty (R/ECAP), 1990



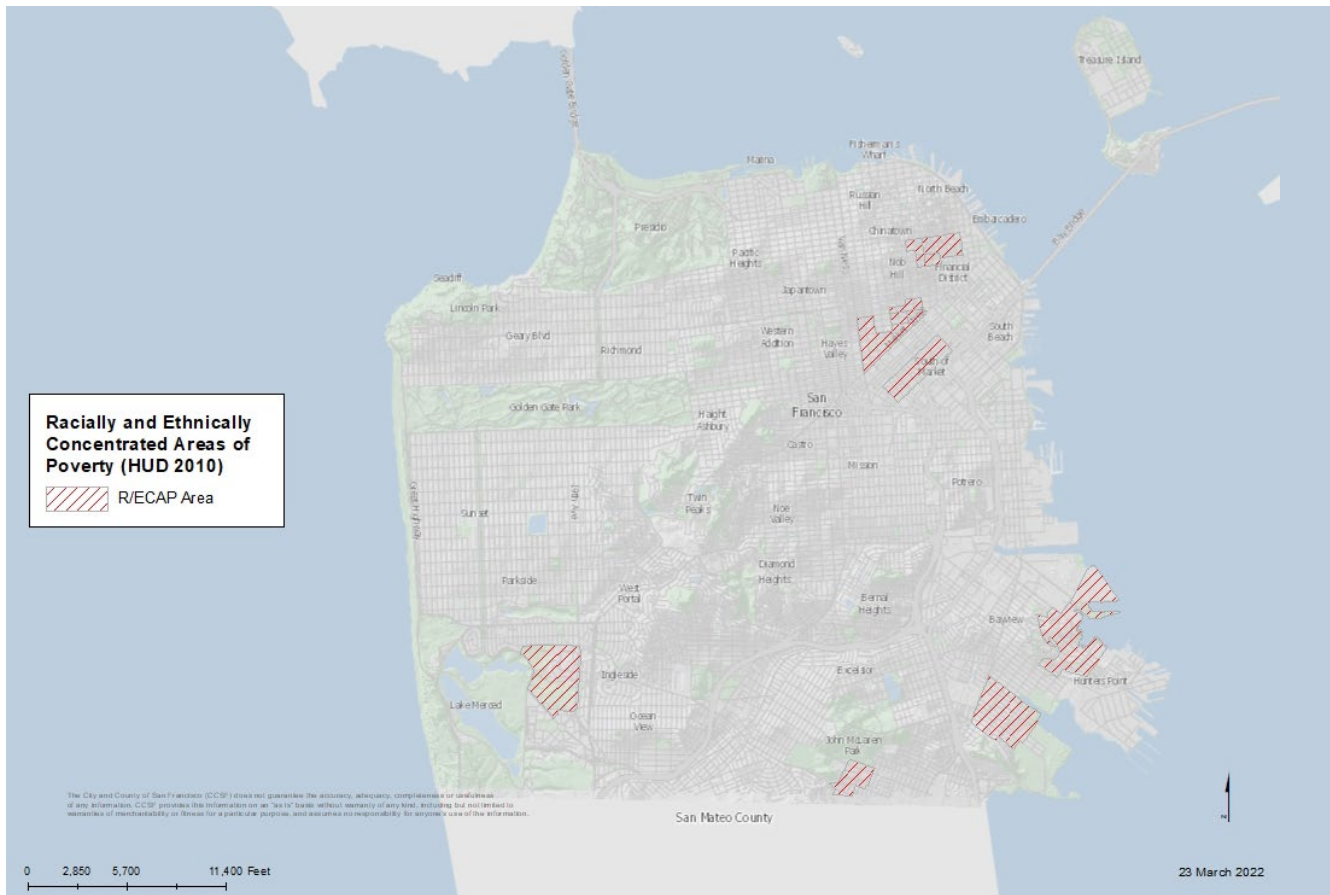
Source: HUD Racially and Ethnically Concentrated Areas of Poverty (R/ECAP).

Figure 60. HUD Racially and Ethnically Concentrated Areas of Poverty (R/ECAP), 2000



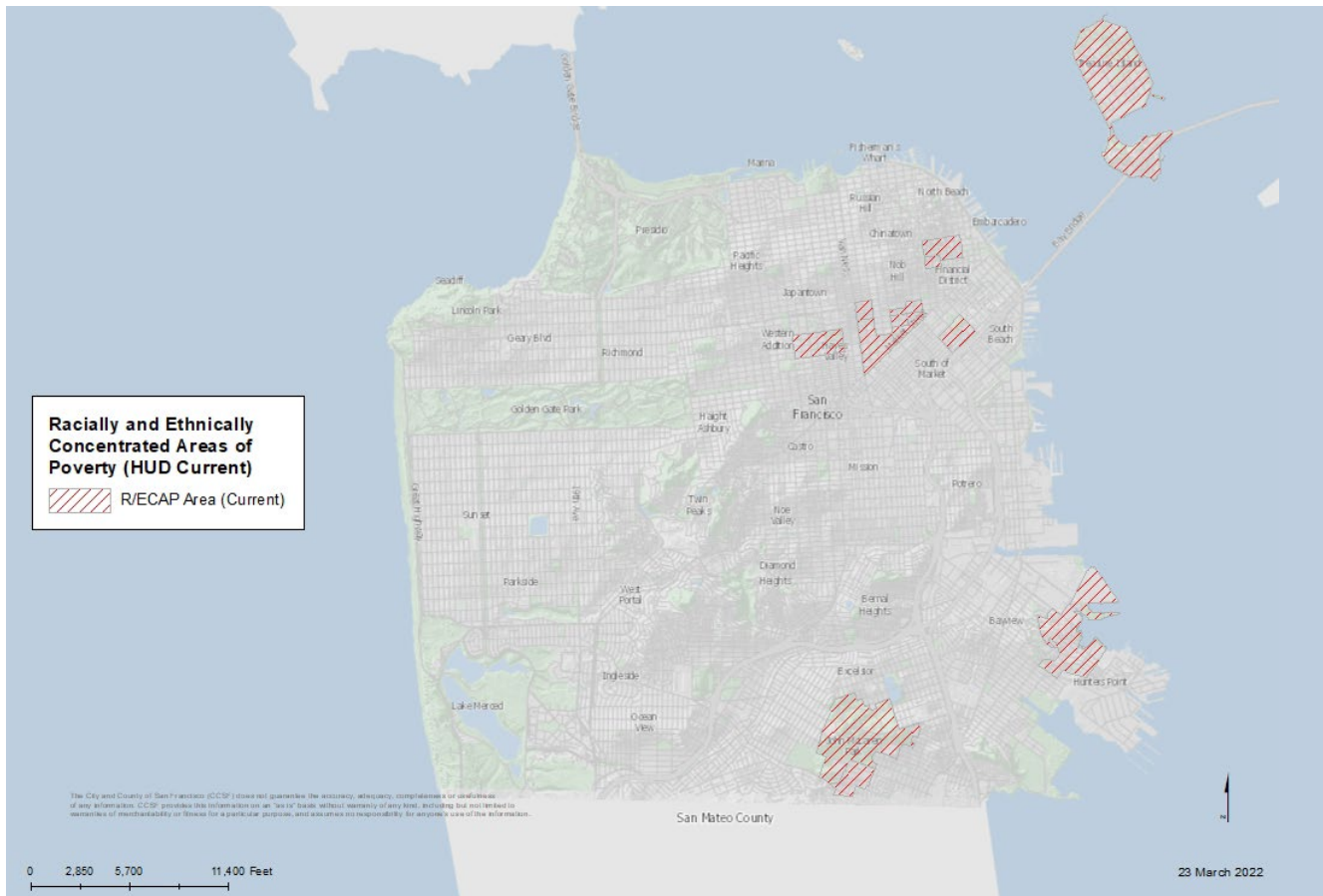
Source: HUD Racially and Ethnically Concentrated Areas of Poverty (R/ECAP).

Figure 61. HUD Racially and Ethnically Concentrated Areas of Poverty (R/ECAP), 2010



Source: HUD Racially and Ethnically Concentrated Areas of Poverty (R/ECAP).

Figure 62. HUD Racially and Ethnically Concentrated Areas of Poverty (R/ECAP), Current



Source: HUD Racially and Ethnically Concentrated Areas of Poverty (R/ECAP).

In addition to HUD’s R/ECAP analysis, HCD also defined areas of High Segregation and Poverty as part of the TCAC Opportunity Maps.⁶⁸ HCD created another measure to better reflect the racial and ethnic diversity that exists in many parts of California. They first identified areas where at least 30% of the population was living below the poverty line based on research that “has found that the impact of area poverty rates in producing negative outcomes for individuals—including crime, school leaving, and duration of poverty spells—begin to appear after an area exceeds approximately 20 percent poverty, whereupon the externality effects grow rapidly until the neighborhood reaches approximately 40 percent poverty.”⁶⁹ College and graduate students were removed from the calculations to prevent skewed data. Then, they looked at racial and ethnic concentrations. To do this, HCD relied on a location quotient, which measures the relative racial and ethnic segregation in an area compared to the larger area. Anything with a location quotient of more than 1.25 for different people of color was defined

68 See TCAC 2021 Opportunity Map section for more on this.

69 <https://www.treasurer.ca.gov/ctcac/opportunity/2022/2022-hcd-methodology.pdf>

as racially segregated. If a place was flagged for both measures, it was identified as a “High Segregation and Poverty” area.

Figure 63 shows both HUD’s R/ECAPs (in stripes) and HCD’s High Segregation and Poverty areas (in thick red lines). Both classifications match almost entirely, except for an area in Bayview Hunters Point that appears in HCD’s analysis, but not HUD’s. By using both methods, the definition of R/ECAP is expanded and allows for a better look at segregation and its intersection with poverty.

These expanded R/ECAP & High Segregation and Poverty areas represent 7% of the census tracts in San Francisco and have 5% of the population. American Indian or Alaska Native, Black or African American, and Native Hawaiian or Pacific Islander populations are the most heavily overrepresented populations in these expanded areas with more than double their representation for the city as a whole (Table 49). While the American Indian or Alaska Native population represent 0.4% of San Francisco’s population, they represent 0.9% in these expanded areas. The Black or African American population represent 20.5% of the population in these expanded areas; almost four times their representation for the city as a whole (5.2%). The most heavily overrepresented group, however, is the Native Hawaiian or Pacific Islander population with six times their representation for the city as whole; 2.3% in these expanded areas compared to 0.4% citywide. American Indian or Alaska Native, Black or African American, and Native Hawaiian or Pacific Islander populations are also more heavily segregated in these areas in San Francisco compared to the Bay Area (Figure 64). Hispanic or Latino(a,e) and Asians are also overrepresented in the expanded areas in San Francisco, with 17.5% and 37.1% respectively, compared to 15.1% and 37.1% for the broader San Francisco population. Meanwhile, the white population is heavily underrepresented, 18.6% for these expanded areas compared to 40.5% for the city as a whole.

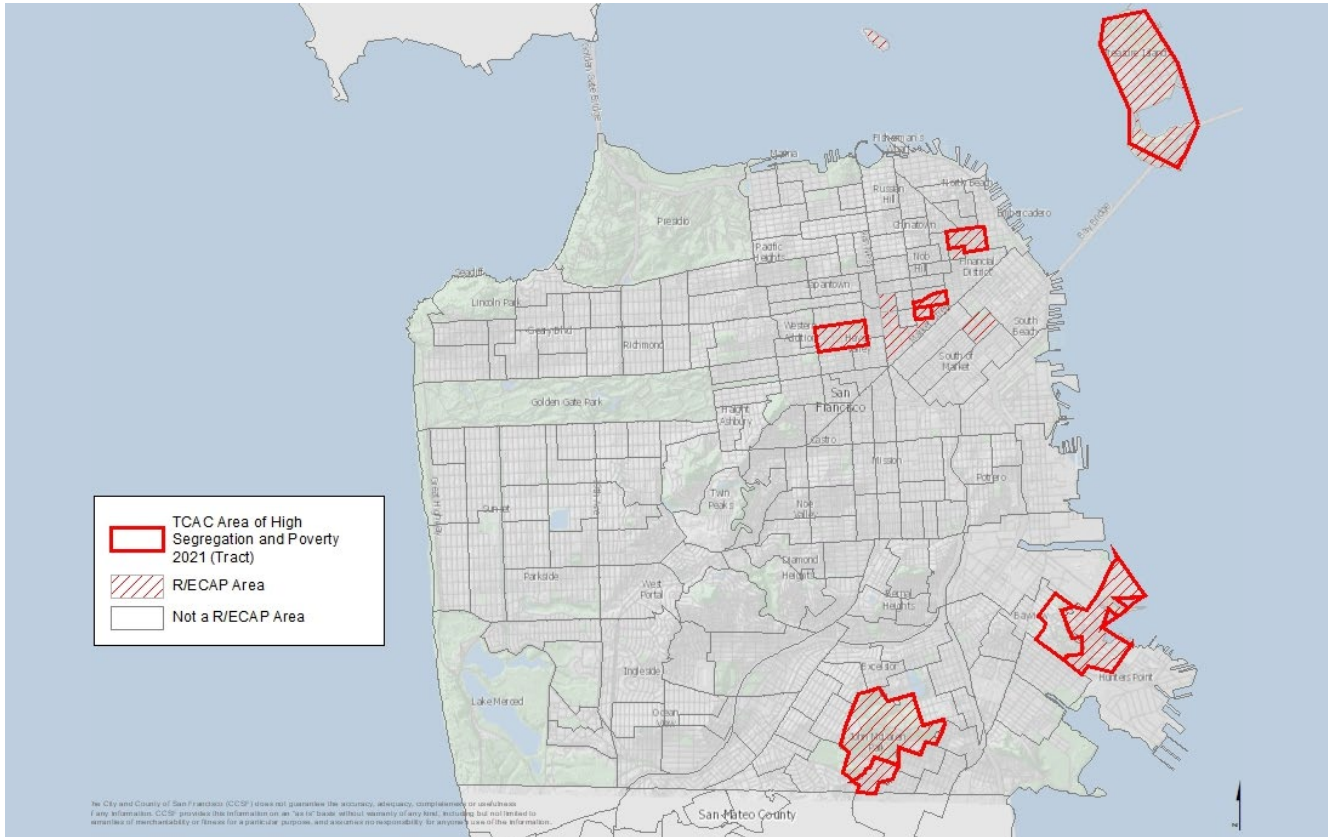
Vulnerable populations and households are also overrepresented in the expanded R/ECAP & High Segregation and Poverty areas. While 32% of the population in the city are extremely low- and very low-income, they represent 70% of the population in these geographies (Table 50). People with disabilities and seniors are also overrepresented in the expanded areas in San Francisco, with 22% and 20% respectively, compared to 10% and 15% for the broader San Francisco population. For households, female-headed households with children represent 2% of the households citywide, but 6% of the households in these geographies.

Table 49. Population Share by Race and Ethnicity for R/ECAP & High Segregation and Poverty Areas, 2015–2019

	<i>American Indian or Alaska Native</i>	<i>Black or African American</i>	<i>Hispanic or Latino(a,e)</i>	<i>Native Hawaiian or Pacific Islander</i>	<i>Asian</i>	<i>Other</i>	<i>Two or More Races</i>	<i>Non-Hispanic or Latino(a,e) white</i>
All Other Areas	0.3%	4.3%	15.1%	0.3%	34.2%	7.5%	5.6%	41.8%
R/ECAP & High Segregation and Poverty Areas	0.9%	20.5%	17.5%	2.3%	37.1%	10.2%	4.7%	18.6%
Citywide	0.4%	5.2%	15.2%	0.4%	34.4%	7.7%	5.6%	40.5%

Source: ACS 2019 5-Year Estimates

Figure 63. HUD R/ECAPs (2017) and TCAC Areas of High Segregation and Poverty, 2021



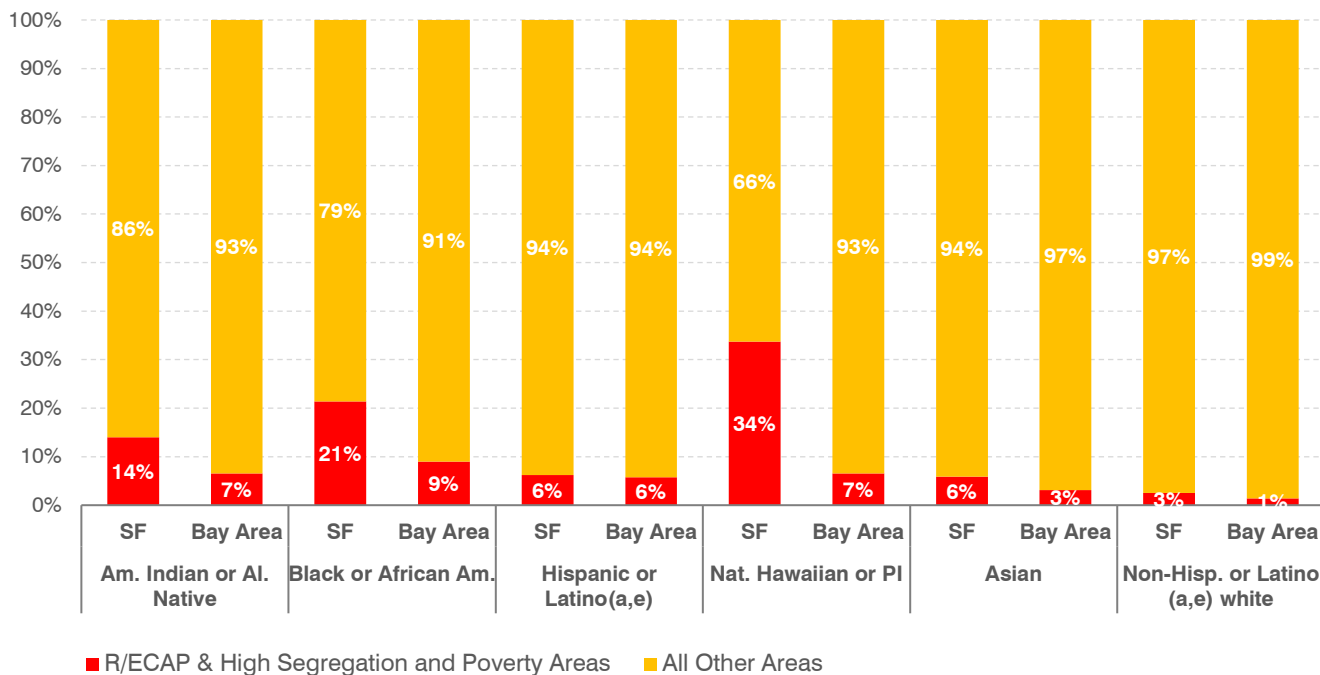
Source: HUD Racially and Ethnically Concentrated Areas of Poverty (R/ECAP) (2017); TCAC Areas of High Segregation and Poverty (2021).

Table 50. Share by Special Needs Groups for R/ECAP & High Segregation and Poverty Areas, 2015-2019

	<i>ELI & VLI Population</i>	<i>People with Disabilities</i>	<i>Seniors</i>	<i>Female-Headed Households with Children</i>	<i>Single Senior Households</i>
All Other Areas	30%	9%	15%	2%	10%
R/ECAP & High Segregation and Poverty Areas	70%	22%	20%	6%	21%
Citywide	32%	10%	15%	2%	11%

Source: ACS 2019 5-Year Estimates.

Figure 64. Population Distribution by Race and Ethnicity for R/ECAP & High Segregation and Poverty Areas Compared to the Region, 2015–2019



Source: ACS 2019 5-Year Estimates.

Mapping Racially Concentrated Areas of Affluence

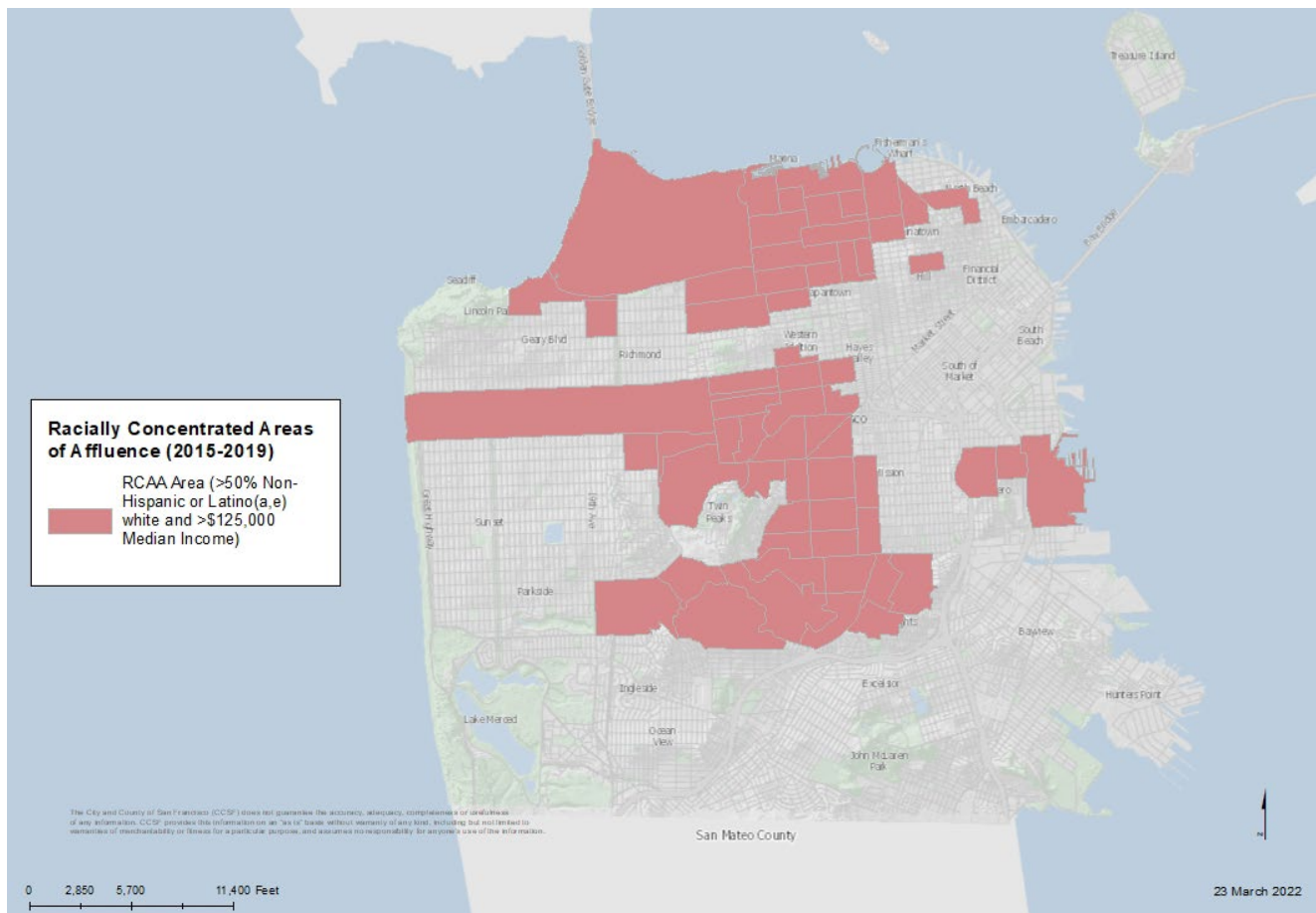
In order to get a full picture of fair housing issues, it is necessary to look to the counterpart of R/ECAPs: Racially Concentrated Areas of Affluence or RCAs. Redlining, racial covenants, exclusionary zoning, and other policies enforced discriminatory practices that determined who should have access to certain areas of the city and where the valuable real estate was located. By making distinctions between different areas in the city, these policies led to the segregation of people of color, divestment in these segregated areas, and ultimately the concentration of poverty due to a lack of access to economic, educational, and other wealth building opportunities. Segregation, then, worked to extract wealth from communities of color for the accumulation of wealth and resources in white areas. The legacy of these practices is still evident today in our zoning (single-family zoning means that multifamily buildings that are more affordable cannot easily be built), in geographic access to opportunity and resources, and in the distribution of wealth and race in San Francisco.

At the time of publication, HCD had not finalized how to define RCA. Thus, in this report RCAs are defined as census tracts with a median income greater than \$125,000 and with more than a 50% share of white population. In the guidance for the Fair Housing Assessment, HCD references the RCA definition by scholars at the University of Minnesota Humphrey School of Public Affairs: census tracts with an 80% or more white population share and a \$125,000 or more median income. Given that San Francisco is a very diverse city, this analysis uses 50% share for the white population as the threshold instead. Figure 65 shows RCAs for San Francisco. When looking at the racial and ethnic breakdown of

these racially concentrated areas of affluence we find that the white population represent 65.4% of the population living there (Table 51). These areas also significantly overlap with high and highest resourced areas (discussed in the Assessment of Disparities in Access to Opportunity section) and with areas zoned for low density housing or with restrictive density controls (areas in yellow in Figure 66).

Given the rich racial and ethnic diversity of San Francisco, it is important to not only look at RCAAs, but also at the distribution of median income and concentrations of white people separately. Figure 67 shows the median income for each census tract in San Francisco. Areas with the highest median incomes match substantially with areas that are predominantly white as seen in Figure 68. Despite San Francisco being a diverse city, it still has a lot of areas where racial segregation and concentration of affluence correlate.

Figure 65. Racially Concentrated Areas of Affluence (RCAA), 2019

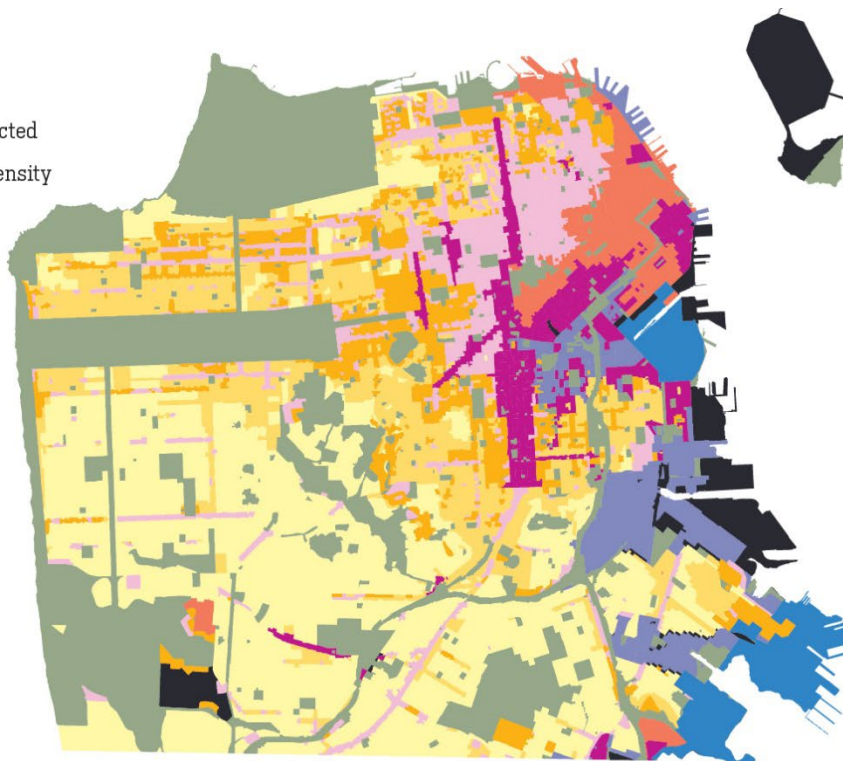


Source: ACS 2019 5-Year Estimates.

Figure 66. Simplified Zoning Map

Zoning Categories

- Commercial
- Multifamily-Density Restricted
- Multifamily-Form Based Density
- Redevelopment Area
- PDR/Industrial
- Public
- RH-1
- RH-2
- RH-3/RM-1
- Other



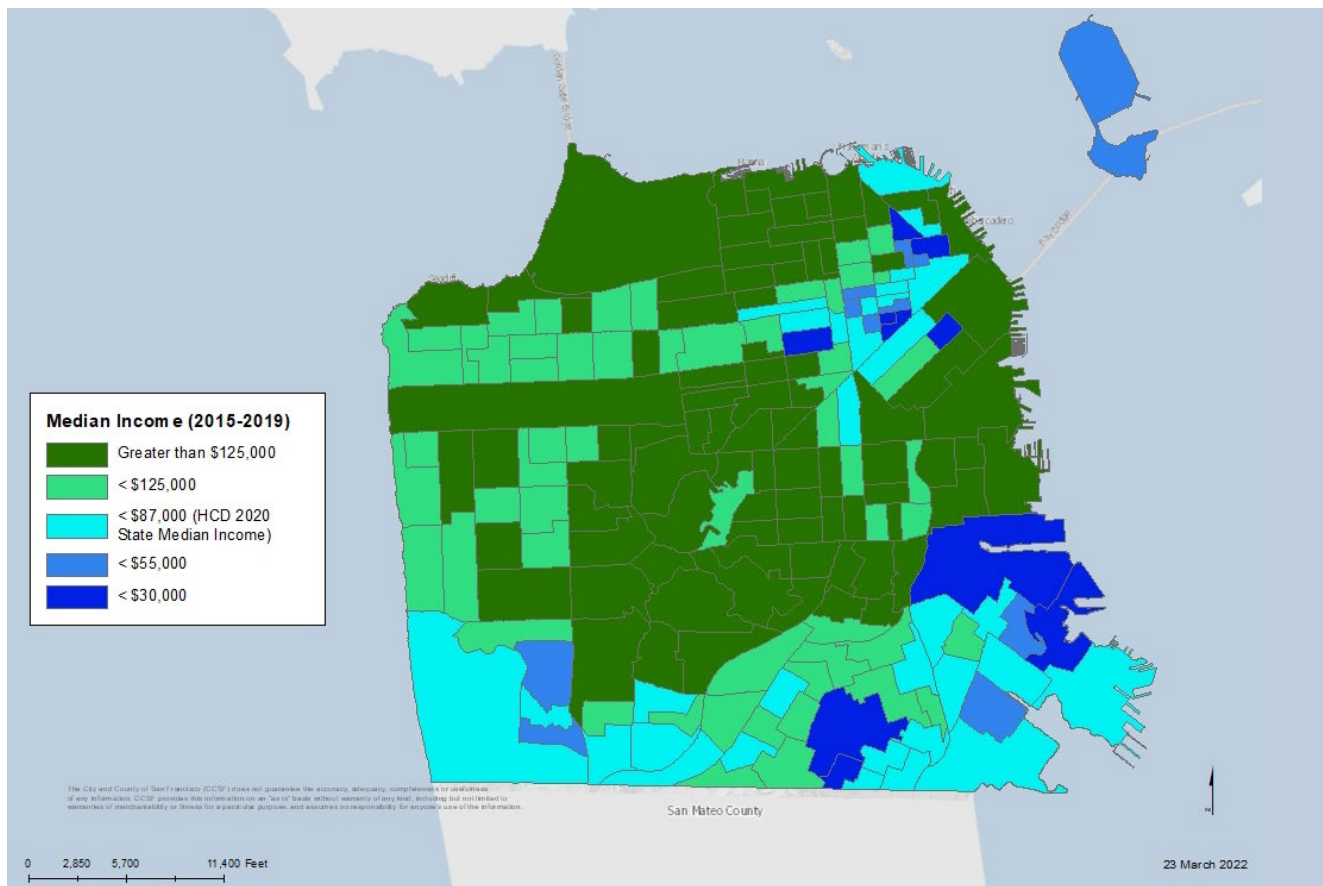
Source: SF Planning.

Table 51. RCAA Distribution of Race and Ethnicity, 2015-2019

	<i>San Francisco</i>	<i>Bay Area</i>
Non-Hispanic or Latino(a,e) white	66.7%	67.6%
Asian	15.3%	16.4%
Hispanic or Latino(a,e)	9.9%	9.1%
Two or More Races	5.7%	5.5%
Other	3.3%	2.1%
Black or African American	3.0%	1.9%
American Indian or Alaska Native	0.2%	0.3%
Native Hawaiian or Pacific Islander	0.1%	0.2%

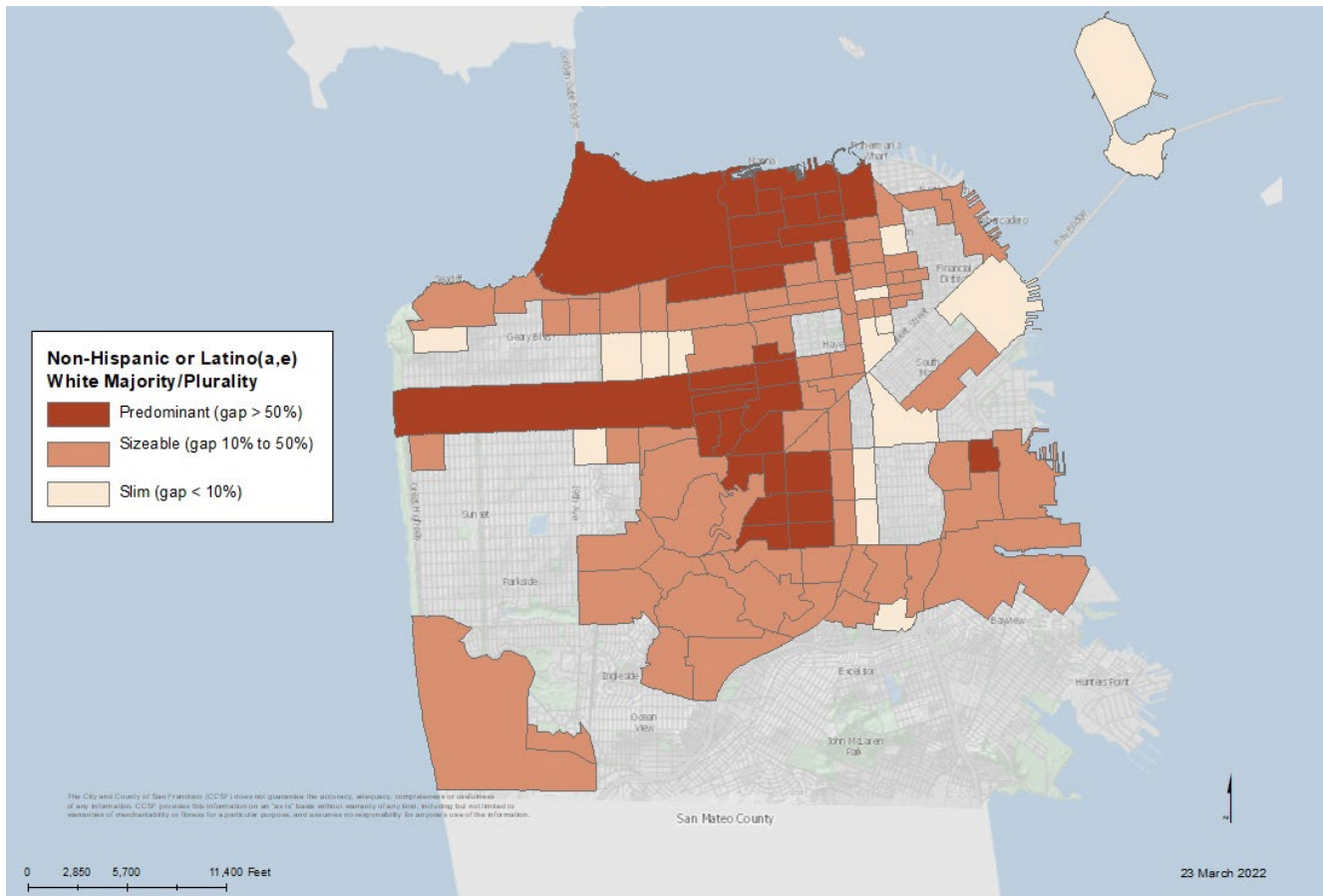
Source: ACS 2019 5-Year Estimates.

Figure 67. Median Household Income by Census Block Groups, 2015-2019



Source: ACS 2019 5-Year Estimates.

Figure 68. Census Tracts with white Population as the Predominant Race, 2015–2019

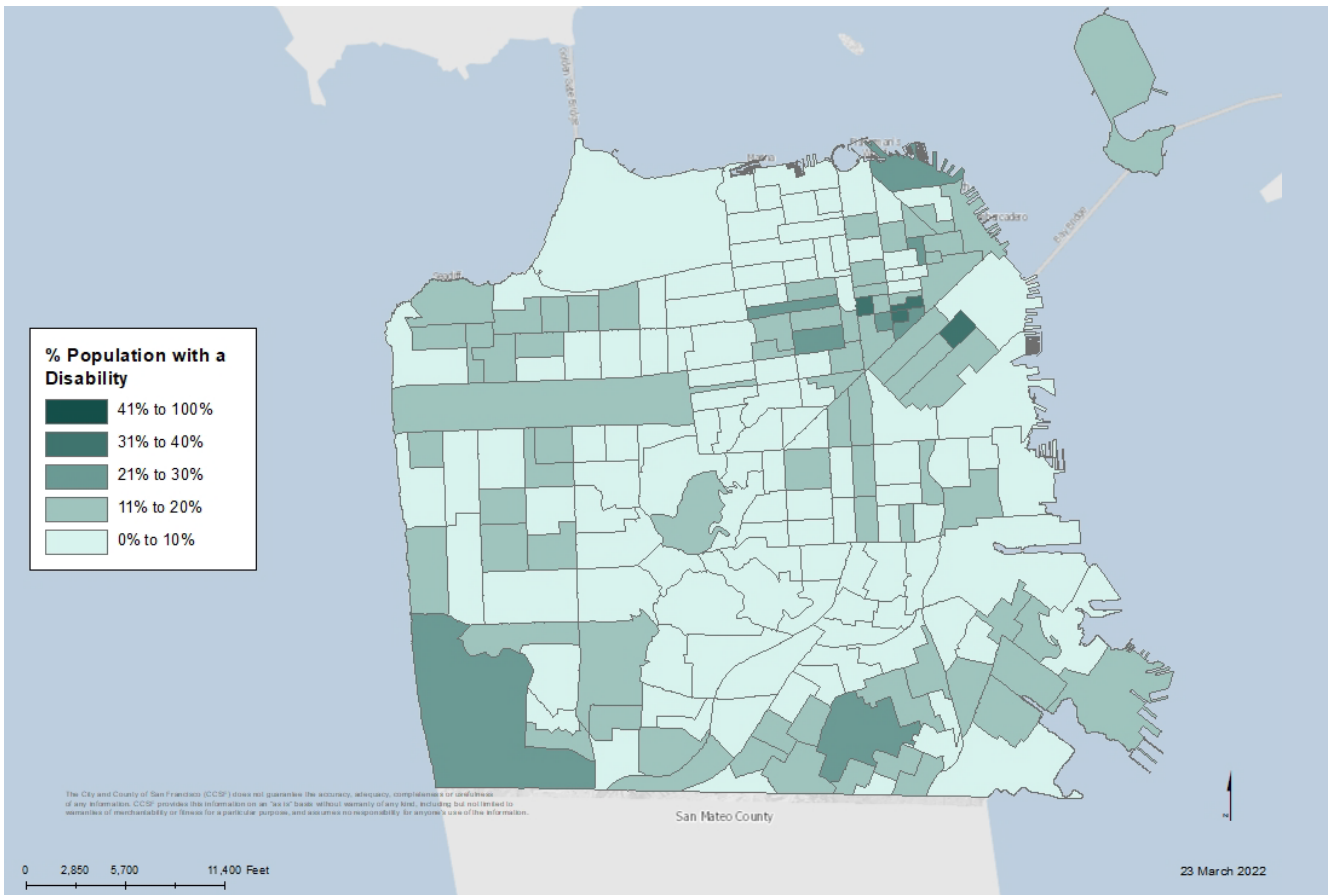


Source: ACS 2019 5-Year Estimates.

Geographies of Special Needs Groups

Figure 69 shows concentrations of people with disabilities in the city. This map overlaps with high concentrations of seniors (Figure 70) and also overlaps with the extended R/ECAP areas (Figure 63) and concentrations of extremely low- and very-low-income households (Figure 58), and low resource areas (Figure 76). Since discrimination also has serious consequences for people’s health (see Access to Healthy Environment section), it is not surprising that large concentrations of people with disabilities on the east side of the city overlap with larger concentrations of people of color. Of note is the larger concentrations of people with disabilities in the Tenderloin, SOMA and Fillmore/Western Addition. This may be because of the presence of co-ops, permanent supportive housing, permanently affordable housing, and SROs.

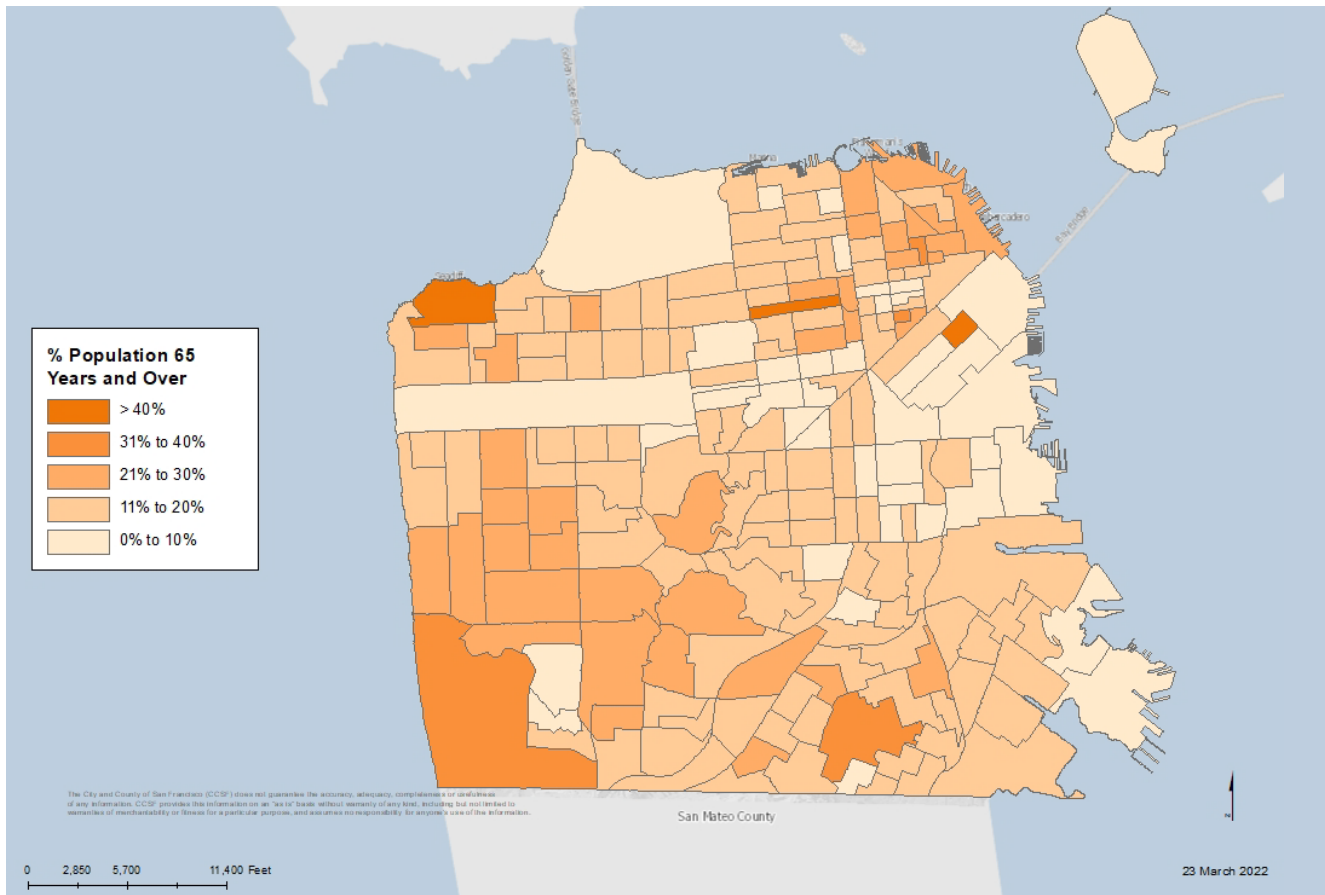
Figure 69. Share of the Population with a Disability by Census Tract, 2015-2019



Source: ACS 2019 5-Year Estimates.

Figure 70 shows concentrations of seniors in different areas of the city. Like people with disabilities, seniors tend to live on fixed incomes and are disproportionately low-income (Table 73). Given this limitation it is only natural that some census tracts with larger senior populations overlap with R/ECAPs, concentrations of extremely low- and very-low-income households (Figure 58), and lower resourced neighborhoods. In addition, many seniors are concentrated in neighborhoods where federally supported senior housing was built during redevelopment, such as the Western Addition and SoMa. 10% of the households in San Francisco are also headed by single seniors. The distribution of these households also shows significant overlap with areas of concentrated poverty on the east side (Figure 73).

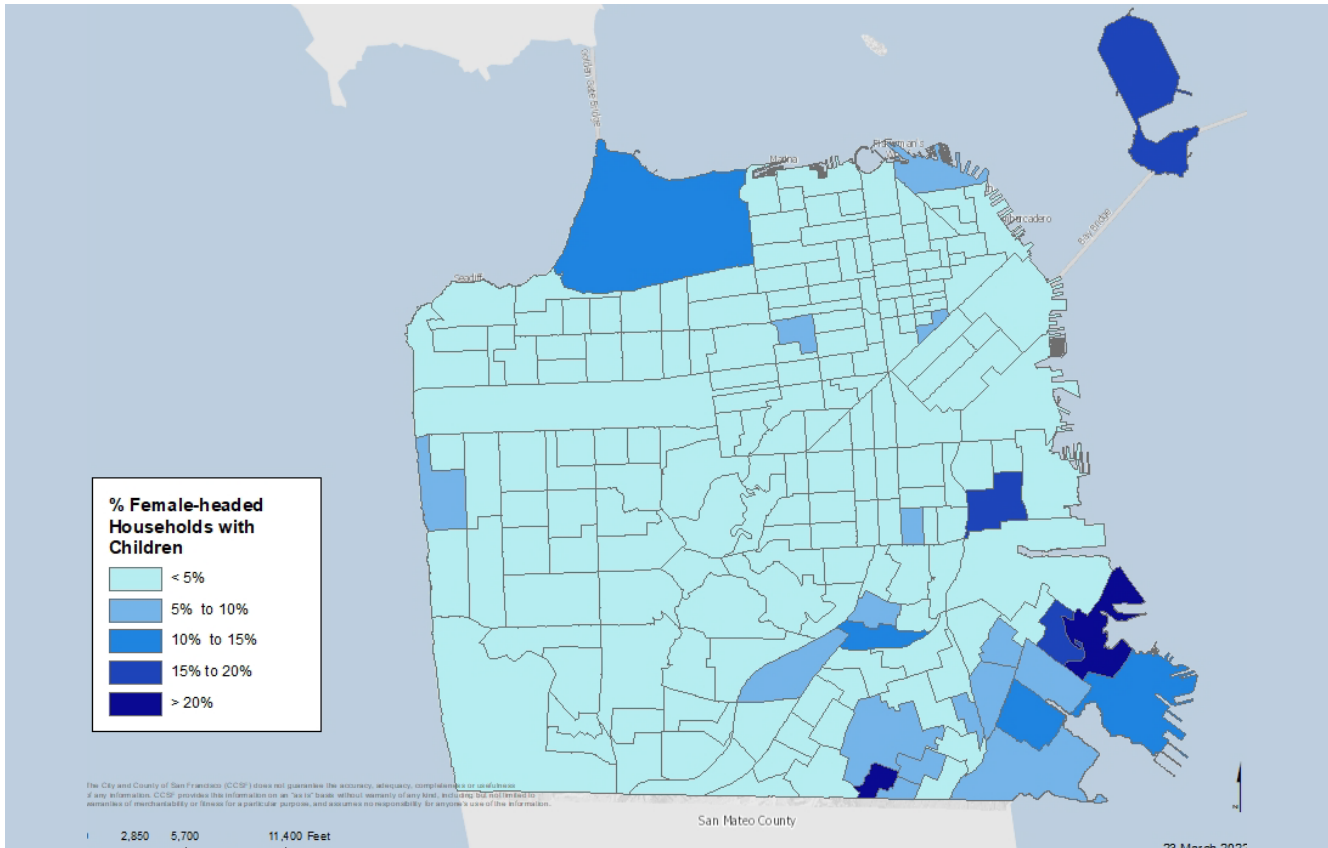
Figure 70. Share of Seniors by Census Tract, 2015–2019



Source: ACS 2019 5-Year Estimates.

Figure 71 shows the share of children in female-headed households per census tract. Some of the areas with the highest concentrations of female-headed households with children also overlap with the extended R/ECAP areas (Figure 63) and concentrations of extremely low- and very-low-income households (Figure 58), high concentrations of people of color (Figure 57), and low resource areas (Figure 76). Female-headed households with children tend to have lower incomes and higher living expenses. Thus, it is not surprising that in many cases, locations with higher concentrations of female-headed households with children have more affordable rents than the rest of city, in part because some of those locations are in denser areas where multifamily buildings are allowed. Despite cheaper rents, female-headed households still have higher rates of housing cost burden (Figure 131). Additionally, some of these locations expose children to negative environmental factors and provide less access to educational opportunities (Figure 92 and Figure 79). Concentrations of female-headed households also overlap with the locations of public housing developments, such as Sunnydale, Hunters View, Potrero Terrace/Annex, Bernal Dwellings and North Beach Place.

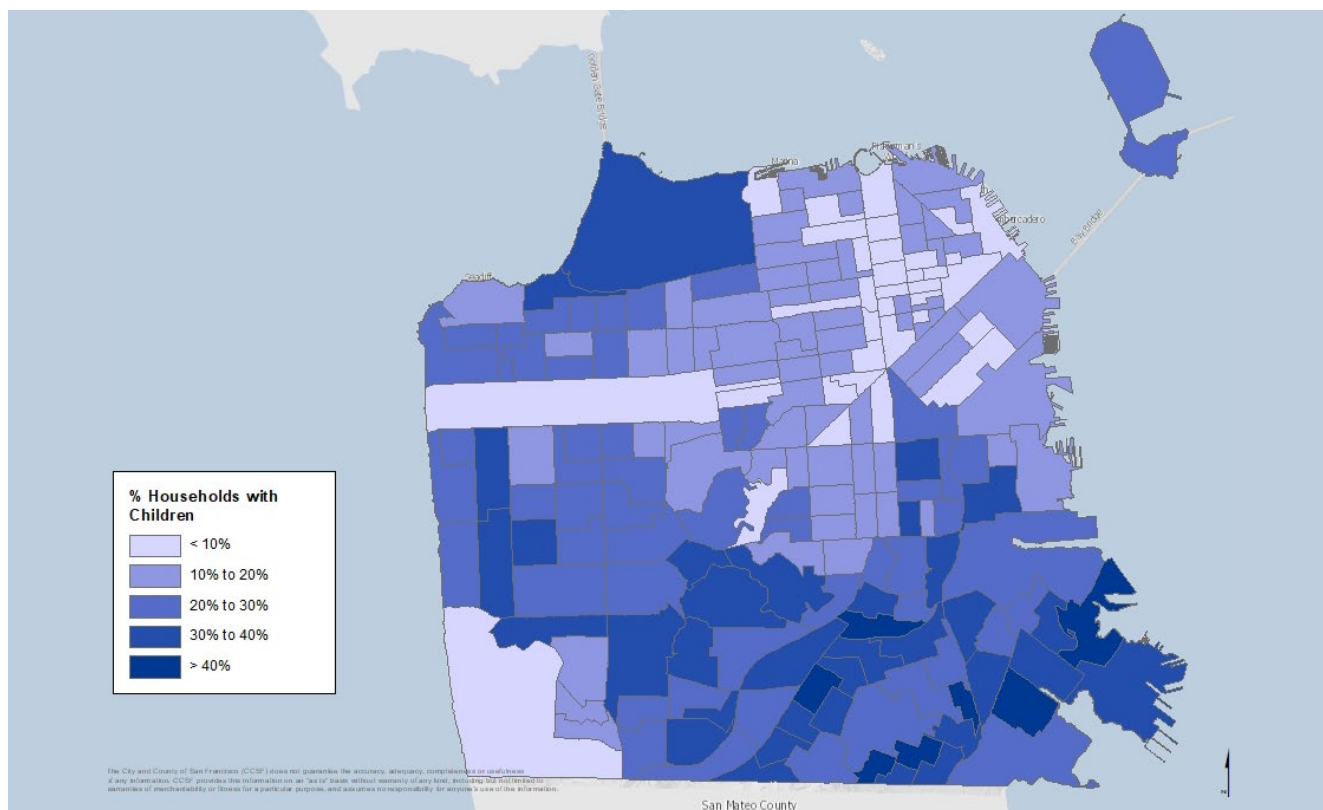
Figure 71. Share of Female-headed Households (no partner) with Children by Census Tract San Francisco, 2015-2019



Source: ACS 2019 5-Year Estimates.

Families with children often struggle to find adequately sized housing at affordable prices. Those who can afford it, tend to live in less dense residential areas where units are larger, as evident by Figure 72. Households with children are most concentrated in the southern and western parts of the city, with the notable exception of the Mission. Concentration of families with children tend to be found in areas with more multibedroom units. However, lower income households with children live in denser areas (like those in the Mission), a lot of the times in overcrowded conditions (Figure 53) and in low resourced areas. Despite efforts to stay, the general cost of housing in San Francisco and the lack of affordable, adequately-sized housing with amenities geared towards households with children means that many families – from extremely-low to middle-income families – end up leaving the city altogether. As a result, San Francisco’s share of children dropped from 16.4% in 2000 to 15.2% in 2018, a trend that has been ongoing as housing prices have skyrocketed.

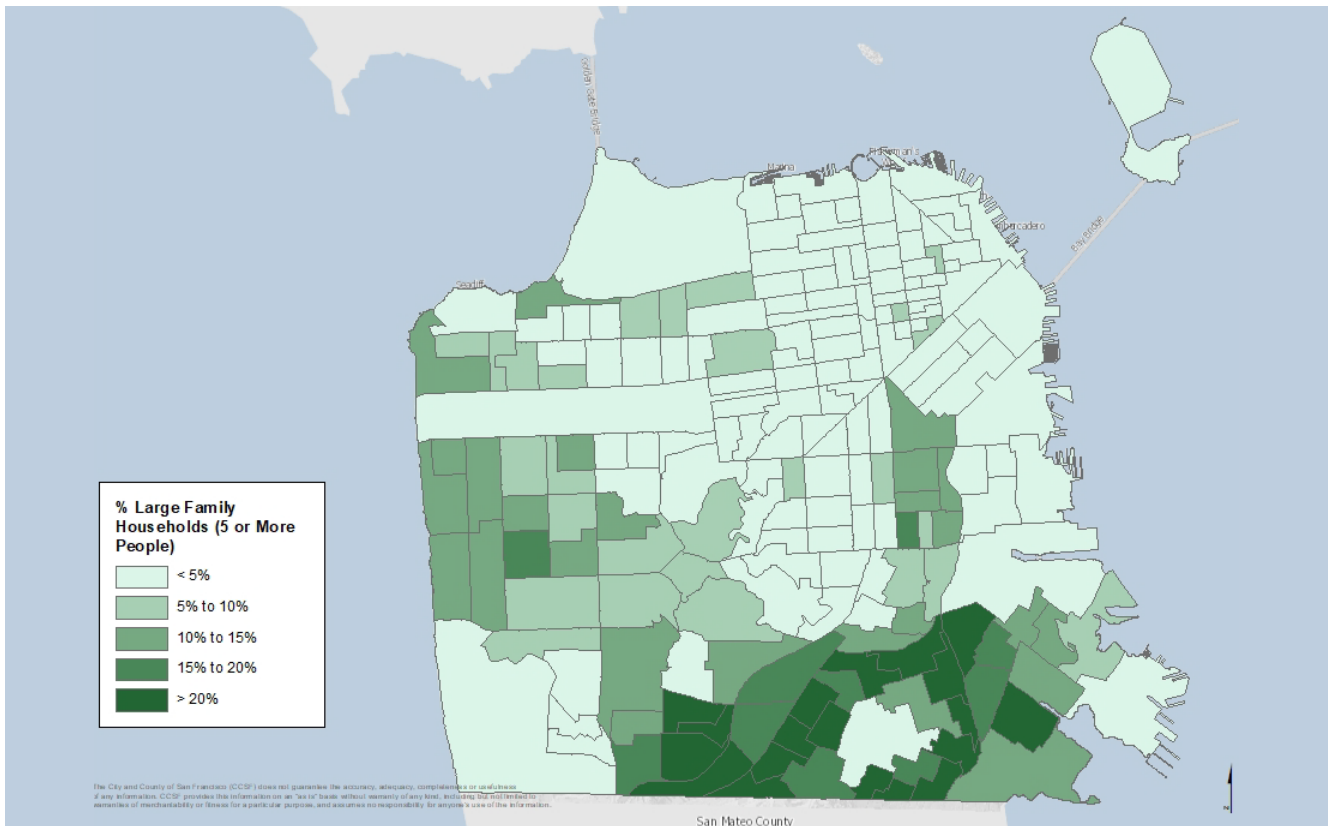
Figure 72. Share of Households with Children by Census Tract, 2015-2019



Source: ACS 2019 5-Year Estimates.

Large family households are another special needs group given the limited supply of affordable, adequately sized units that accommodate larger households. Figure 73 shows that there is a significant concentration of large family households particularly in the southern part of the city and in the Mission. These locations overlap with areas with large shares of extremely low- and very-low-income households (Figure 58) and high concentrations of people of color (Figure 57).

Figure 73. Percent of Large Family Households (5 or More People) by Census Tract in San Francisco, 2015–2019

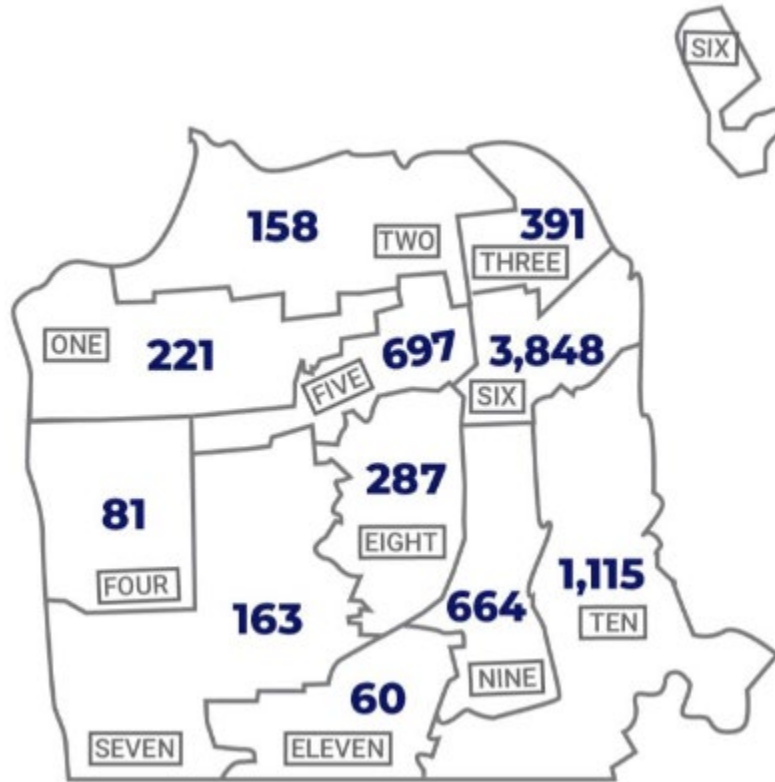


Source: ACS 2019 5-Year Estimates.

The highest share of people experiencing homelessness counted in the 2022 Point-in-Time Survey was found in District 6, followed by District 10 (Figure 74). The districts with the highest counts of individuals experiencing homelessness were all located on the east side of the city as are most of the shelters and housing resources services for people experiencing homelessness in San Francisco. While concentrating supportive services has its benefits, it also means that people experiencing homelessness may not benefit from access to opportunities that other areas of the city may offer once they are stabilized. It may also mean that those coming out of substance abuse treatment looking to maintain sobriety may be placed in supportive housing where they are more likely to be exposed to high levels of drug dealing and consumption, leaving them vulnerable to relapses.

While it is important to ensure there are services available in the districts with the majority of people experiencing homelessness, every neighborhood of San Francisco is impacted by homelessness and every neighborhood must be part of the solution. People exiting homelessness also need choices and the City should not concentrate all services and housing in a few neighborhoods. All neighborhoods are different, and strategies effective in some areas might not be successful to meet the unique needs of another area. The Department of Homelessness and Supportive Housing (HSH) is working to increase geographic diversity and options for clients in their portfolio. Public transportation options are important in this work, as geographic equity in housing must be complemented with equity in transit options.

Figure 74. Unsheltered and Sheltered Homeless by District, 2022



Source: 2022 San Francisco Point-In-Time Count Reports, Department of Homelessness and Supportive Housing.

Note: An additional 69 persons were residing in confidential or scattered site sheltered locations in San Francisco on the night of the Point-in-Time Count. The map displays data per 2012 Supervisorial District lines.

Priority Equity Geographies

Priority Equity Geographies are identified through the Department of Public Health’s (DPH) Areas of Vulnerability developed in 2016 as part of their Community Health Needs Assessment (Figure 75).

This methodology designates a census tract as “vulnerable” if it has one of the city’s highest rates of deep poverty and reports a high population of people of color, youth or seniors, people experiencing unemployment, people with an education level of high school or less, limited English proficient people, linguistically isolated households, or people with a disability. Specifically, a census tract must meet at least one of the following criteria:

- Top 1/3rd for < 200% poverty or < 400% poverty & top 1/3rd for persons of color **OR**
- Top 1/3rd for < 200% poverty or < 400% poverty & top 1/3rd for youth or seniors (65+) **OR**
- Top 1/3rd for < 200% poverty or < 400% poverty & top 1/3rd for 2 other categories (unemployment, high school or less, limited English proficiency persons, linguistically isolated households, or disability)

In addition to these criteria, SF Planning also considered the size of an area identified as vulnerable and its proximity to High Opportunity Areas (aka Well-resourced Neighborhoods).

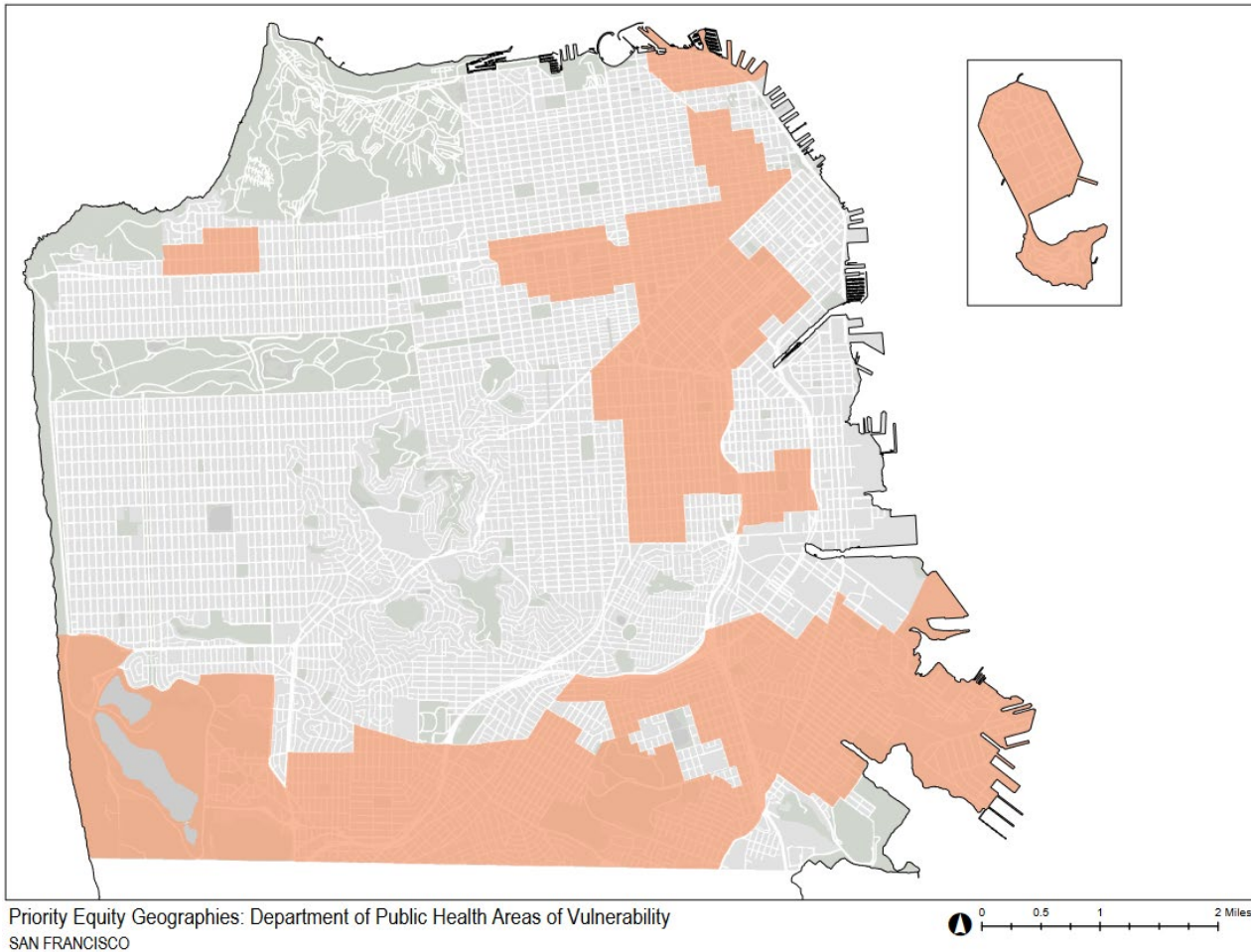
The Priority Equity Geographies will be SF Planning's primary methodology for identifying where to target policies to counteract disinvestment. These geographies not only identify the location of vulnerable populations, but, by extension, identify neighborhoods that report high instances of unequal access to opportunities and life outcomes. In the following section, this report expands upon the social, racial and geographic variables that correlate with disparities in accessing resources and opportunity. In short, the Priority Equity Geographies also overlaps with geographies that report lower education outcomes, median home values, and job access, while reporting higher rates of traffic injury, and higher environmental justice burdens.

Priority Equity Geographies is a more accurate and precise analysis tool than other methodologies, such as HUD's R/ECAP areas and HCD's High Segregation and Poverty Areas, because it better contextualizes poverty and vulnerability in San Francisco. It is important to note, however, that the Priority Equity Geographies overlap with many of the geographies identified in R/ECAP and areas of High Segregation and Poverty. For example, other methodologies typically define poverty by the federal poverty line. The annual income threshold for the federal poverty level for a household of 2 people in 2021, however, was less than \$17,420. In San Francisco, which has a much higher cost of living compared to many other geographies in the country, being at even two times the federal poverty level (less than \$34,840 for a two-person household in 2021) can leave a household in extreme relative poverty.

In addition to considering poverty, the Priority Equity Geography methodology also identifies areas in the city that have high concentrations of other vulnerable demographics, including high rates of people of color, seniors, youth, unemployment rates, high school or less educational attainment, limited English proficiency, linguistically isolated households, or disability. This is unlike R/ECAP and the High Segregation and Poverty Areas, which only consider race/ethnicity in addition to income. These variables are important to consider because these represent residents at the intersection of multiple social and economic vulnerabilities. Among low-income San Franciscans, the residents in these geographies face multiple hurdles to economic and housing security.

The Priority Equity Geographies are the same geographies DPH uses in planning their policies and services. Using the same methodology is essential to ensuring coordinated action across city agencies and to address social and racial inequities than span across multiple dimensions of civic and social life. Given these realities, the Priority Equity Geographies is a necessary tool of analysis to identify priority neighborhoods for place-based interventions, support, and resources.

Figure 75. Priority Equity Geographies



Assessment of Disparities in Access to Opportunity

TCAC 2021 Opportunity Map

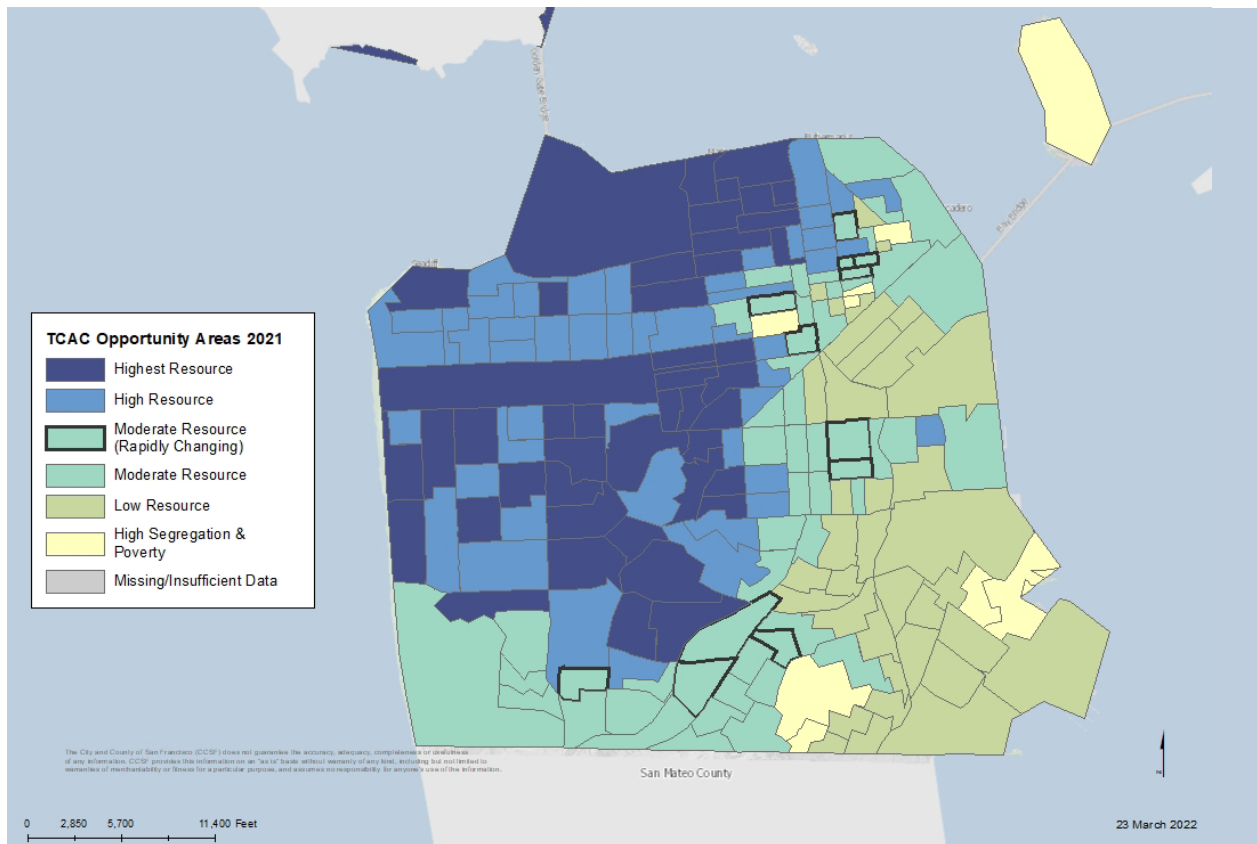
The State Tax Credit Allocation Committee (TCAC) from the Department of Housing and Community Development (HCD) and the Othering and Belonging Institute at UC Berkeley created the state's Opportunity Maps to evaluate disparities in access to opportunities and resources. The maps are meant to guide affordable housing programs and housing policy to address segregation and disinvestment. The Opportunity Maps calculate regional opportunity index scores for each census tract using twenty-one indicators grouped in four major categories: economic, environmental, education, and poverty and racial segregation. The individual indicators range from job proximity to high school graduation rates to drinking water contaminants. The criterion for the selected indicators is based on peer-reviewed research that found linkages between these indicators and improved outcomes for low-income families, particularly children.

Figure 76 shows the San Francisco's TCAC 2021 Opportunity Map. The map shows higher resource areas are located in the center, north, and west of San Francisco. These areas tend to have higher incomes, higher home ownership, and higher educational, employment, and health outcomes. As prior sections have shown, higher opportunity areas tend to concentrate higher income households and white households. Meanwhile, lower resource areas are located in the east and south and tend to be home to people of color and to areas of concentrated poverty.

Table 52 shows the racial and ethnic breakdown for each of the classifications in San Francisco's Opportunity Map. Table 53 compares the median household incomes for each of these classifications. These breakdowns show how disparate racial and economic demographics are in terms of access to resources and opportunities for wellbeing and wealth building.

Since 2005, just 10% of all new housing and 10% of all new affordable housing has been built in higher opportunity areas though these areas cover nearly 52% of the residential land in the city (Figure 78). Only 12% of existing affordable housing units in the city are in higher opportunity areas. In part, this is because 65% of land in higher opportunity areas is limited by zoning to one or two units and much of the remaining area also has fixed restrictions on units allowed, including near major commercial districts and transit lines. Increasing opportunity and equity in San Francisco will mean expanding housing opportunities for people of all incomes in higher opportunity areas of the city.

Figure 76. TCAC/HCD Opportunity Map for San Francisco, 2021



Source: 2021 TCAC/HCD Opportunity Map, Othering and Belonging Institute at Berkeley

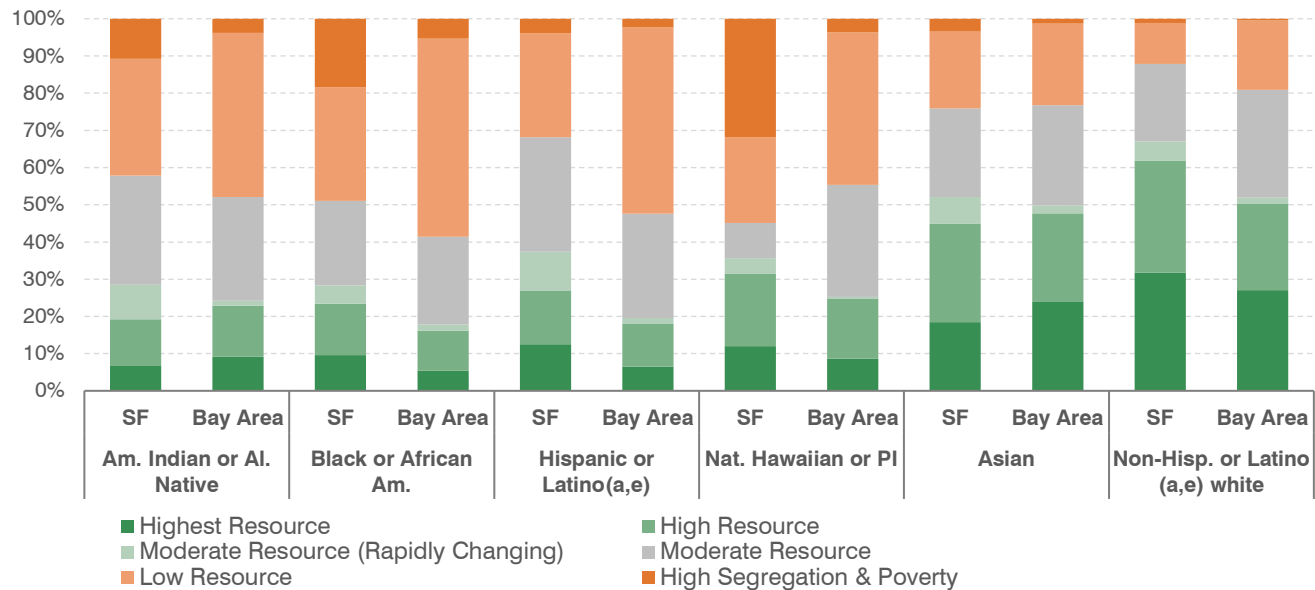
Table 52. Share of population by race and ethnicity for each Opportunity Map classification for San Francisco, 2015–2019

	% SF Population	Highest Resource	High Resource	Moderate Resource (Rapidly Changing)	Moderate Resource	Low Resource	High Segregation & Poverty
American Indian or Alaska Native	0.4%	0.1%	0.2%	0.5%	0.5%	0.6%	1.2%
Black or African American	5.2%	2.2%	2.8%	3.8%	5.0%	8.8%	27.9%
Hispanic or Latino(a,e)	15.2%	8.3%	8.7%	23.7%	20.0%	23.6%	17.2%
Native Hawaiian or Pacific Islander	0.4%	0.2%	0.3%	0.2%	0.1%	0.5%	3.4%
Asian	34.4%	27.8%	35.7%	37.2%	34.8%	39.4%	34.7%
Other	7.7%	3.1%	2.9%	10.2%	11.1%	14.2%	10.8%
Two or More Races	5.6%	5.7%	5.9%	6.3%	5.7%	4.7%	4.5%
Non-Hispanic or Latino(a,e) white	40.5%	56.4%	47.8%	31.4%	35.8%	24.8%	12.9%

Source: 2021 TCAC/HCD Opportunity Map, Othering and Belonging Institute at Berkeley; ACS 2019 5-year.

Notes: Light orange means that group is overrepresented for that area; dark orange means that group is overrepresented by twice or more their share of the SF population for that area.

Figure 77. Distribution by race and ethnicity for each Opportunity Map classification, 2015–2019



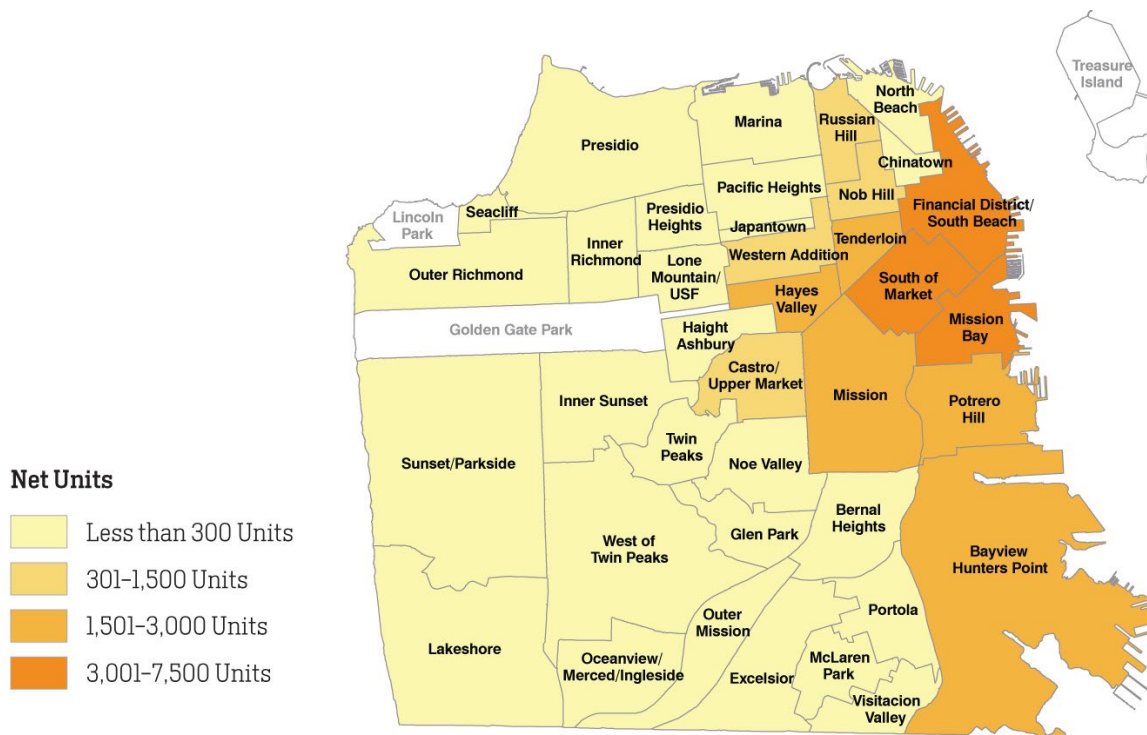
Source: 2021 TCAC/HCD Opportunity Map, Othering and Belonging Institute at Berkeley; ACS 2019 5-year.

Table 53. Median incomes by Opportunity Map classification for San Francisco and the Bay Area, 2015–2019

Opportunity Map Classification	San Francisco	Bay Area
Highest Resource	\$154,167	\$161,448
High Resource	\$126,081	\$126,752
Moderate Resource (Rapidly Changing)	\$108,667	\$108,879
Moderate Resource	\$93,438	\$103,330
Low Resource	\$80,500	\$74,079
High Segregation & Poverty	\$24,474	\$31,860

Source: 2021 TCAC/HCD Opportunity Map, Othering and Belonging Institute at Berkeley; ACS 2019 5-year.

Figure 78. New housing production in San Francisco.



Source: SF Planning.

The Planning Department is preparing a racial and social equity impact analysis for the Housing Element (see Policy 21 of this Housing Element). The department will assess access to opportunity further in that analysis, including in future years with the Housing Element update.

Access to Educational Opportunity

The San Francisco Tax Credit Allocation Committee (TCAC) Opportunity Map includes an Education Score that has four components: math proficiency, reading proficiency, high school graduation rate, and

student poverty rate. It provides an overall measure of geographic access to educational opportunity. Calculations are based on the three schools closest to the centroid of a given census tract to create a tract level score. Data is primarily provided by the California Department of Education. The three components include the following data and reasons for their selection for the Education Score:

- Math and reading proficiency scores are determined by the percentage of fourth graders who meet or exceed literacy or math proficiency standards. HCD states these measurements correlate with upward mobility for low-income children.
- High school graduation rate is based on the percentage of high school cohorts who graduated on time, indicating how well a school is preparing students for the workforce.
- Student poverty rate is based on percent of students not receiving free or reduced-price lunch. HCD explains that racial disparities in school poverty rates experienced by Black and white students are the primary way in which racial segregation in schools leads to Black-white academic achievement gaps.

HCD acknowledges that components of the Education Score are a weighted average and thus may have some limitations in directly reflecting the educational circumstances of residents within a given census tract.

Figure 79 shows the San Francisco TCAC Education Score Map. Comparing this map with concentrations of higher income households (Figure 67) shows that higher education scores correlate with the areas within San Francisco, higher concentrations of white people (Figure 68), and overall higher resourced areas within the TCAC/HCD Opportunity Map (Figure 76). In contrast, lower education scores correlate with concentrations of lower income populations areas (Figure 58), with higher concentrations of people of color (Figure 57) and lower resourced or segregated areas of the Opportunity Map. Areas with lower education scores also align with areas of the city with higher concentrations of rent burden (Figure 44) and overcrowding (Figure 54), particularly in the southern and southwestern areas.

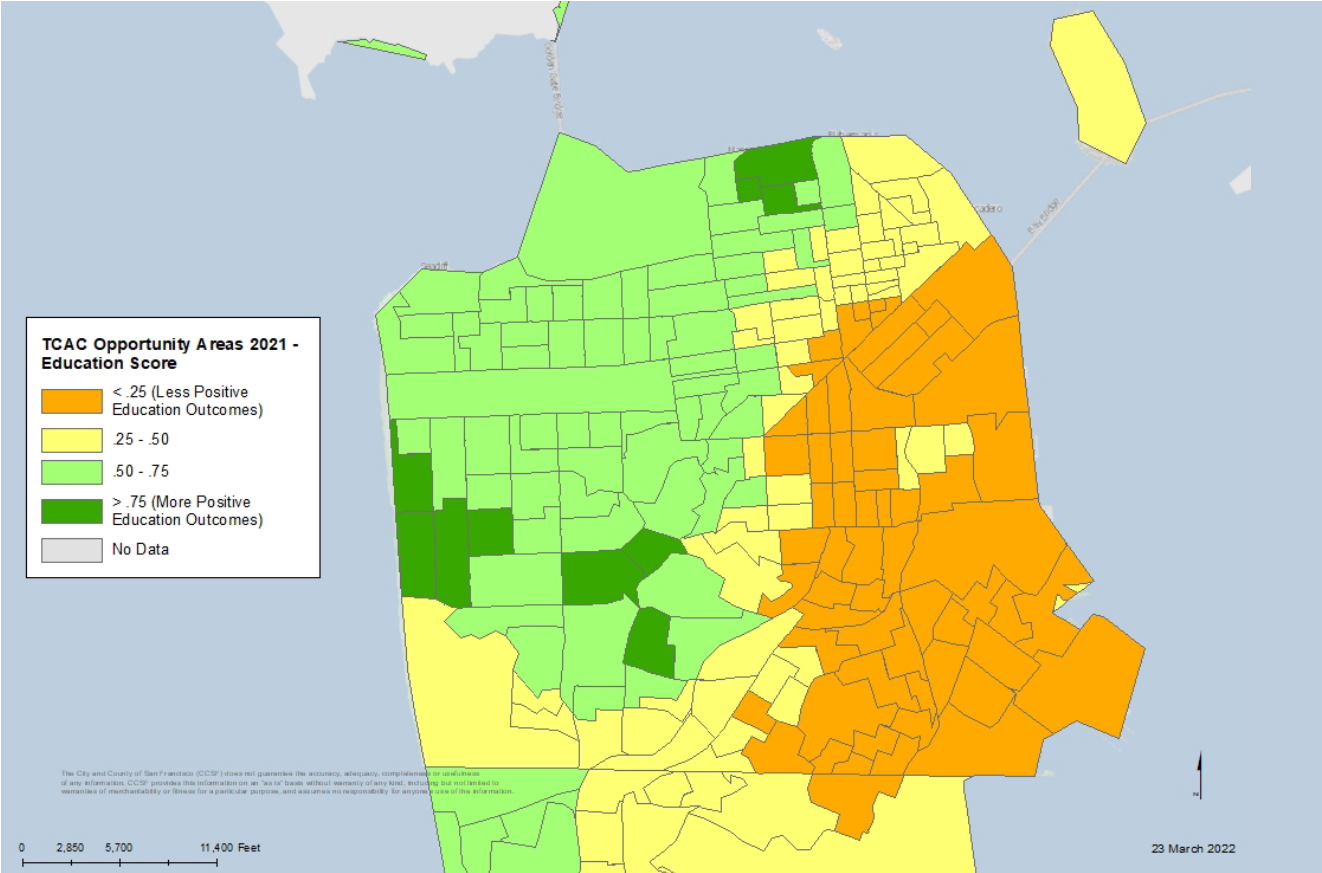
Table 54 provides race and ethnicity and income for the areas within the four education score ranges represented in the map, providing further proof of the intersection between racial and economic segregation and the systemic and structural factors that lead to lack of access to quality educational opportunities.

Generally speaking, educational outcomes are lower for San Francisco residents than for Bay Area residents as a whole (Figure 80), with people of color in San Francisco more segregated into areas of less positive educational outcomes. Given that so few areas of the city have a score of more than .75 (more positive outcomes) (Figure 79), median incomes for the different score ranges aren't as contrasting as those for different opportunity areas (Table 55, Figure 76).

Public schools mainly serve people of color (Table 56). Most students of color are overrepresented in public schools, while white students are greatly underrepresented. The negative compounding effects of segregation and discrimination on students of color are evident: when literacy and math scores at all

grade levels in San Francisco are disaggregated by race and ethnicity and economic advantage,⁷⁰ it is evident that economic advantage is a predictor for school achievement disparities for all races, but race and ethnicity is the biggest predictor of all (Figure 81 and Figure 82). Even controlling for economic advantage, Black students have the lowest literacy and math proficiency of all races. This is not a coincidence: racial segregation, poverty concentration and poor access to quality education substantially compound to lower educational opportunities, with Black students suffering the most educational disparities.

Figure 79. TCAC Opportunity Areas Education Score Map by Census Tract, 2021



Source: 2021 TCAC/HCD Opportunity Map, Othing and Belonging Institute at Berkeley

⁷⁰ The California Department of Education identifies economically disadvantaged students as those who are socioeconomically disadvantaged, come from poverty backgrounds or participate in programs such as free lunch programs.

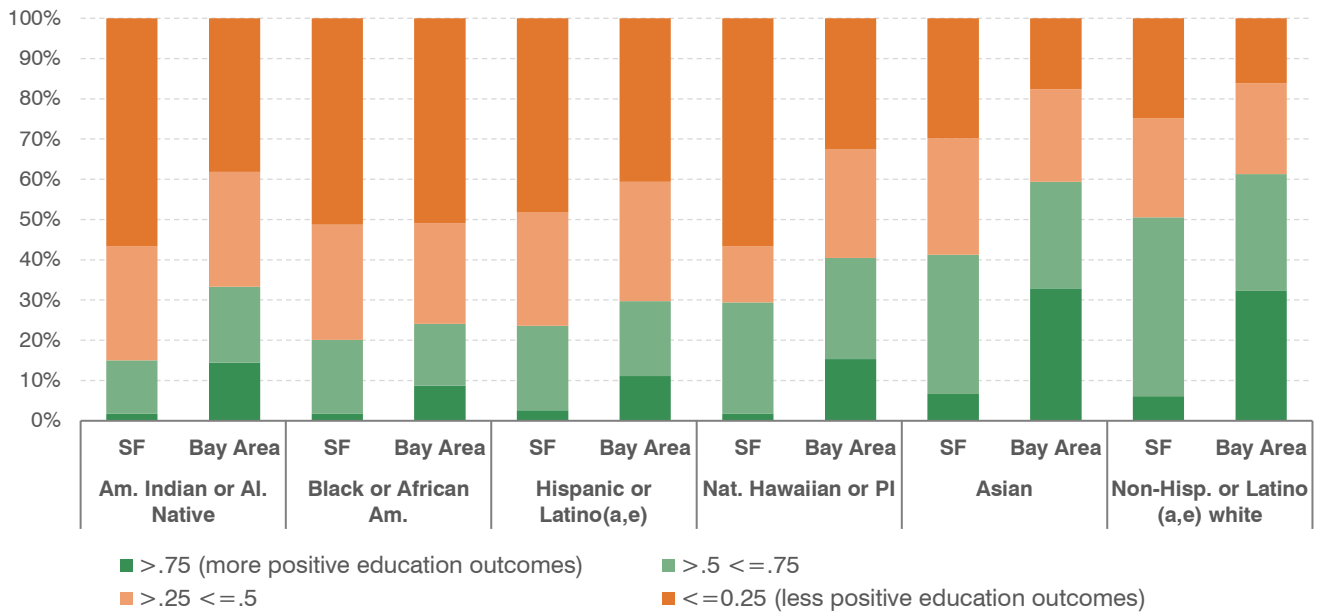
Table 54. Population Share by Race and Ethnicity for Education Score for San Francisco, 2015–2019

	% SF Population	>0.75 (more positive education outcomes)	>0.5 <=0.75	>0.25 <=0.5	<=0.25 (less positive education outcomes)
American Indian or Alaska Native	0.4%	0.1%	0.1%	0.4%	0.7%
Black or African American	5.2%	1.7%	2.6%	5.6%	8.4%
Hispanic or Latino(a,e)	15.2%	7.4%	8.9%	16.0%	23.2%
Native Hawaiian or Pacific Islander	0.4%	0.1%	0.3%	0.2%	0.7%
Asian	34.4%	42.0%	33.0%	37.1%	32.4%
Other	7.7%	3.1%	3.3%	8.1%	13.1%
Two or More Races	5.6%	4.2%	6.2%	5.1%	5.5%
Non-Hispanic or Latino(a,e) white	40.5%	45.2%	50.1%	37.0%	31.8%

Source: 2021 TCAC/HCD Opportunity Map, Othering and Belonging Institute at Berkeley; ACS 2019 5-year.

Notes: Light orange means that group is overrepresented for that area; dark orange means that group is overrepresented by twice or more their share of the SF population for that area.

Figure 80. Distribution by race and ethnicity for each Education Score, 2015–2019



Source: 2021 TCAC/HCD Opportunity Map, Othering and Belonging Institute at Berkeley; ACS 2019 5-year.

Table 55. Median incomes by Education Score for San Francisco and the Bay Area, 2015-2019

	<i>San Francisco</i>	<i>Bay Area</i>
>0.75 (more positive education outcomes)	\$135,373	\$149,485
>0.5 <=0.75	\$139,203	\$118,271
>0.25 <=0.5	\$94,941	\$95,813
<=0.25 (less positive education outcomes)	\$93,542	\$73,862

Source: 2021 TCAC/HCD Opportunity Map, Othering and Belonging Institute at Berkeley; ACS 2019 5-year.

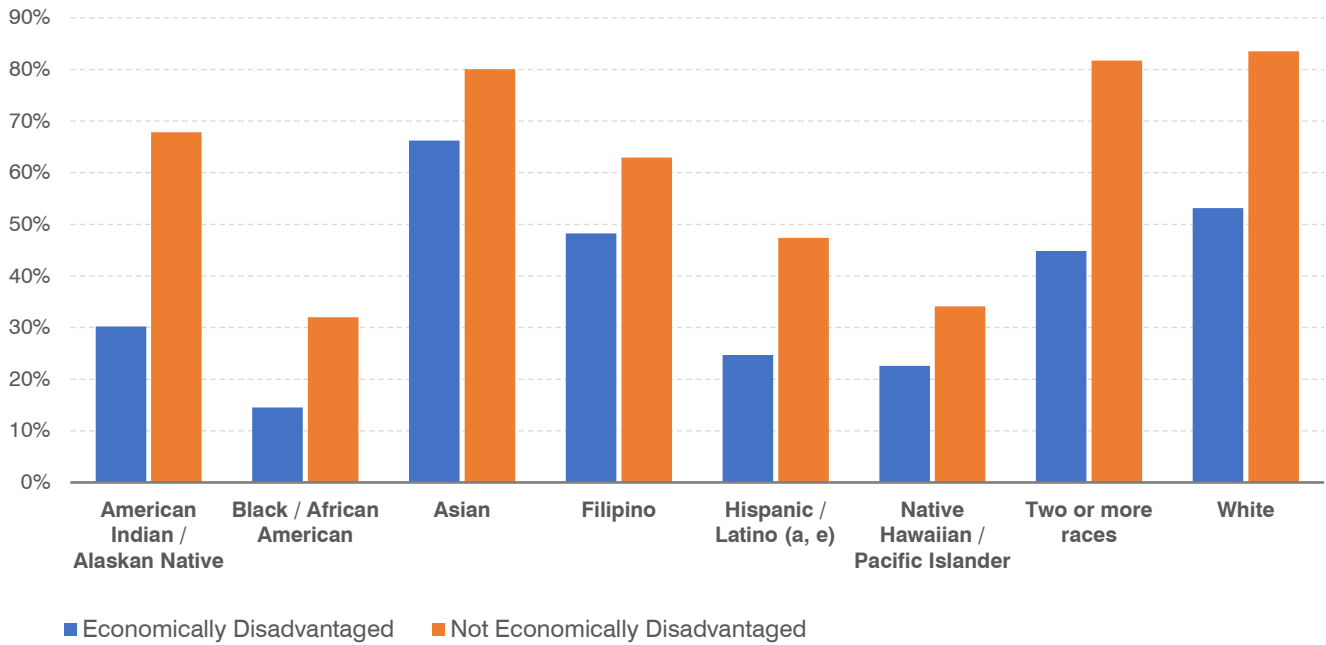
Table 56. Public School Enrollment by Race & Ethnicity, 2018-2019

	<i>Public School Enrollment</i>	<i>Share of SF Population (5-17 years old)</i>
Asian	30%	31%
Hispanic or Latino(a,e)	32%	24%
White	14%	27%
African American	8%	6%
Two or More Races	6%	15%
Not Reported	5%	
Pacific Islander	1%	1%
American Indian or Alaska Native	0.3%	0.6%

Source: California Department of Education's Dataquest. ACS 2019 1-year.

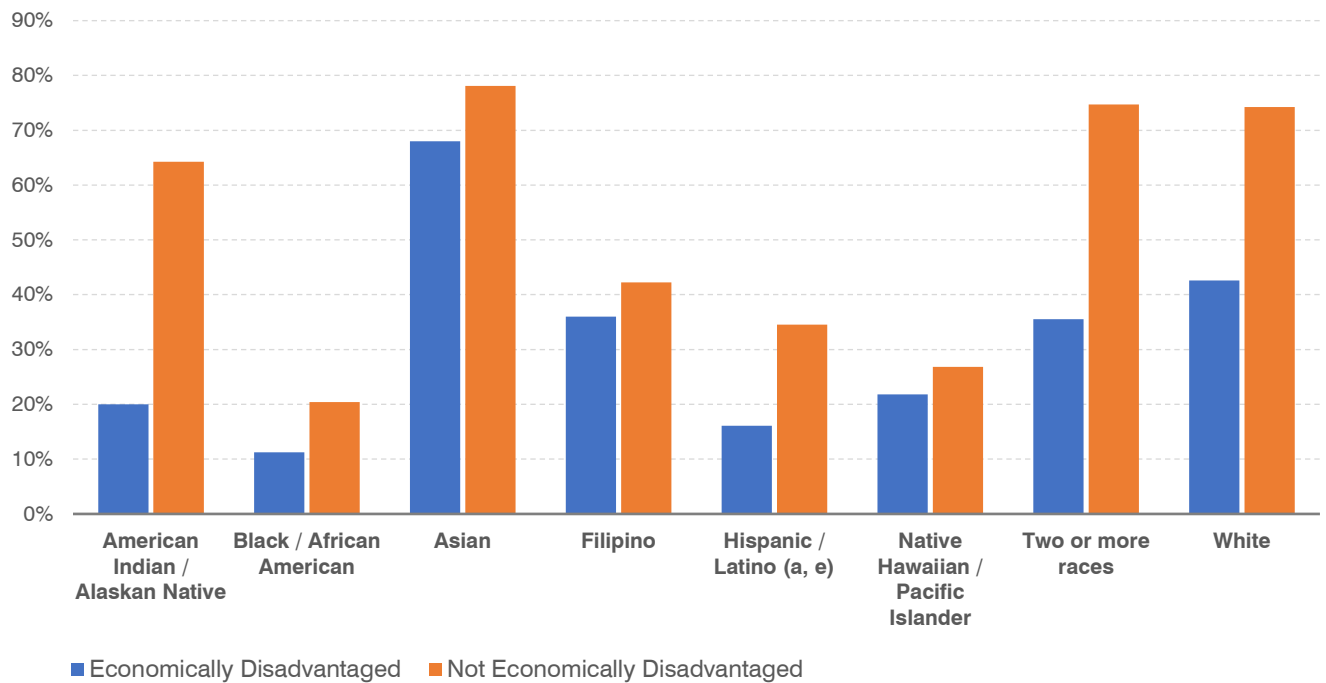
The San Francisco Unified School District is looking address school segregation by adopting a new zone-based student assignment policy for elementary schools, which will go into effect in the 2023-2024 school year. This policy was created to address the racial isolation the school system has not been able to reduce through its existing lottery system, and it is intended to diversify school enrollment and increase geographical accessibility to schools based on where families reside. Under the new policy, families choose an elementary school in the zone they live in, prioritizing the preferences of families in Federal public housing or historically underserved areas of San Francisco. As of fall 2022, the school zones have not been published.

Figure 81. Met or Exceeded Standard for English Language Arts/Literacy, SF public schools grades 3 to 8, 2018-2019



Source: California Assessment of Student Performance and Progress, Test Results at a Glance, 2018-2019

Figure 82. Met or Exceeded Standard for Math, SF public schools grades 3 to 8, 2018-2019



Source: California Assessment of Student Performance and Progress, Test Results at a Glance, 2018-2019

Access to Employment Opportunities

The San Francisco TCAC Opportunity Map also includes an Economic Score that has five components: poverty, adult education, employment, job proximity and median home value. This score measures geographic access to economic opportunity. Calculations are based on census tract level data from the American Community Survey 5-year estimates. The five components are measured as follows:

- Poverty is measured as the percent of a tract's residents who live above 200 percent of the federal poverty line. HCD states that poverty rates at the census tract level are strong indicators of an area's level of resources, risks, and opportunities and a predictor for outcomes for children.
- Adult education is measured as the share of adults that have earned a bachelor's degree, as HCD states this measure has been shown to highly correlate with rates of upward mobility for low-income children.
- Employment is measured as the employment rate; it is also highly correlated with rates of upward economic mobility for low-income children. HCD states that areas with low levels of employment see outcomes like those with high poverty rates, including poor health outcomes, low birthweight babies, and violent crime.
- Proximity to jobs considers the distance traveled by workers earning \$1,250 a month or less, as well as the number of jobs available.
- Finally, median home value is used as a proxy for neighborhood quality and community resources, as HCD states research suggests that neighborhood characteristics, such as school quality, public resources, crime rates, environmental quality and even perceived social benefits are all reflected in home values.

Research has also shown that “social and economic deprivation during childhood and adolescence can have a lasting effect on individuals, making it difficult for children who grow up in low-income families to escape poverty when they become adults.”⁷¹

The Economic Score Map shows that areas with the lowest economic scores match areas with high racial segregation and poverty concentration (Figure 83). In fact, American Indian or Alaska Native, Black or African American, and Native Hawaiian or Pacific Islander populations are overrepresented in these areas by more than twice their share of the total San Francisco population (Table 54). The median income for the lowest economic score range is less than four and half time that of the areas with the highest economic score range (Table 58); when compared to the Bay Area, it is also lower than the median income for the same economic care range. High racial segregation and poverty areas like Chinatown, Tenderloin, Fillmore/Western and Bayview Hunters Point even when they have high job proximity indexes (access to a large number of jobs at shorter distances) (Figure 85), they still have low scores for economic opportunity. This signals that current systems and programs have not connected

71 <https://www.nccp.org/publication/childhood-and-intergenerational-poverty/>

residents in these areas to existing opportunities near their neighborhoods, due to structural and systemic inequities of these systems

The Economic Score Map correlates less directly with high opportunity maps, compared to the Education Score Map (Figure 79). As shown in the last section, higher education scores correlate more closely with areas with overall greater resources and higher concentration of higher income households and white households, and lower education scores with areas with higher concentrations of extremely low- to moderate-income households and people of color. However, the Economic Score map shows higher scores for many neighborhoods on the eastern side of the city with larger shares of people of color and extremely low- to moderate-income households (such as parts of SOMA, the Mission, Bernal Heights, Islais Creek and the northern part of Bayview Hunters Point). The higher economic scores in these neighborhoods are also in part due to changing neighborhood demographics and home values. In recent years, rising economic pressures from the housing affordability crisis and a shift towards a preference for city living has meant that these neighborhoods have experienced greater displacement and gentrification. As lower-income people and communities of color have been displaced or moved out (from the Mission, for example) higher income households have moved in, influencing these higher scores. Greater demand for limited housing options in these areas also increased home values, which also influenced these higher scores. San Francisco is a job-rich city and despite the segregation that low-income groups and certain racial groups experience in the lowest scored areas, residents have higher access to economic opportunity in San Francisco than in the Bay Area (Table 58). However, while the Economic Score Map may be showing higher economic opportunities, it does not reflect who gets to benefit from increased economic opportunities.

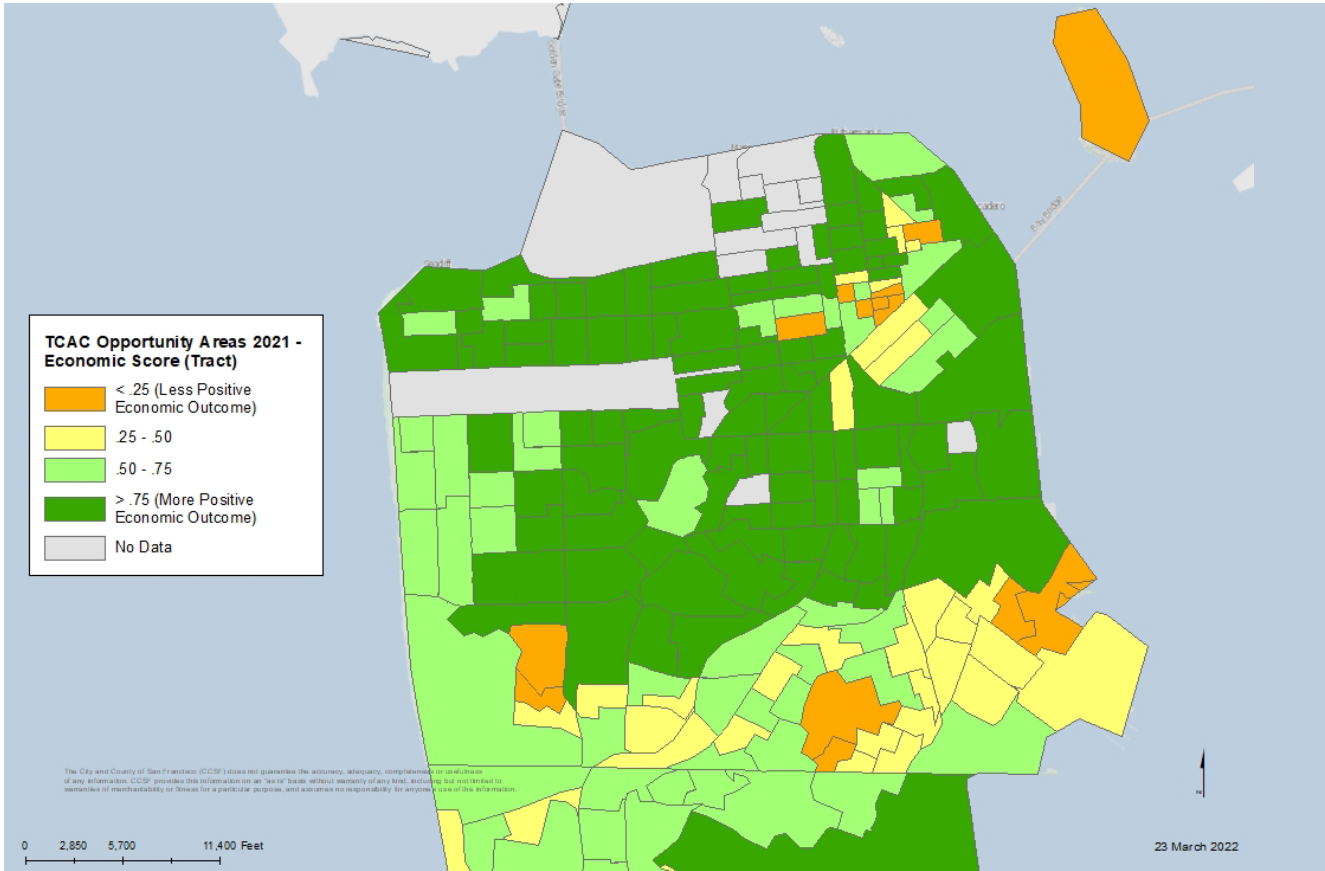
Table 57. Population Share by Race and Ethnicity for Economic Score for San Francisco, 2015–2019

	% SF Population	>0.75 [more positive economic outcomes]	>0.5 <=0.75	>0.25 <=0.5	<=0.25 [less positive economic outcomes]
American Indian or Alaska Native	0.4%	0.3%	0.3%	0.5%	1.1%
Black or African American	5.2%	2.9%	4.6%	9.1%	20.4%
Hispanic or Latino(a,e)	15.2%	11.5%	18.5%	22.6%	21.1%
Native Hawaiian or Pacific Islander	0.4%	0.2%	0.4%	0.5%	2.1%
Asian	34.4%	26.6%	45.2%	49.7%	31.7%
Other	7.7%	4.6%	10.0%	13.6%	13.8%
Two or More Races	5.6%	5.9%	5.5%	4.6%	5.0%
Non-Hispanic or Latino(a,e) white	40.5%	54.0%	27.7%	15.6%	20.0%

Source: 2021 TCAC/HCD Opportunity Map, Othering and Belonging Institute at Berkeley; ACS 2019 5-year.

Notes: Light orange means that group is overrepresented for that area; dark orange means that group is overrepresented by twice or more their share of the SF population for that area.

Figure 83. TCAC Opportunity Areas Economic Score Map by Census Tract, 2021



Source: 2021 TCAC/HCD Opportunity Map, Othing and Belonging Institute at Berkeley

Figure 84. Distribution by Race and Ethnicity by Economic Score, 2015-2019



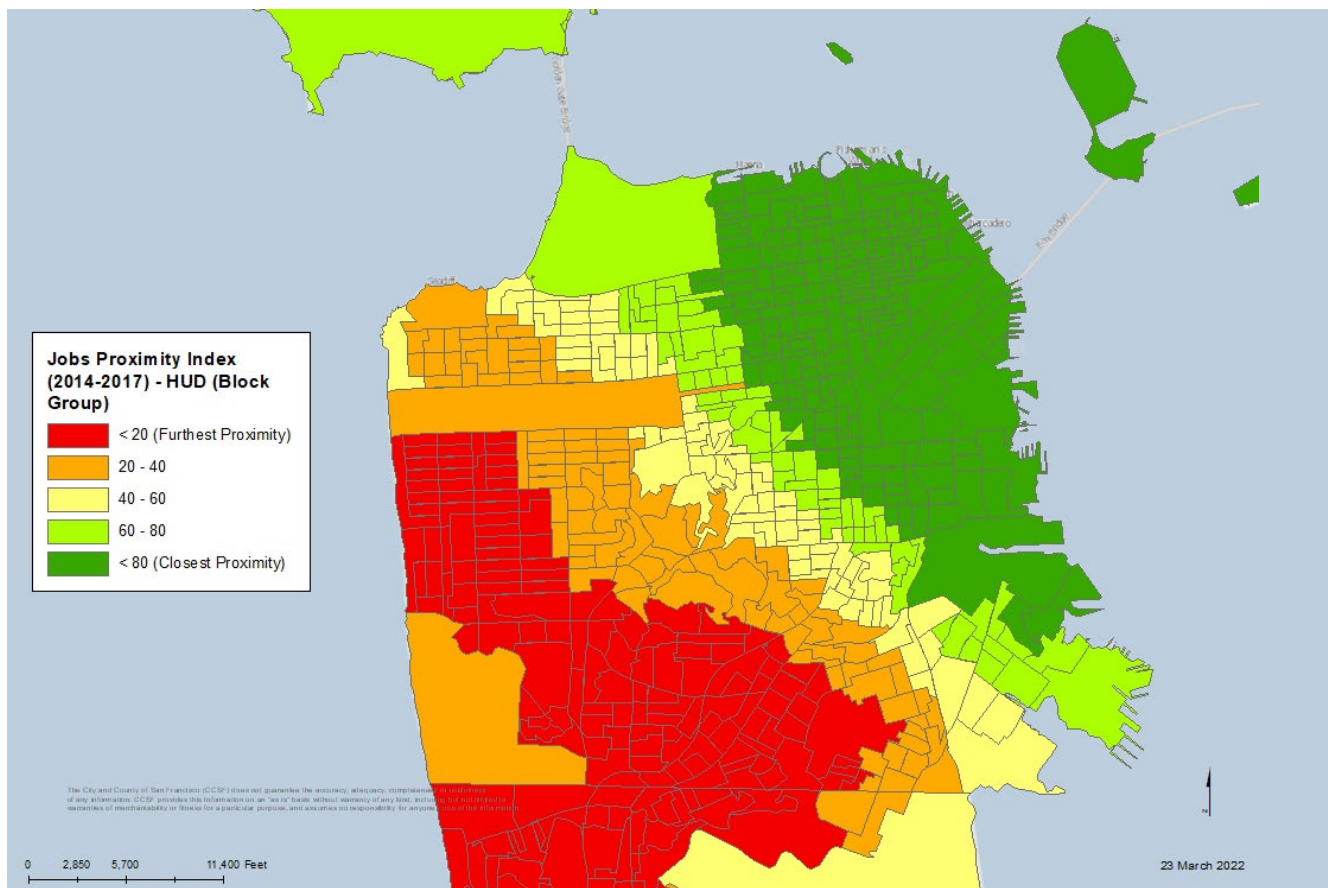
Source: 2021 TCAC/HCD Opportunity Map, Othing and Belonging Institute at Berkeley; ACS 2019 5-year.

Table 58. Median Incomes by Economic Score for San Francisco and the Bay Area, 2015–2019

	<i>San Francisco</i>	<i>Bay Area</i>
>0.75 (more positive economic outcomes)	\$142,623	\$152,857
>0.5 <=0.75	\$94,286	\$124,904
>0.25 <=0.5	\$75,223	\$97,833
<=0.25 (less positive economic outcomes)	\$29,919	\$67,314

Source: 2021 TCAC/HCD Opportunity Map, Othring and Belonging Institute at Berkeley; ACS 2019 5-year.

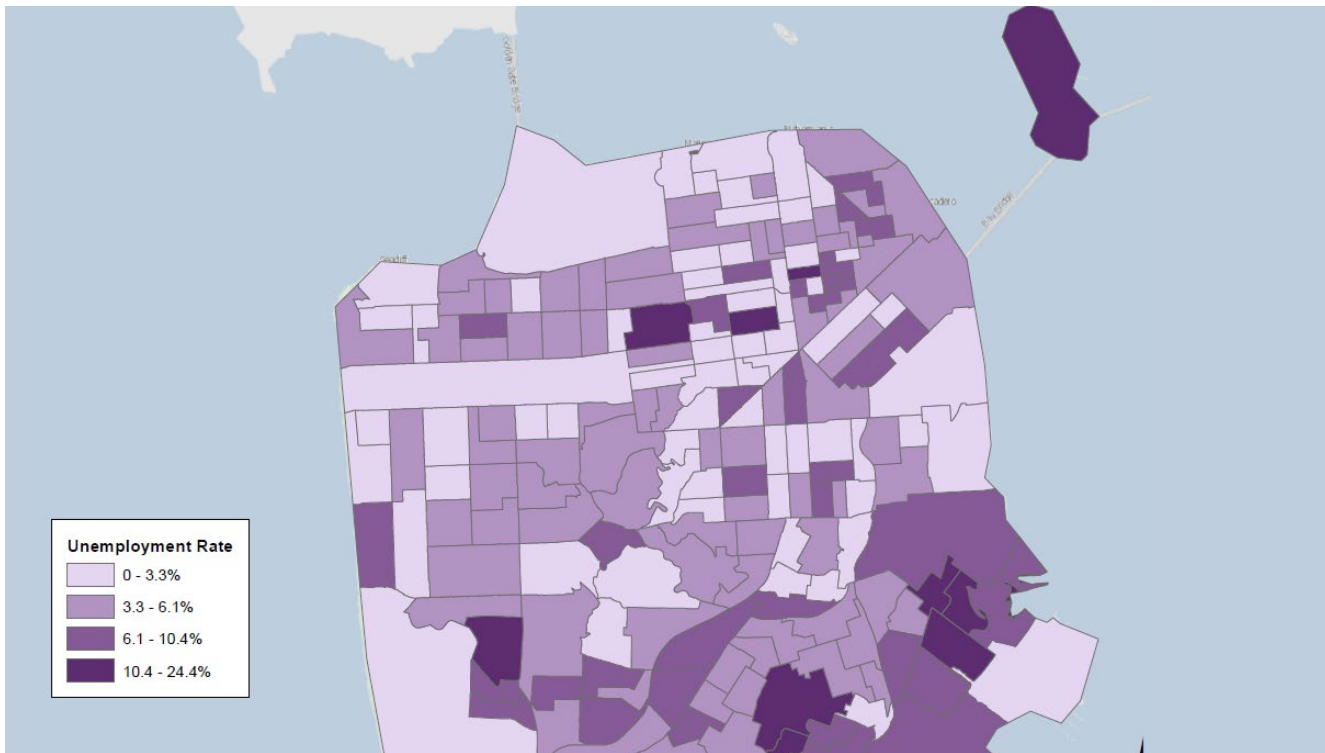
Figure 85. HUD’s Job Proximity Index, 2014–2017



Source: HUD.

Higher rates of unemployment occur in the southern part of the city, particularly in the southeastern part of the city, along with Treasure Island (Figure 86). These areas align with higher concentrations of lower income areas and communities of color. Locations of major universities, including San Francisco State and University of San Francisco also show higher concentrations of unemployment as some students may not be working while in school, especially those who are living on campus.

Figure 86. Map of Unemployment Rate by Census Tract, 2014-2019



Source: ACS 2018 5-Year Estimates.

Access to Employment and Transportation Opportunities

SFMTA Service Equity Strategy

San Francisco has an extensive public transit system that covers almost every corner of the city. However, frequency, reliability, crowding, and safety (perceived or real) differ depending on mode and geography. Frequency refers to how often a transit vehicle on a given route arrives at a given stop. Reliability refers to transit vehicles arriving at their stops at anticipated time intervals on a consistent basis. Frequency and reliability can be affected by driver availability, maintenance issues, and/or congested streets. And crowding refers to the amount of people on a transit vehicle and can result from high ridership, as well as reliability and frequency issues.

In 2018, the San Francisco Municipal Transportation Agency (SFMTA) published its Service Equity Strategy. The purpose of the strategy was to improve transit performance in select neighborhoods based on percentage of low-income households, private vehicle availability, race/ethnicity demographics, and concentration of affordable and public housing developments to reduce transit disparities. The SFMTA identified neighborhoods (Figure 87) overlap with low-resourced areas and areas of high segregation and poverty concentration. SFMTA also identified Muni routes heavily used by people of color and low-income transit riders, called Equity Strategy routes.

SFMTA conducted extensive outreach and engagement in these neighborhoods to identify the top issues facing riders on the Equity Strategy routes. Findings showed that top challenges for people living in the Equity Strategy neighborhoods and depending on those routes were regarding reliability, frequency and crowding (Table 59.). All three challenges cost residents time in getting to their destinations; all three challenges were persistent issues in these Equity Strategy geographies.

Figure 87. 2018 Equity Strategy Report Neighborhoods.



Source: Muni Service 2018 Equity Strategy Report.

Table 59. SFMTA survey results on priority Equity Strategy routes.

<i>Muni Equity Transit Line</i>	<i>Top Challenge Identified by Riders</i>
23 Monterey	It doesn't come often enough
44 O'Shaughnessy	It doesn't come often enough
54 Felton	It doesn't come often enough
29 Sunset	It doesn't come often enough / It is too crowded
24 Divisadero	It gets delayed
19 Polk	It doesn't come often enough
56 Rutland	It is too crowded
10 Townsend	It gets delayed / It is too crowded
52 Excelsior	It doesn't come often enough
43 Masonic	It is too crowded
48 Quintara-24th St	It doesn't come often enough
K Ingleside	It doesn't come often enough
M Ocean View	It doesn't come often enough
31 Balboa	It doesn't come often enough
9 San Bruno	It is too crowded
21 Hayes	It gets delayed

Source: Muni Service 2018 Equity Strategy Report.

ConnectSF

Over the last few years, the city has led a multi-year process to envision, plan and build a more effective, equitable, and sustainable transportation system for San Francisco's future, "ConnectSF." The city developed a 50-year vision of San Francisco's future through a collaborative community process that included over 5,000 individuals and 60-plus organizations. The vision will guide plans and policies for the city and its transportation system.

ConnectSF's goals shaped by the vision consist of equity, economic vitality, environmental sustainability, safety and livability, and accountability and engagement.

In December 2019, the city published a Statement of Needs assessment. The report describes San Francisco's existing conditions (year 2015) and the transportation deficiencies that must be addressed to reach the ConnectSF vision. The report identified inequitable trends for Metropolitan Transportation Commission's defined Communities of Concern relative to non-Communities of Concern. The criteria for communities of concern accounts for communities with high populations of seniors, people with disabilities, people with limited English proficiency, single-parent households, zero-car households, low-income households, cost-burdened renters or minority households (Figure 88).

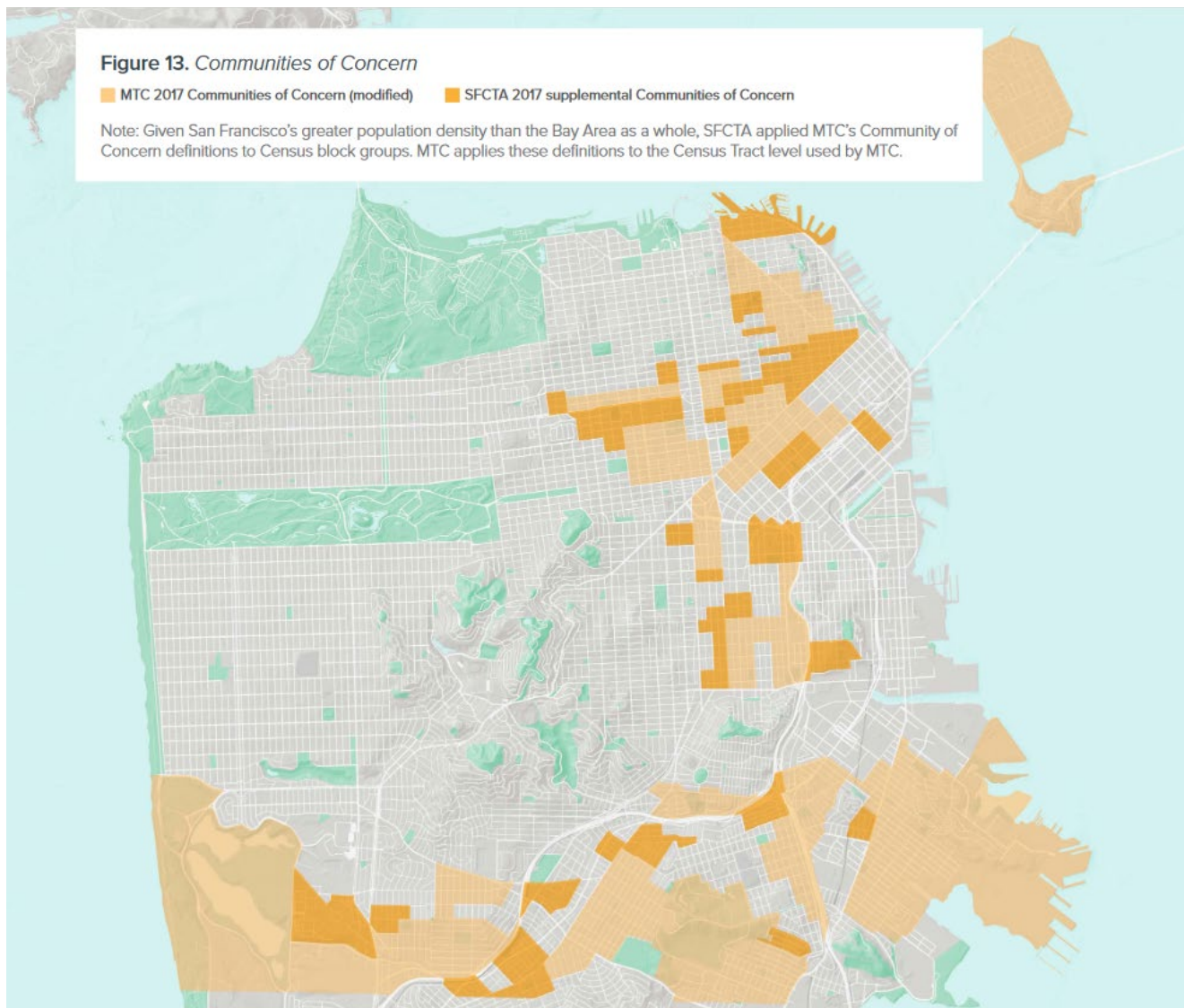
The ConnectSF Statement of Needs Report identifies that communities of concern have shorter commute travel times compared to non-communities of concern, 21.7 minutes vs. 25.1 minutes. The

report also identifies that communities of concern can access approximately 996,700 jobs accessible by a 30-minute car trip. Non-communities of concern can access slightly fewer jobs by a 30-minute car trip, or approximately 985,800 jobs. The report identifies that communities of concern can access approximately 512,800 jobs accessible by a 45-minute transit trip. Non-communities of concern can access slightly fewer jobs by a 45-minute transit trip, or approximately 492,300 jobs. Communities of concern also have a greater share of population with access to high-quality transit than non-communities of concern: 94.1% compared to 85.3%. High-quality transit is defined as living within either 0.25 mile of a rapid bus stop or light rail stop or within 0.5 mile of rail stop with dedicated right of way with frequencies better than or equal to 10 minutes.

Although communities of concern generally have shorter commute travel times and greater access to jobs by cars and transit, there are disparities within the communities of concern. Job access is a significant issue for geographies with high segregation and poverty concentration in southeast San Francisco, where there are areas of high segregation and poverty concentration, and geographies in the south and on the western edge of the city with higher concentrations of extremely low- to moderate-income households. Figure 89 shows the number of jobs residents can access within a 45-minute transit trip. Areas with higher access to jobs through transit generally appear in the northeastern corridor of the city and along commercial and neighborhood commercial districts.

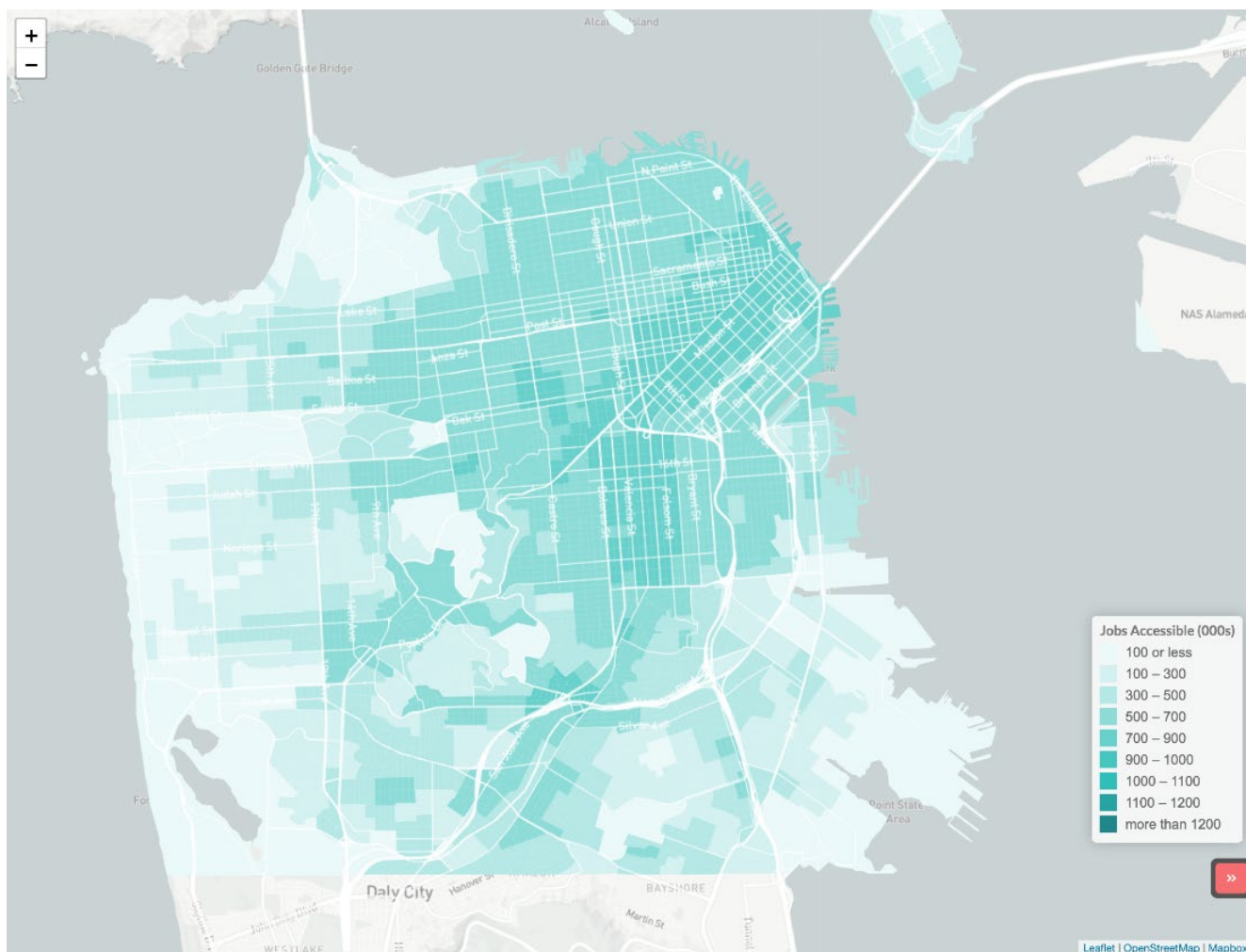
Figure 90 shows a similar trend for the auto-access scenario. In this scenario, job access by private automobile is highly concentrated in the northeast corridor. Areas zoned for residential use outside of the northeast corridor are not able to access as many jobs via a 30-minute auto trip. The most affected area in this scenario is the western edge of the city, followed by the Hunters Point area.

Figure 88. MTC 2017 Communities of Concern.



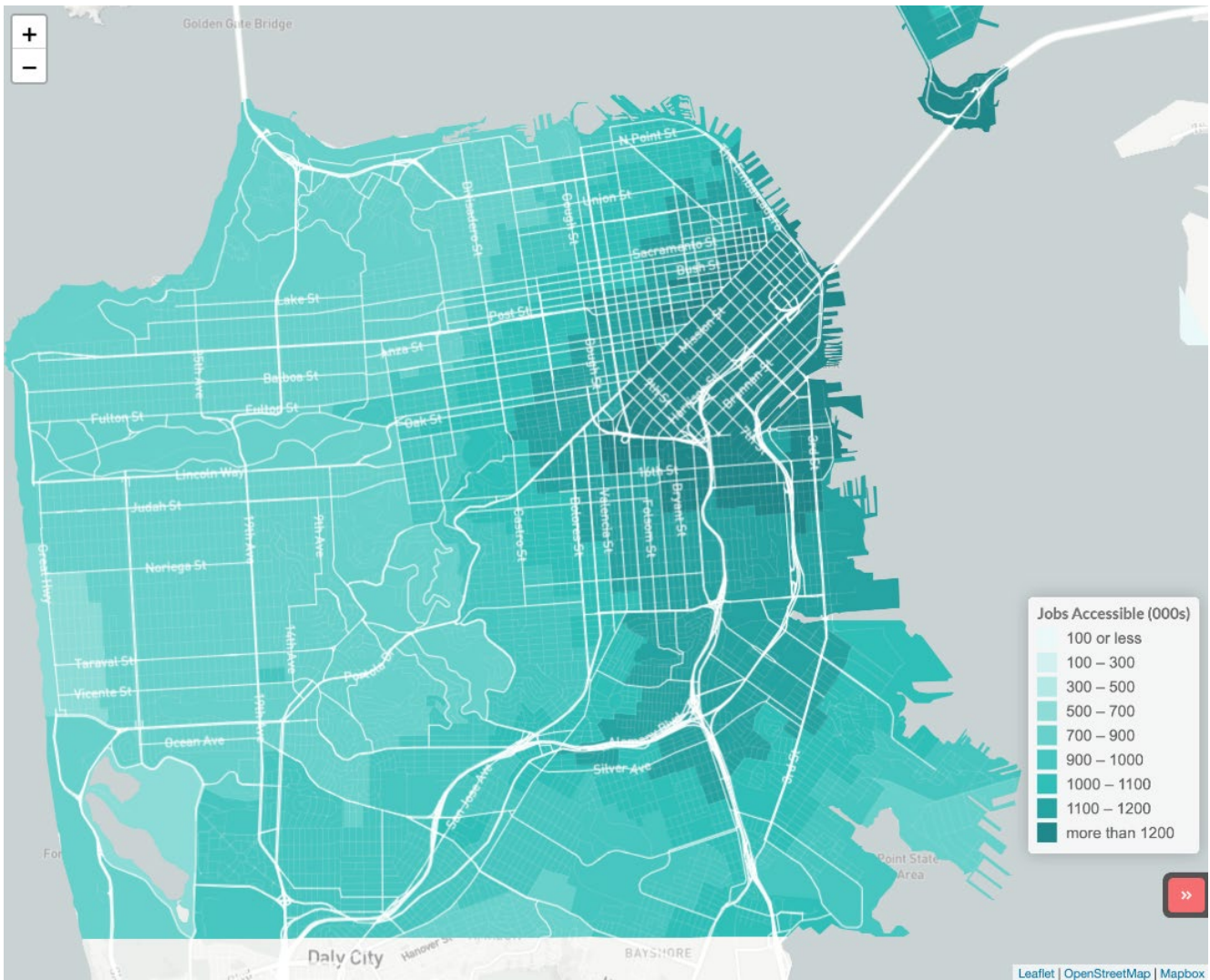
Source: ConnectSF Statement of Needs Report.

Figure 89. Jobs accessible within a 45-min transit trip, 2015



Source: ConnectSF. Note: This includes job locations in San Francisco and other counties. These estimates are broken down by Travel Analysis Zones (TAZs), which are spatial units used in travel modeling and analysis.

Figure 90. Jobs accessible within a 30-min car trip, 2015



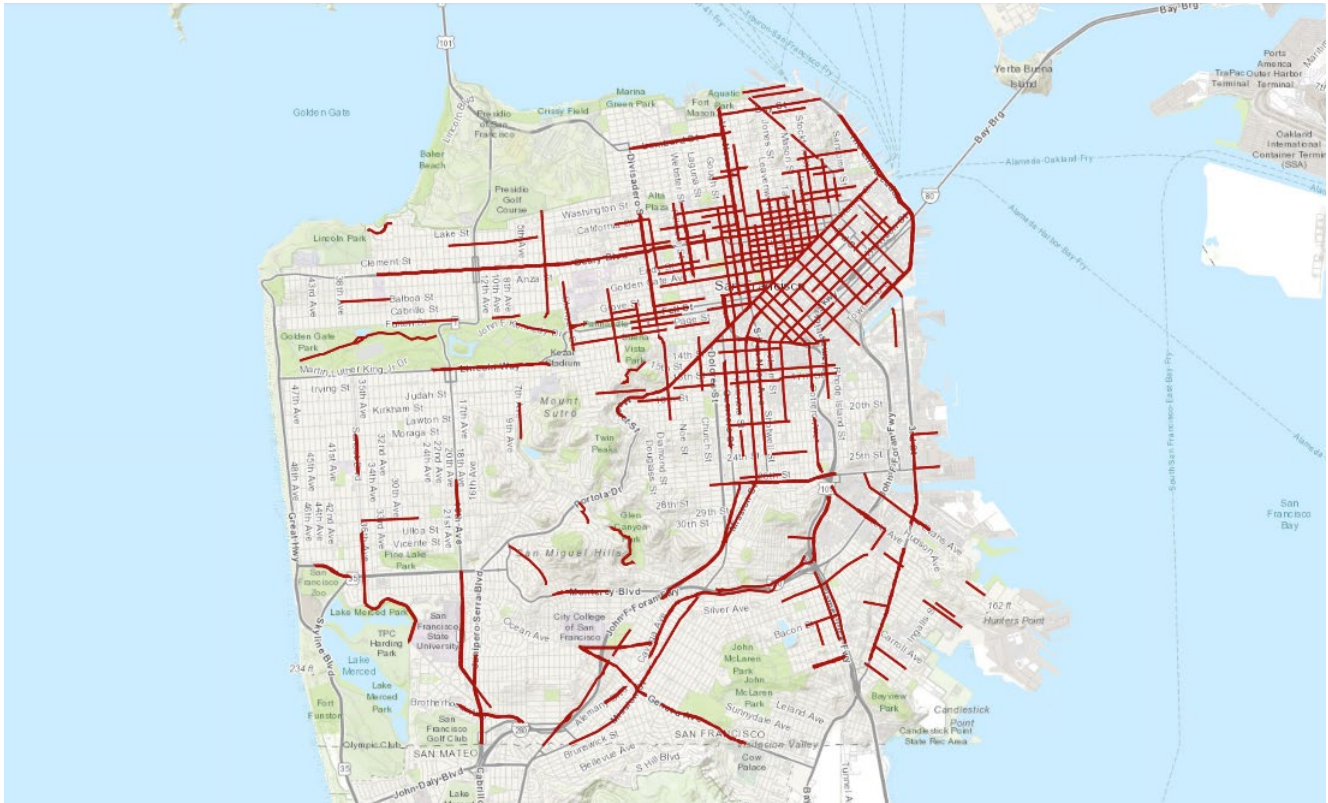
Source: ConnectSF. Note: This includes job locations in San Francisco and other counties. These estimates are broken down by Travel Analysis Zones (TAZs), which are spatial units used in travel modeling and analysis.

Safety

Although not an access to opportunity analysis requirement, safety places a significant role in access.

While R/ECAP and High Segregation and Poverty areas (Figure 63) in the northeastern corridor of the city have greater access to jobs and transit options, these areas are prone to a high number of pedestrian and bicycle collisions. Figure 91 shows the Vision Zero high injury network and its disproportionate presence in areas like the Tenderloin, Chinatown, SOMA, Fillmore/Western Addition and parts of the Mission which are home to a higher concentration of people of color, low-income communities and special needs groups. These three groups are disproportionately experiencing unsafe pedestrian and bicycle conditions in these areas.

Figure 91. Vision Zero High Injury Network



Source: Vision Zero SF, San Francisco Department of Public Health, SFMTA

Note: This map identifies the high injury network, which uses severe and fatal injury data from Zuckerberg San Francisco General, SF Police Department, Crossroads Software Traffic collision database, Emergency Medical Services, and the Office of the Medical Examiner. It maps street segments in San Francisco that have a high number of traffic fatalities and severe injuries, which pose safety concerns for all types of road users, including pedestrians, bicyclists, and people driving vehicles. This data is shared with CCSF to help inform where interventions could save lives and reduce injury severity.

Access to a Healthy Environment

The San Francisco Planning Department defines Environmental Justice as “the equitable distribution of environmental benefits and the elimination of environmental burdens to promote healthy communities where everyone in San Francisco can thrive. Government should foster environmental justice through processes that address, mitigate, and amend past injustices while enabling proactive, community-led solutions for the future.”⁷² The term “environmental racism” recognizes that American Indian, Black, and other communities of color have historically borne the brunt of environmental burdens and poor health through intentional and systemically racist actions. These same communities have been devastated by the COVID-19 pandemic, as the social, economic, and health impacts of the disease have disproportionately impacted communities of color.

⁷² <https://sfplanning.org/project/environmental-justice-framework-and-general-plan-policies>

The impacts of segregation and discrimination track across a spectrum of environmental justice topics, which will be covered in the Environmental Justice Framework.⁷³ Based on guidance from Senate Bill 1000, the Environmental Justice Framework will cover the following topics:

- Clean and healthy environments (pollution reduction)
- Climate resilience and justice
- Healthy food access
- Physical activity
- Safe, healthy and affordable homes
- Equitable and green jobs
- Healthy public facilities
- Empowered neighborhoods (civic engagement).

The Environmental Justice Communities Map was developed by the San Francisco Planning Department to meet the requirements of CA Senate Bill 1000 (Figure 92). The legislation requires that municipalities identify where "Disadvantaged Communities" are located, defined as areas facing elevated pollution burden coupled with a high incidence of low-income residents, a measure known as Environmental Justice Burden. This map combines environmental and demographic data to describe areas in San Francisco that have higher pollution burden and are predominantly low-income. In addition, this map provides a starting point for dialogue with stakeholders (public transparency) and for making informed decisions at the policy and legislative level. The map is based on CalEnviroScreen, a tool created by CalEPA and OEHHA that maps California communities that are most affected by pollution and other health risks. It also includes local data on pollution burden and socioeconomic disadvantage.

The Environmental Justice Map uses a spectrum to describe environmental justice burdens. Higher burdened areas are shown in red and dark orange while less burdened areas are shown in green. In San Francisco, the highest environmental burdens are in neighborhoods along the eastern side of the City in neighborhoods including Chinatown, Tenderloin, South of Market, Mission, Bayview Hunters Point, Visitation Valley, Western Addition, Treasure Island, Oceanview/ Merced/ Ingleside, and the Outer Mission. The higher burdened areas match areas of high segregation and poverty concentration and low-resources in the TCAC Opportunity Map (Figure 76), as well as areas with high concentrations of extremely low- to moderate-income residents (Figure 58) and communities of color (Figure 57).

The Planning Department has overlaid the Environmental Justice map with several indicators of environmental health. The following describes the trends from some of those indicators.

Life Expectancy

Life expectancy is used commonly as a measure of the health of a population. San Francisco's average life expectancy is 80 years. The areas mapped in dark gray on Figure 93 indicate areas with lower overall life expectancies while areas in the lighter colors indicate higher average life expectancies.

⁷³ At the time of publication of this report, SF Planning is working on drafting an EJ Framework which is scheduled to be published by Winter 2022.

In the case of life expectancy, there is a direct trend between lower life expectancy and higher concentrations of extremely low- to moderate-income populations. Areas of poverty, and thus lower life expectancy, occur in the areas with higher populations of Black, American Indian communities, and other people of color (Figure 56). In fact, in 2017, the life expectancy for Black and Pacific Islander people in San Francisco was 11 to 15 years lower than the highest life expectancies (Table 60). Discrimination, segregation, exclusion, and economic and housing disparities compound to impact health outcomes directly and literally lower the life expectancy of the communities most affected by these issues.

Figure 92. Draft EJ Communities Map

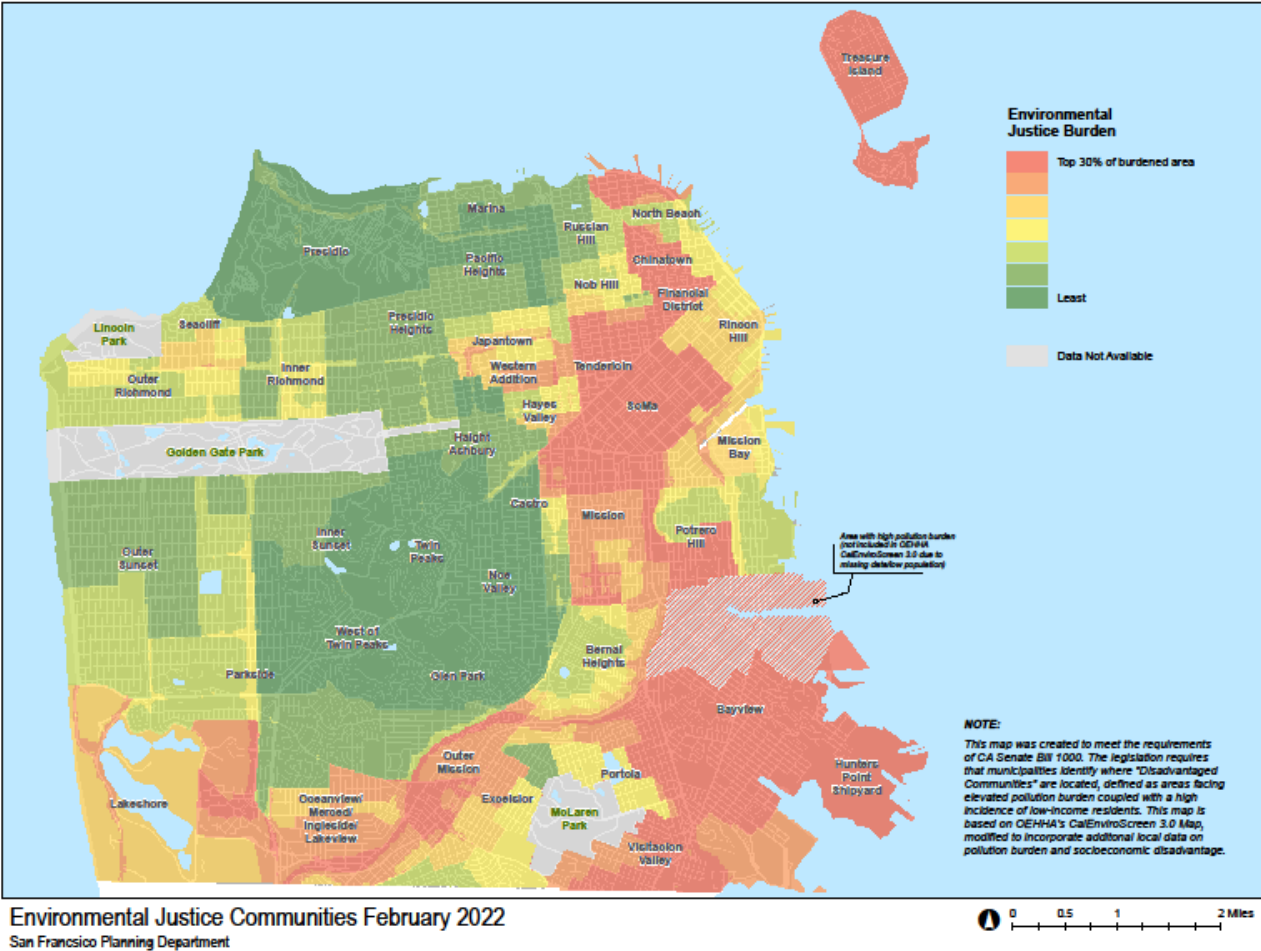
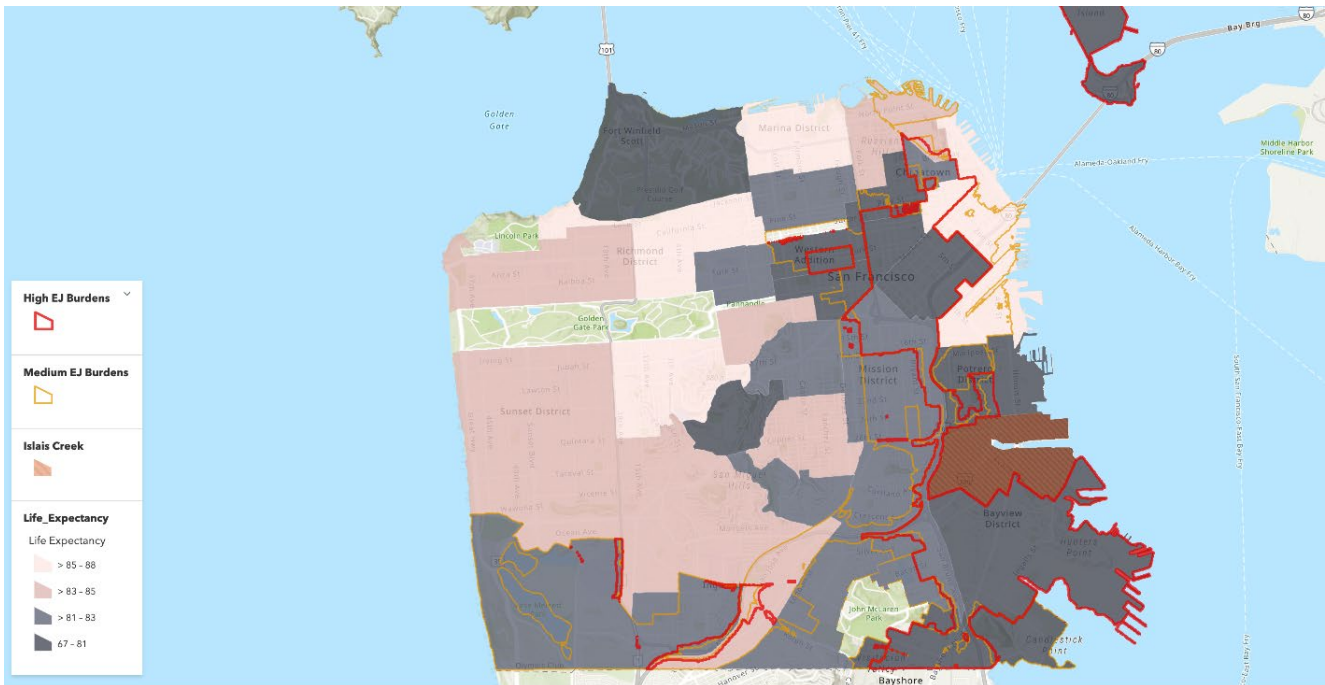


Table 60. Life expectancy by race and ethnicity, 2005-2017

Race and Ethnicity	2005-2007			2015-2017		
	All	Female	Male	All	Female	Male
All	80.8	84.0	77.6	83.1	86.1	80.3
Asian	85.1	87.5	82.4	87.0	89.6	83.9
Black/African American	68.5	73.7	64.2	72.1	76.5	68.3
Latino(a)	82.7	85.8	79.4	85.1	87.9	82.5
Pacific Islander	73.4	77.0		76.0	76.8	75.5
White	79.7	83.1	76.9	81.7	84.2	79.6

Source: San Francisco Health Improvement Partnership, 2017

Figure 93. Life expectancy by zip code.



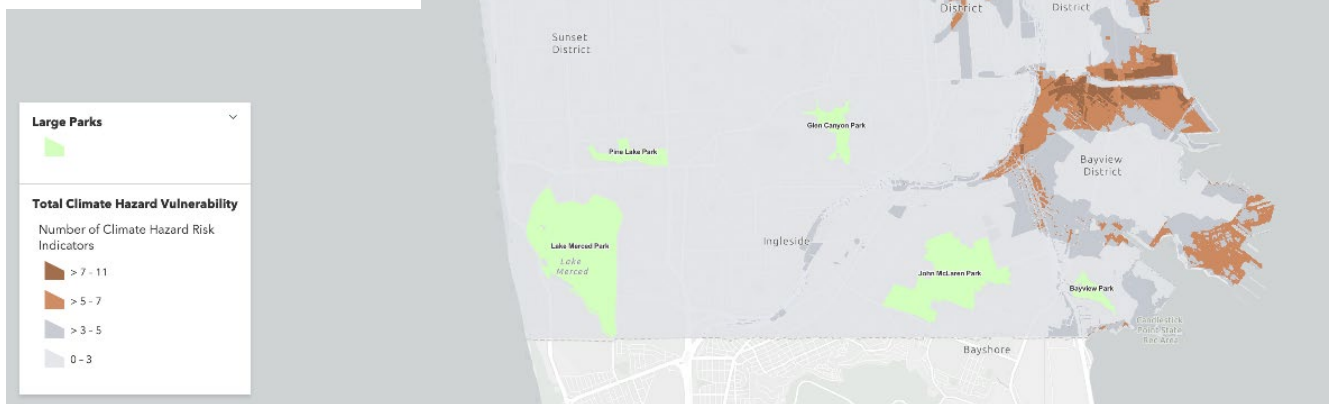
Source: SF Community Health Needs Assessment

Climate Vulnerability

Figure 94 utilizes a point system to measure climate hazards in aggregate, combining climate risk indicators from sea level rise storm surge, flood risk, liquefaction risk, air pollution, and extreme heat vulnerability (as seen in the description key on the left of the figure). The point system spans from 0 to 12; areas in darker color (brown) indicate higher climate hazard risk vulnerability.

Figure 94. Climate vulnerability.

- **SLR 24" + 42" Storm Surge:** 0 - not in the zone, 2 - in the zone
- **SLR 66" + 42" Storm Surge:** 0 - not in the zone, 1 - in the zone
- **100-Year Storm Flood Risk Zone:** 0 - not in the zone, 1 - in the zone
- **Liquefaction Risk:** 0 - not in the zone, 1 - high, 2 - very high
- **Air Pollution Exposure Zone:** 0 - not in the zone, 1 - in the zone
- **Air Pollution Hot Spots:** 0 - not in the zone, 2 - in the zone
- **Heat Vulnerability:** 0 - low or low-medium, 1 - medium, 2 - medium-high, 3 - high



Source: City and County of San Francisco Hazards and Climate Resilience Plan, Office of Resilience and Capital Planning

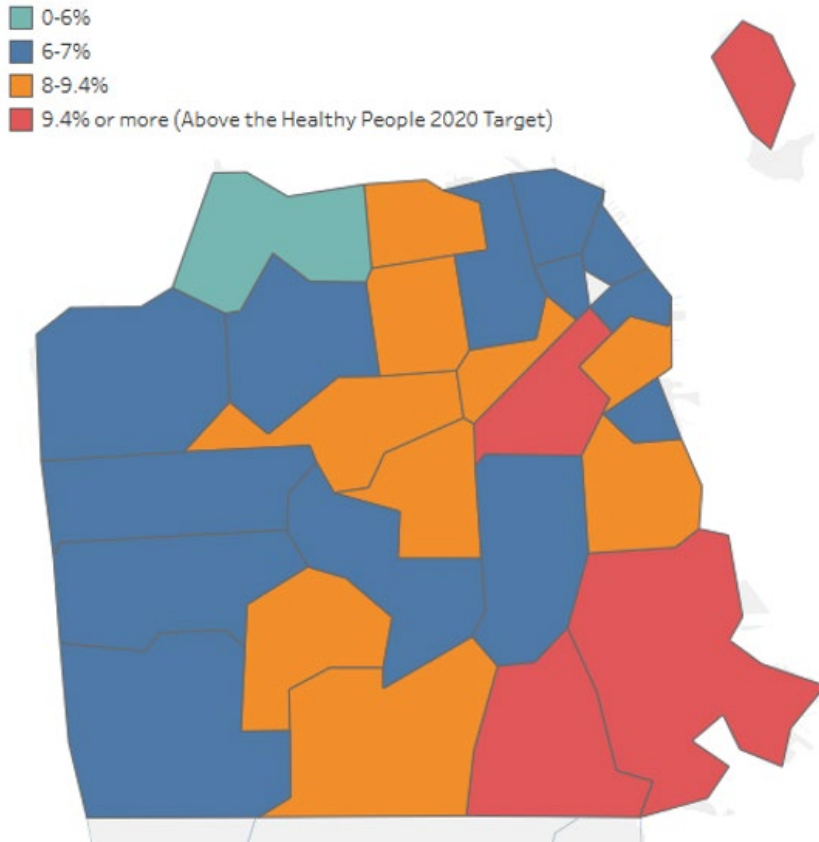
Preterm Birth

Preterm birth is the birth of an infant before 37 completed weeks of pregnancy. Births that occur before 32 weeks of pregnancy are considered very preterm and are at highest risk for morbidity and mortality. The national Healthy People (HP) 2020 objectives were to reduce all preterm births to no more than 9.4 percent of live births, among other targets. While San Francisco met the national HP 2020 targets, at the citywide level, elevated risk of preterm birth persisted for vulnerable groups and geographies. In 2012-2016, 11.0 percent of births in the Bayview zip code 94124 were born preterm (Figure 95). Preterm birth rates were highest in areas that overlap with R/ECAPs, Priority Equity Geographies and Environmental Justice Communities. Disparities in preterm birth were also prevalent among vulnerable groups. Over 10 percent of live births for people with no address (homeless), an address at a single resident occupancy (SRO) hotel, or an address in public housing were preterm. Whereas 7.3 percent of white births were preterm, 13.8 percent of Black or African American births were preterm.⁷⁴ This is consistent with national patterns, where an elevated risk of preterm birth is associated with neighborhood and living conditions,

74 San Francisco Health Improvement Partnership. 2016 Community Health Data. <http://www.sfhip.org/chna/community-health-data/preterm-birth/>

demographic and socio-economic variables, and adequacy of prenatal care, which these different groups are vulnerable to.

Figure 95. Pre-term Birth Rates By Zip Code, 2012–2016



Source: 2016 Community Health Data.

Maternal and Infant Mortality

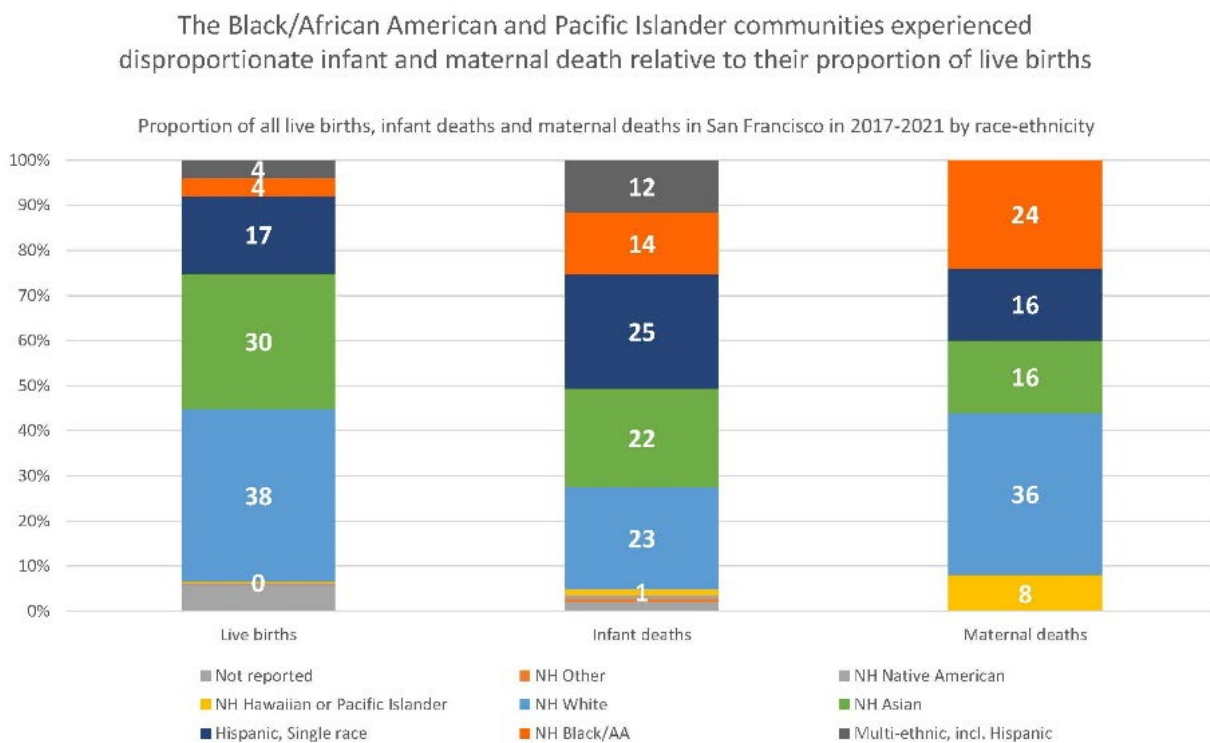
Maternal mortality is the death of a woman during pregnancy or within one year of the end of pregnancy from a pregnancy complication. The U.S. government's Healthy People targets aim for no more than 3.3 maternal deaths per 100,000 live births. Infant mortality is the death of an infant before his or her first birthday. The U.S. government's Healthy People targets aim for no more than 6.0 infant deaths per 1000 live births. Maternal and sudden unexpected infant deaths are considered sentinel events. San Francisco does not meet the national Healthy People objective for maternal mortality of no more than 3.3 deaths per 100,000 live births. The estimated local rate is 11.2 maternal deaths per 100,000 live births. The 5-year infant death rate is 2.7 infant deaths per 1,000 births.⁷⁵

Significant maternal and infant death disparities persist particularly for Black or African Americans and Pacific Islanders (Figure 96). Between 2012 and 2016, Black or African Americans had about 4 out of 100

⁷⁵ San Francisco Health Improvement Partnership. 2016 Community Health Data. <http://www.sfhip.org/chna/community-health-data/preterm-birth/>

births, but experienced 5 out of 10 maternal deaths, and 15 out of 100 infant deaths.⁷⁶ In 2012-2016, 5.6 per 1,000 Black or African American infants died within 12 months of birth, compared to 1.7 per 1,000 white infants.⁷⁷ Independent of race and ethnicity, infant deaths in San Francisco are associated with indices of lower socio-economic status and limited access to services.⁷⁸

Figure 96. Racial and Ethnic Disparities in Infant and Maternal Deaths, 2007-2021



Data source: CDPH Vital Record Business Information System (VRBIS). Data analyzed by SFDPH MCAH Epidemiology. NH: Non-Hispanic.

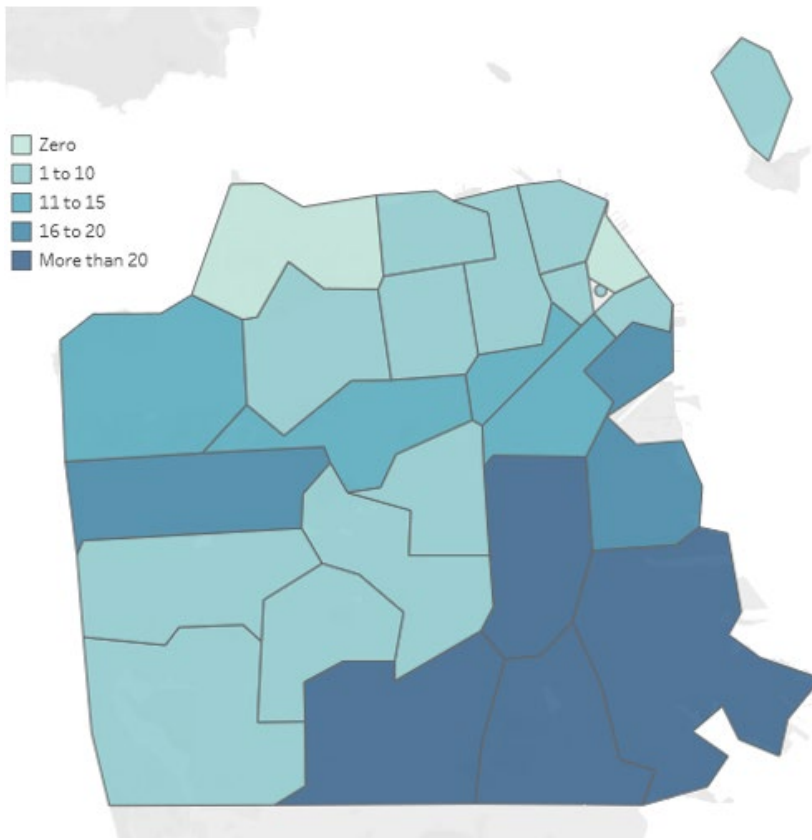
Consistent with uneven distribution of socioeconomic status and services across San Francisco, infant deaths are unevenly distributed across San Francisco zip codes (Figure 97), with zip codes in the southeast having the highest rates. Whereas there were zero infant deaths in 10 years in the high-income zip code 94129, there were more than 20 infant deaths in the lower income zip code 94124 (Bayview Hunters Point). These areas also overlap with R/ECAPs, Priority Equity Geographies and Environmental Justice Communities.

76 San Francisco Health Improvement Partnership. 2016 Community Health Data. <http://www.sfhip.org/chna/community-health-data/preterm-birth/>

77 Ibid.

78 Ibid.

Figure 97. Total Number of Infant Deaths by Zip Code, 2007–2016



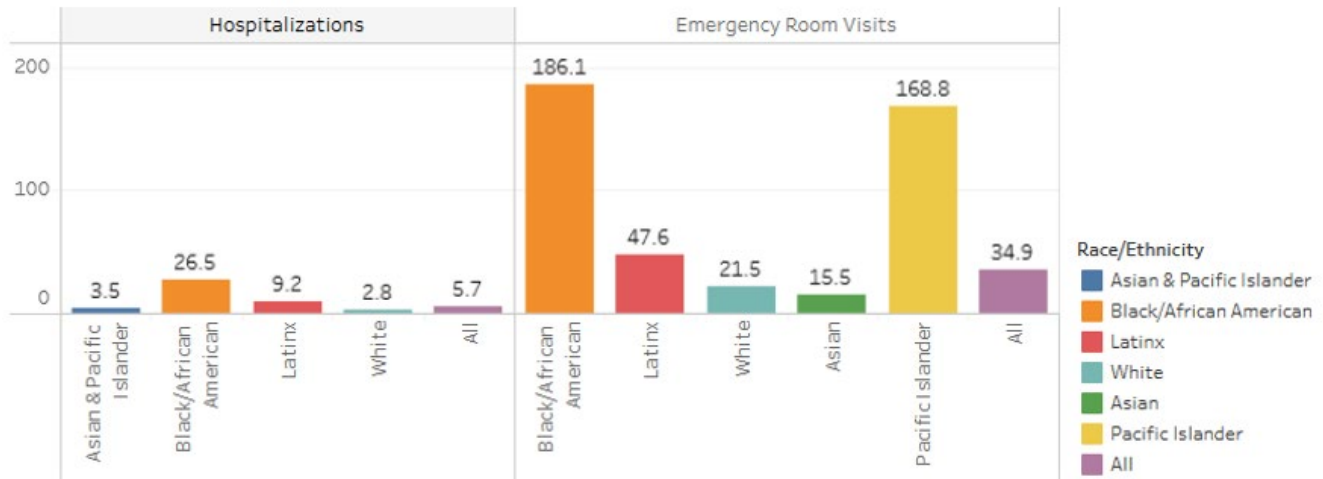
Source: 2016 Community Health Data.

Asthma and Chronic Obstructive Pulmonary Disease

Asthma and chronic obstructive pulmonary disease (COPD) are chronic conditions affecting the airways. Both conditions are characterized by chronic inflammation of the airways, which may result in coughing, wheezing, and shortness of breath. They can also be exacerbated by environmental conditions and exposures to substances, including pollution. Chronic stress in childhood is associated with higher risk of asthma potentially by increasing the impact of traffic related air pollution.

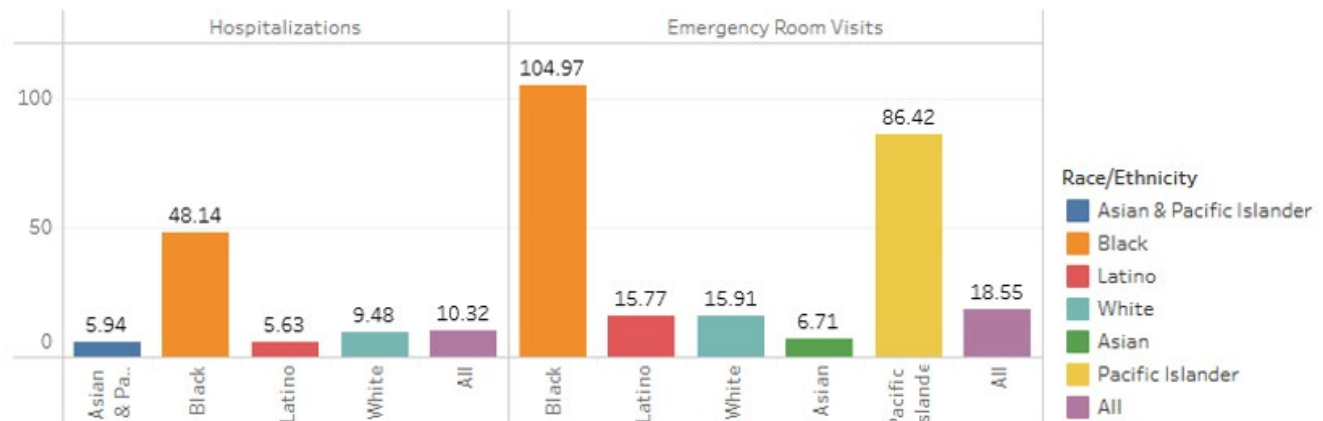
The San Francisco asthma hospitalization rate was 5.71 per 10,000 residents and the emergency room visit rate was 34.86 per 10,000 residents in 2016, while the hospitalization rate due to COPD was 10.3 per 10,000 residents and the emergency room visit rate was 18.55 per 10,000 residents. As with other metrics, there were stark disparities in asthma and COPD rates among people of color, particularly for Black or African Americans and Pacific Islanders. The rate for asthma-related hospitalizations and ER visits was highest among Black or African Americans, with 26.5 and 186.1 per 10,000 residents respectively, compared to 2.8 and 21.5 per 10,000 residents for white people (Figure 98). Pacific Islanders had the second highest rate of asthma-related ER visits with 168.8 per 10,000 residents. As is the case with asthma, Black or African Americans had far higher rates of COPD hospitalizations and emergency room visits than all other races (26.5 and 186.1 per 10,000 respectively), followed by Latinos(as,es) and Pacific Islanders (Figure 99).

Figure 98. Age-adjusted Rates of Hospitalizations and ER Visits due to Asthma per 10,000 by Race and Ethnicity, 2016



Source: California Office of Statewide Health Planning and Development (OSHPD).

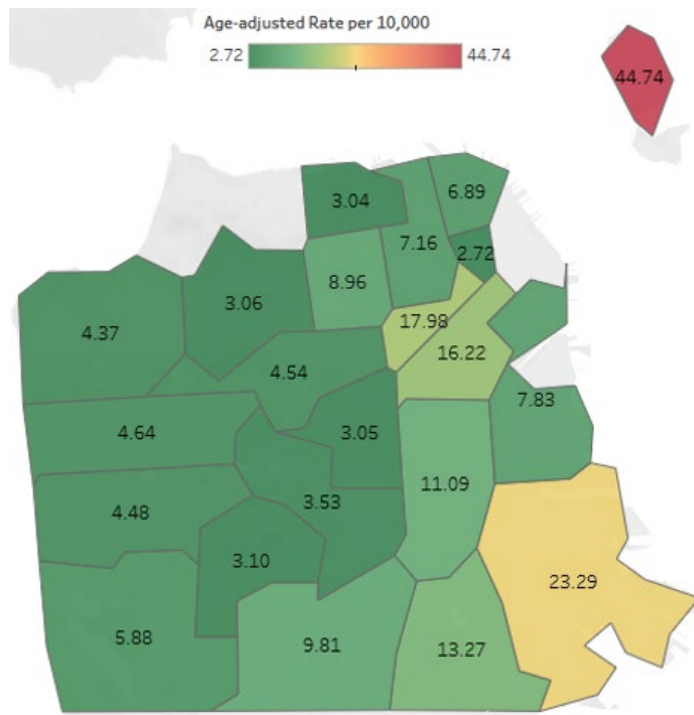
Figure 99. Age-adjusted Rates of Hospitalizations and ER Visits due to COPD per 10,000 by Race and Ethnicity, 2016



Source: California Office of Statewide Health Planning and Development (OSHPD).

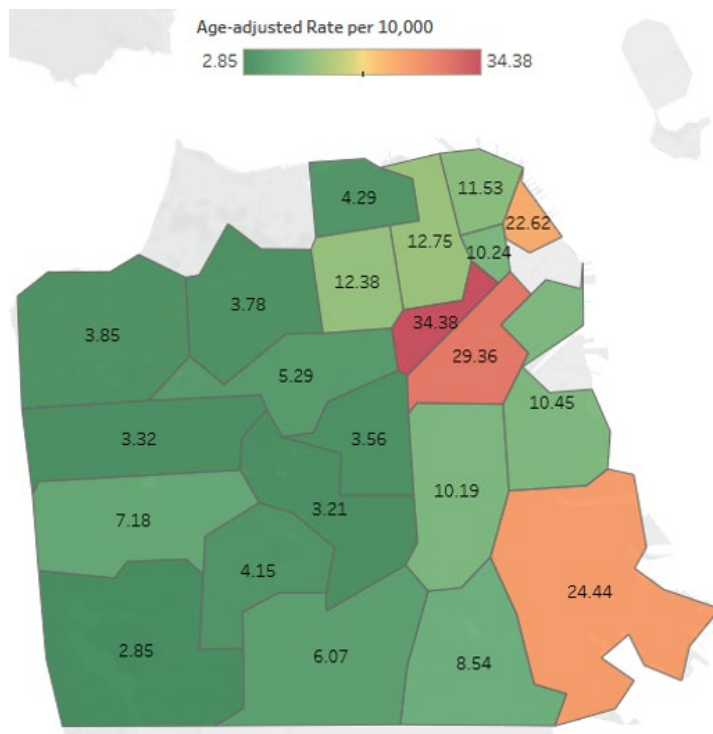
There were also stark disparities in asthma and COPD rates between different zip codes in San Francisco. Asthma hospitalization and emergency room visit rates were highest in the Treasure Island and Bayview Hunters Point neighborhoods (Figure 100), while COPD hospitalization and emergency room visit rates were higher in the Tenderloin, South of Market, and Bayview Hunters Point neighborhoods (Figure 101). These neighborhoods have higher concentrations of people of color and lower-income people. It is notable that both the Black or African Americans and Native Hawaiian or Pacific Islanders are particularly concentrated in Bayview Hunters Point, where there are some of the highest rates of asthma and COPD hospitalizations and ER visits. These geographic areas also overlap with R/ECAPs, Priority Equity Geographies and Environmental Justice Communities.

Figure 100. Age-adjusted Rates of Hospitalizations and ER Visits due to Asthma per 10,000 by Zip Code, 2012-2016



Source: California Office of Statewide Health Planning and Development (OSHPD).

Figure 101. Age-adjusted Rates of Hospitalizations and ER Visits due to Asthma per 10,000 by Zip Code, 2012-2016



Source: California Office of Statewide Health Planning and Development (OSHPD).

Assessment of Disproportionate Housing Needs

Housing Needs by Race and Ethnicity

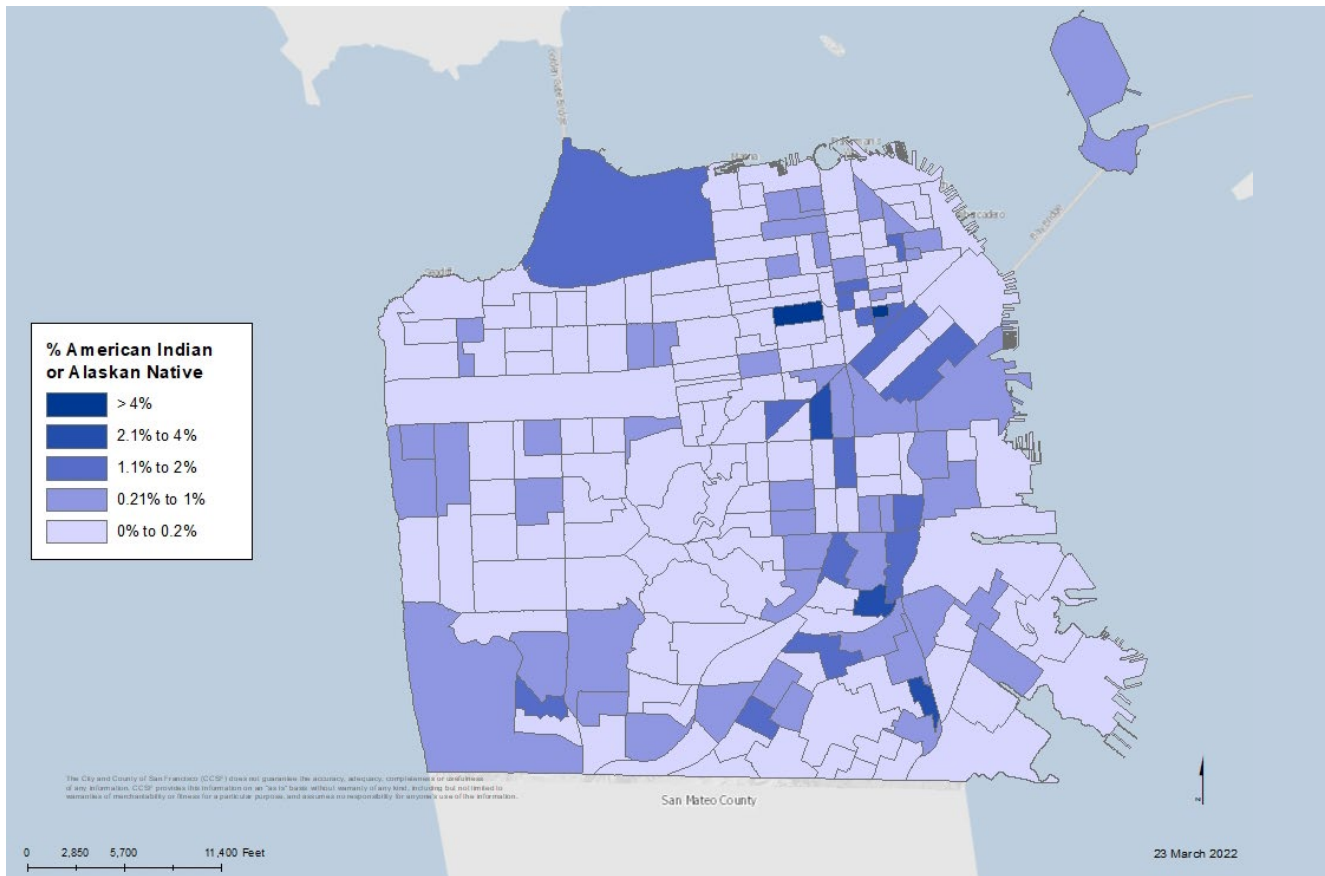
Due to discriminatory government actions, the current conditions and life outcomes of people of color are unequal with those of white residents. Those harms and intentional disparities give rise to unique housing needs. The following section provides a brief overview of harms committed against some racial groups in order to contextualize these disparities.

American Indian Community

American Indians that remain in San Francisco today face steep barriers to housing security. Compared to the citywide median income of \$112,449, the median income of American Indian residents is only \$59,898 (Table 13). 31% of American Indian residents are ELI (Figure 5). These factors contribute to 10% of American Indian residents living in extreme rent burden (Table 43) and a homelessness rate of 4% (Figure 113), making them 4 times more likely to be unhoused. Far fewer American Indian residents own their home (18%) compared to the citywide average (37%) (Figure 6). They are also nearly two times more likely than the citywide average to be disabled (Table 70).

Due to an extremely low population, there are few, if any, majority-American Indian areas in San Francisco. Of those American Indian residents in San Francisco, most live in the eastside, especially in the Tenderloin and Mission (Figure 102).

Figure 102. Percent of Population Identifying as American Indian or Alaska Native by Census Tract, 2015–2019



Source: ACS 2019 5-Year Estimates.

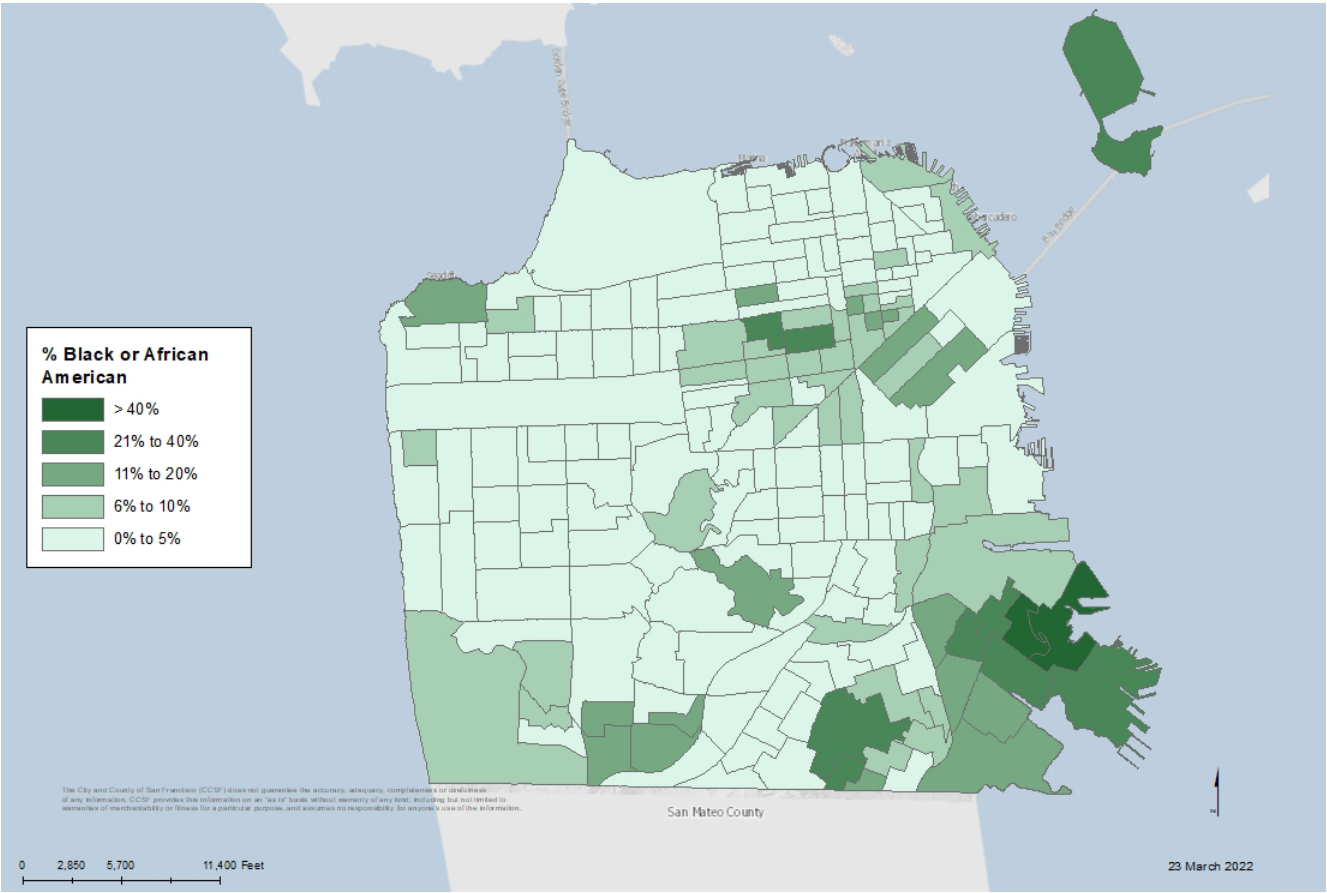
Black Community

After decades of slavery, segregation, redlining, and other state-sanctioned discrimination, economic opportunities for Black residents in San Francisco remain limited. The median Black household income is just \$30,000 (Table 13), less than a quarter of the median white household income. Almost half of Black households are also ELI (Figure 5), making less than 30% AMI. Economic exclusion continues to be a challenge for Black residents, who report the highest unemployment rate of any racial group at over double the citywide rate (Table 22). A history of redlining and financial discrimination is also reflected in the Black homeownership rate, which stands at just 22% compared to the citywide rate of 37% (Figure 6). Contributing to an overall risk of housing insecurity, Black residents experience the highest rate of housing cost burden of any racial group in San Francisco at 53% of renters and 41% of owners (Table 43). Black residents are also the most likely to be disabled, speaking to a need for accessible housing (Table 70). Economic and housing discrimination, coupled with a history of structural racism has led to an overrepresentation of the Black or African American population in the homeless population, making up 38% of these population, while they only represent 5.3% of the total San Francisco population.

Speaking to a history of redlining, racially exclusive covenants, and other geographic discrimination, most Black residents are highly concentrated in several neighborhoods – the Western Addition, Bayview-

Hunters Point, Oceanview-Merced-Ingleside (OMI), Tenderloin, and SoMa - that have lower markers for access to educational, employment, transportation and healthy environment opportunities (Figure 103, Figure 104). This history of discrimination has compounded to adversely impact health outcomes of members of the Black community. While 7.3 percent of white births were preterm, 13.8 percent of Black or African American births were preterm. Between 2012 and 2016, Black or African Americans had about 4 out of 100 births, but experienced 5 out of 10 maternal deaths, and 15 out of 100 infant deaths.⁷⁹ In 2012-2016, 5.6 per 1,000 Black or African American infants died within 12 months of birth, compared to 1.7 per 1,000 white infants. The rate for COPD and asthma-related hospitalizations and ER visits was also the highest among Black or African Americans (Figure 98). The adverse impacts of racial discrimination on health outcomes for Black or African Americans is so stark, that both male and female members have the lowest life expectancy in San Francisco.

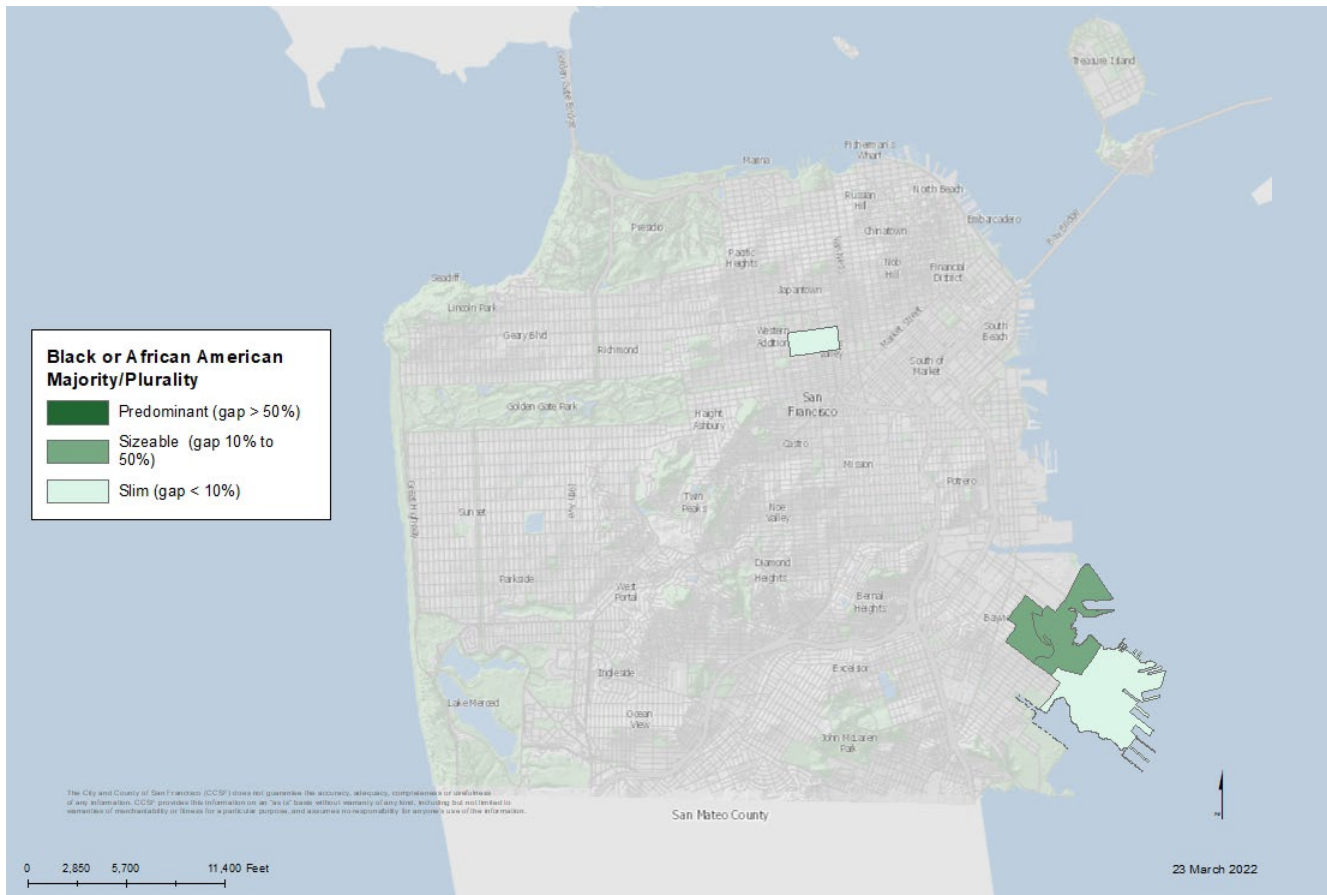
Figure 103. Percent of Population Identifying as Black or African American by Census Tract, 2015-2019



Source: ACS 2019 5-Year Estimates.

79 San Francisco Health Improvement Partnership. 2016 Community Health Data. <http://www.sfhip.org/chna/community-health-data/preterm-birth/>

Figure 104. Census Tracts with Black or African American Majority/Plurality, 2015–2019



Source: ACS 2019 5-Year Estimates.

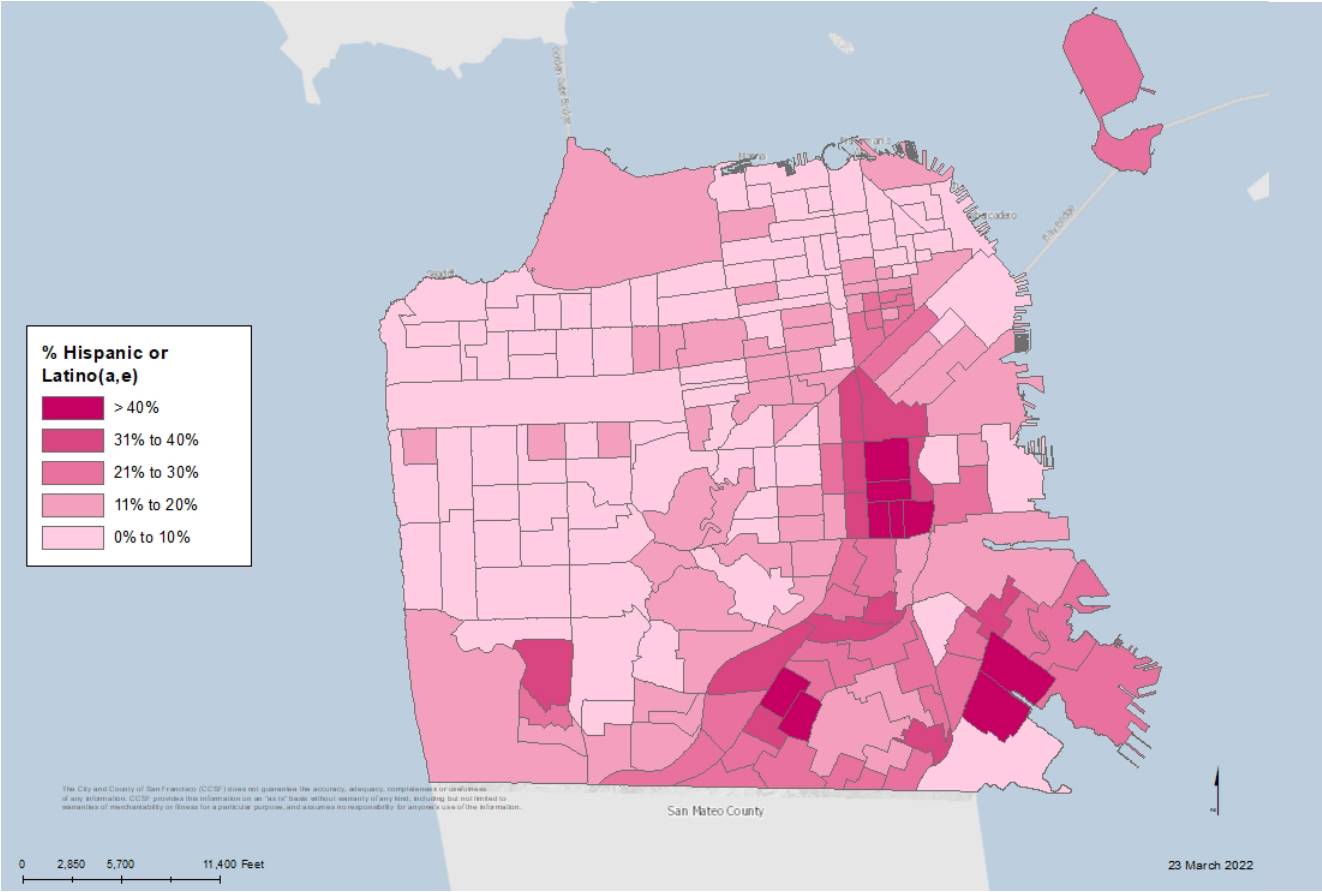
Latino(a,e) Community

The Latino(a,e) population in San Francisco continues to grow to this day, growing 35% from 1990-2018 (Table 7). The median household income for Latino(a,e) households in 2018 was around \$72,000 compared to a citywide median of around \$104,000 (Table 13). This has resulted in 56% of households identifying as low-income, compared to a citywide average of 39% (Figure 5). Exacerbating poverty is an unemployment rate of 4.3%, higher than the citywide average of 3.7% (Table 22), and the 44% of Latino(a,e) households that report housing cost burdens (Table 43). These vulnerabilities coupled with the economic fallout from the COVID-19 pandemic led to a sharp increase in the share of the population experiencing homelessness that identified as Hispanic or Latinos(as,es), going from 18% to 30% from 2019 to 2022.

Only 24% of Latino(a,e) households own their home, 13% less than the citywide average (Figure 6). Almost half of Latino(a,e) households have children (Figure 11) and have a household size of 4 or more people (Figure 12). This also contributes to a reported overcrowding rate of 13% of households, compared to just 6% of households citywide (Figure 52). Latino(a,e) households also make up 15% of

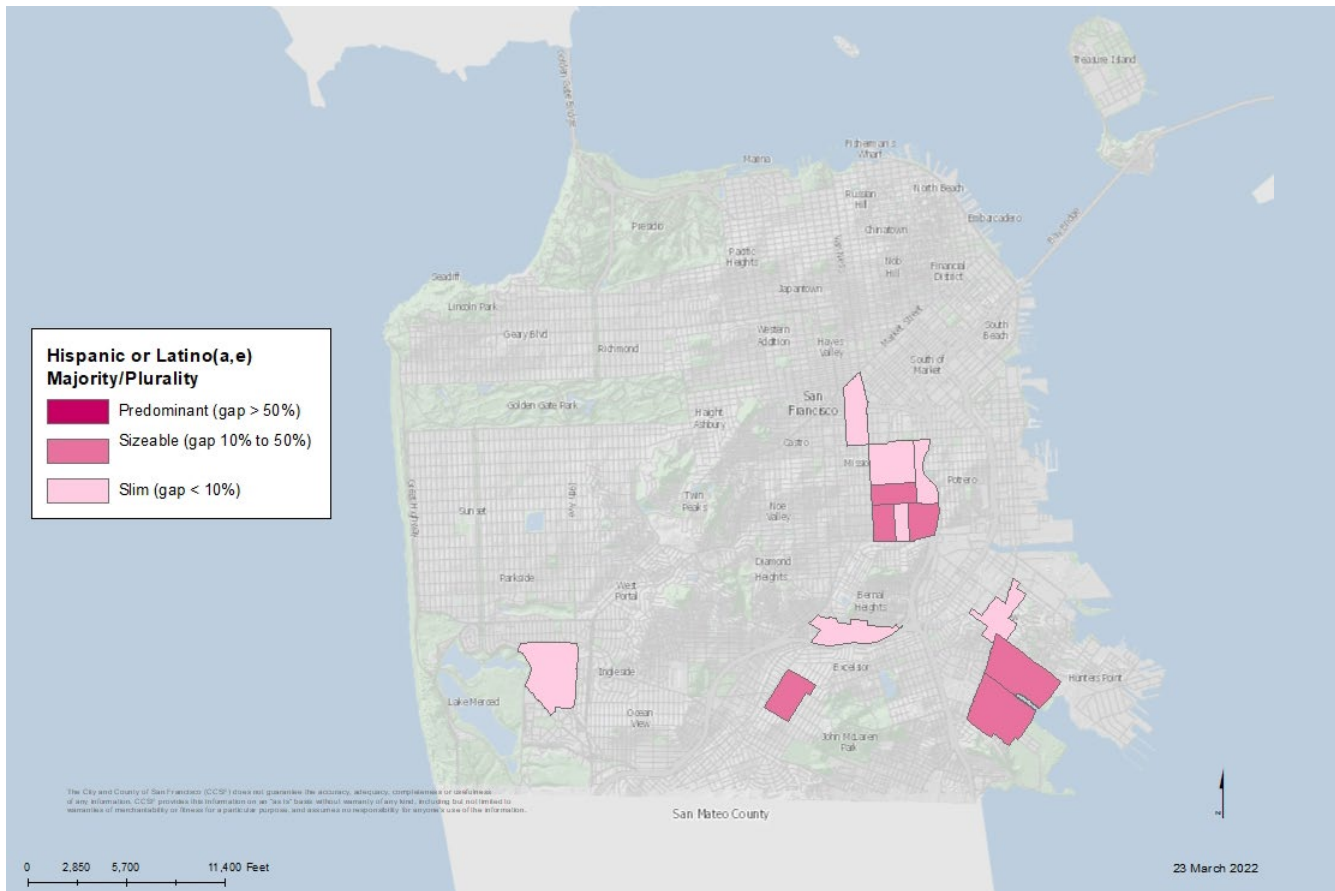
households that report being foreign-born and linguistically isolated (Table 77). Today, Latino(a,e) households are most heavily concentrated in the Mission and Excelsior (Figure 105, Figure 106).

Figure 105. Percent of Population Identifying as Hispanic or Latino(a,e) by Census Tract, 2015-2019



Source: ACS 2019 5-Year Estimates.

Figure 106. Census Tracts with Hispanic or Latino(a,e) Majority/Plurality, 2015-2019



Source: ACS 2019 5-Year Estimates.

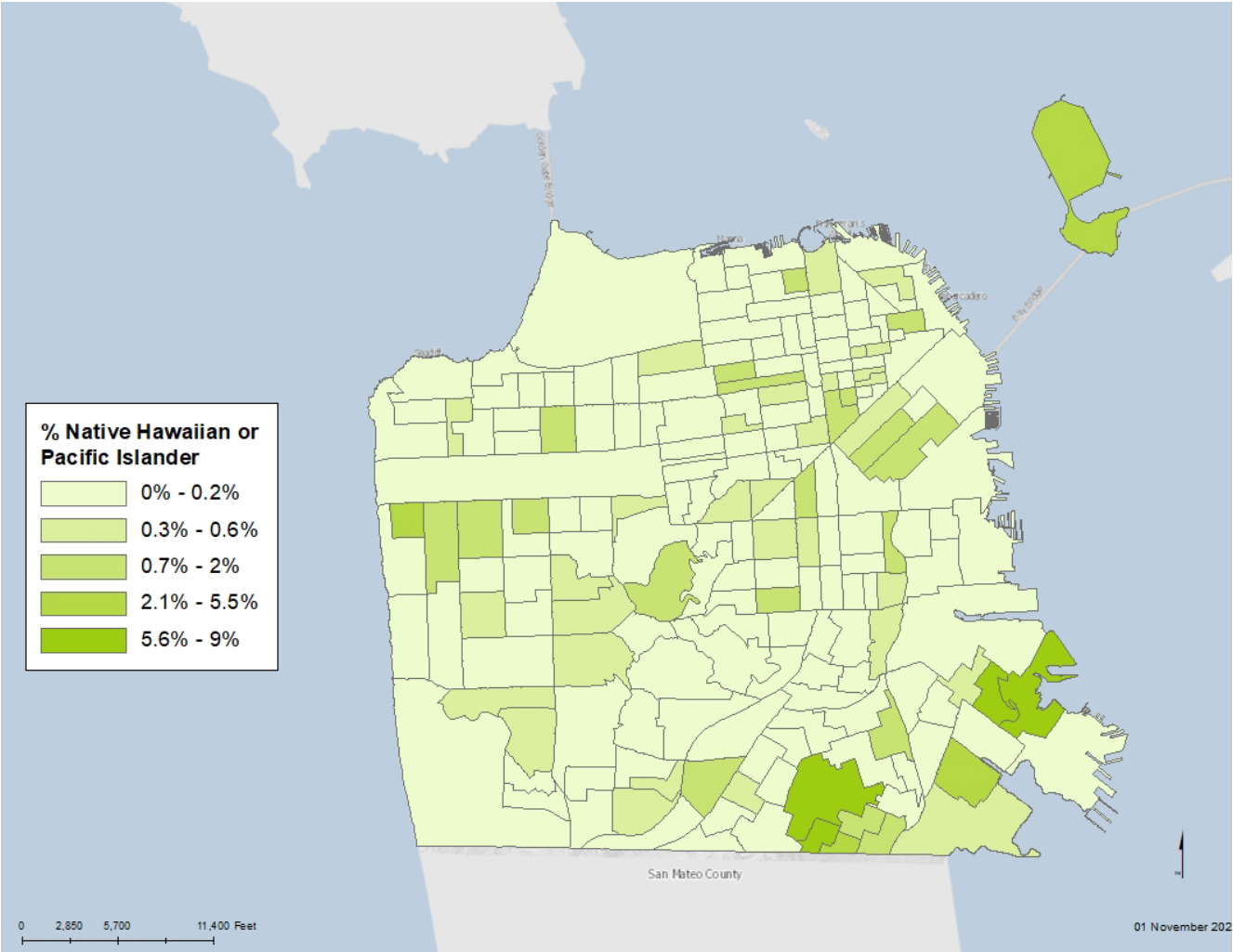
Native Hawaiian or Pacific Islander Communities

Due to American expansion, colonialism, and militarization, there has been a long history of Native Hawaiian or Pacific Islanders migrating to the San Francisco Bay area. Today the term Native Hawaiian or Pacific Islander has come to represent over 20 distinct communities including larger communities such as Native Hawaiians, Samoans, Chamorros, Fijians, Tongans, and smaller communities such as Marshallese, Chuukese, and Tahitians. 33% of Native Hawaiian or Pacific Islanders in San Francisco identify as Samoan, followed by Native Hawaiians at 23%.

The Native Hawaiian or Pacific Islander population totals 0.4% of the total population of San Francisco, They are heavily concentrated in the southeastern part of the city. This perhaps explains why the greatest data point of geographic segregation in San Francisco in 2020 was 58.1 between the Native Hawaiian or Pacific Islander population and white population, which means this group experienced moderate, but close to high segregation (Table 46). Segregation and discrimination have meant that Native Hawaiians or Pacific Islanders experience some of the greatest disparities in San Francisco.

The median household income for Native Hawaiian or Pacific Islander households is \$80,172, with 28% being extremely low income (earning less than 30% of the Area Median Income) (Table 13). It is notable that Native Hawaiian or Pacific Islander residents tend to live in larger family households of 6 people or more and are more likely to live in single-family homes (Figure 12, Figure 22). In fact, the proportion of Native Hawaiians or Pacific Islanders under 18 years old (23.4%) is the highest in San Francisco compared to all other race and ethnicities and is 2.5 times higher than white children (9.3%). However, lower incomes and larger households means that overcrowding and rent burden disproportionately impact Native Hawaiian or Pacific Islander residents. These factors, along with segregation, have left Native Hawaiian or Pacific Islander vulnerable to homelessness and health impacts. Native Hawaiians or Pacific Islanders are three times more likely to experience homelessness and experience some of the highest rates of asthma and COPD hospitalizations and ER visits.

Figure 107. Percent of Population Identifying as Native Hawaiian or Pacific Islander by Census Tract, 2015-2019



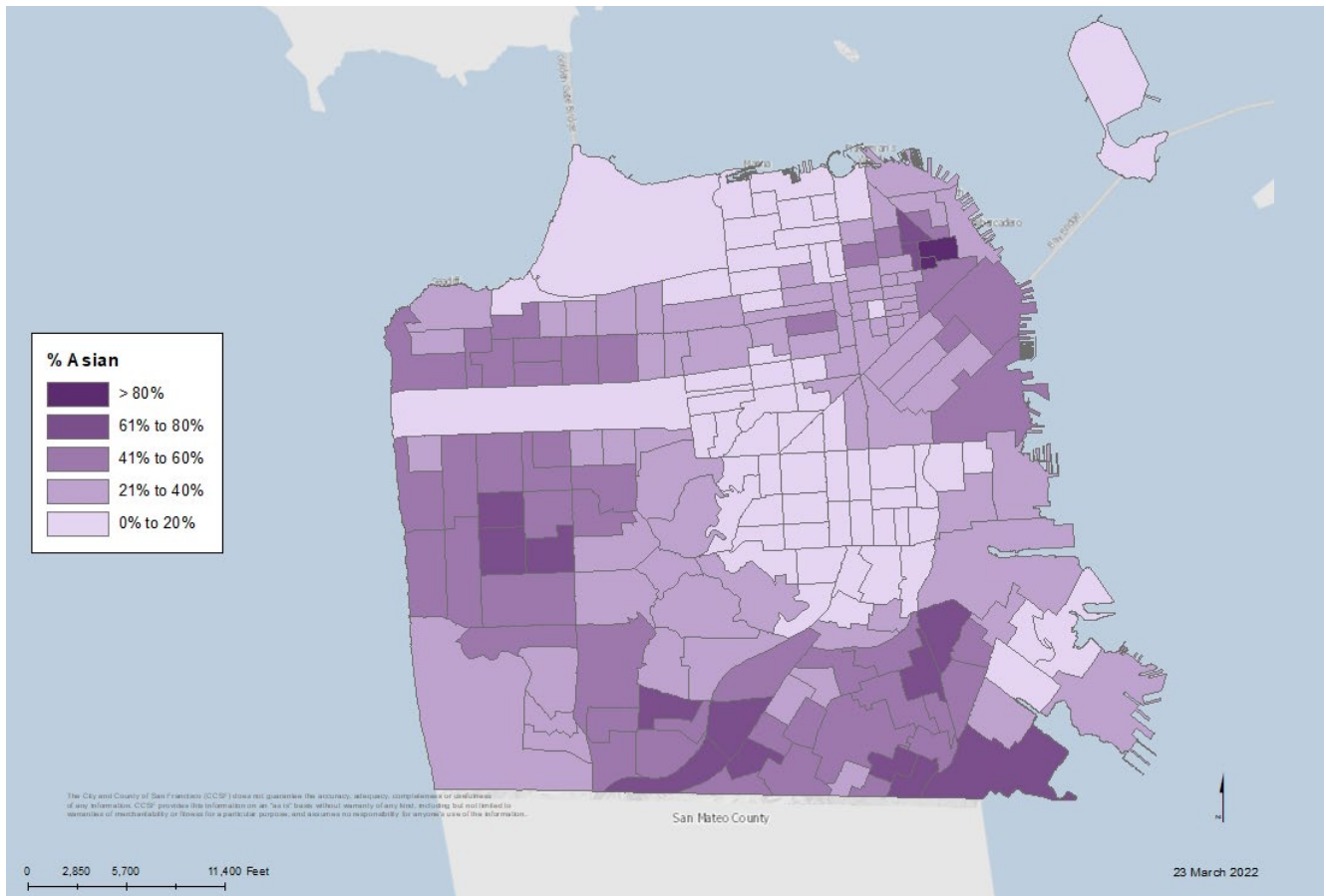
Asian Communities

“Asian” communities contain a wide diversity of racial and ethnic groups, just a few that will be highlighted in greater detail in this assessment. This choice does not aim to legitimize only the experiences and harms of named communities, but to highlight notable examples from San Francisco’s history. As noted earlier, this assessment provides a brief and incomplete review of the experiences of communities of color in San Francisco.

As a group, the Asian residents make up the largest community of color in San Francisco at 34% (Table 6) and their population has grown 44% since 1990 (Table 7). Asian residents are disproportionately senior (Table 71). The median household income of Asian residents is nearly \$20,000 below the citywide median at about \$88,000 (Table 13) and 48% of Asian households are low-income (Figure 5). 45% of Asian households have 4 or more people (Figure 12) and a disproportionate number of households are families with children and related adults living today (Figure 11). Asian residents are the most likely to be heading a large family of 5 or more people (Figure 126), possibly contributing to a overcrowding rate of 11% compared to a citywide average of 6% (Figure 52). Asian residents also make up the vast majority of foreign-born, linguistically isolated residents at 76% (Table 77).

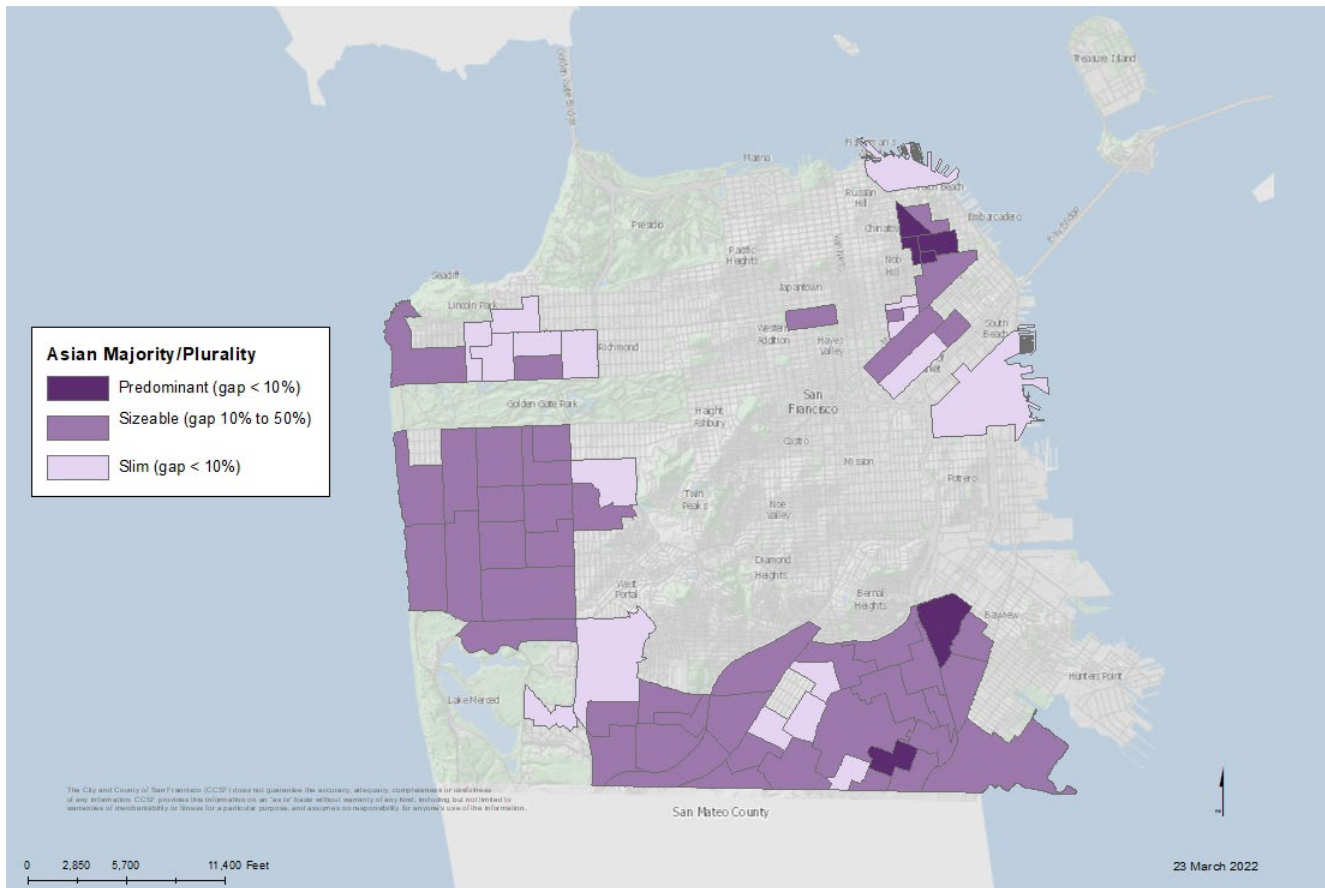
Asian households have the highest rate of homeownership of any racial group, including white residents (Figure 6). Asian renters more likely than the average San Francisco renter to be living in a non-rent-controlled unit, contributing to a lack of housing price security. Asian residents live in large numbers across many San Francisco neighborhoods, but are particularly concentrated in Chinatown, Excelsior, Sunset, and Inner Richmond (Figure 108, Figure 109).

Figure 108. Percent of Population Identifying as Asian by Census Tract, 2015–2019



Source: ACS 2019 5-Year Estimates.

Figure 109. Census Tracts with Asian Majority/Plurality, 2015–2019



Source: ACS 2019 5-Year Estimates.

Households with Special Needs

Producing and preserving homes to meet or exceed RHNA targets is important to address housing need for all incomes, racial groups, and household types. However, particular groups face disproportionate housing challenges. These groups are identified as having higher or special needs in Housing Element law or in local policy.

San Francisco has historically had a significant homeless population relative to other parts of the country. This population continues to grow, particularly among the Black and American Indian communities. People with disabilities, including developmental disabilities, the elderly/seniors, and persons with HIV/AIDS and who are chronically ill are challenged with meeting the high cost of housing and amidst limited options. Families with children and large families, female-headed households, and immigrants and those linguistically isolated are more likely to experience overcrowding and be cost- or rent-burdened. The demand for student housing is greater than the housing supply of universities and high rents pose financial barriers to students pursuing higher education in or adjacent to the city. Furthermore, the transgender and LGBTQ+ community has been facing displacement and the ongoing risk of

homelessness, particularly for youth, while artists struggle to find housing at reasonable costs that meet their needs.

The data presented in the following section highlights the disproportionate needs of many of these groups. Potential resources and policies to meet those needs are identified in the table below (Table 61). Ensuring that housing and services meet the needs of those who face the greatest housing challenges is essential to achieving San Francisco’s social and economic equity goals.

Table 61. Housing Needs of Special Populations

<i>Communities</i>	<i>Special Needs</i>
Black, American Indian, and other communities of color	<ul style="list-style-type: none"> • More housing opportunities in high resource areas • Preferences for affordable housing and homebuyer programs for displaced people or at-risk and outreach and support for use of preferences • Services for low- and moderate-income homeowners and renters of color • Targeted affordable preservation and production investment in communities of color in coordination with nonprofits and philanthropy
ELI Households	<ul style="list-style-type: none"> • Group housing, SROs, studios, and other simple, compact units, especially supportive housing, to help majority of ELI that live alone • Affordable rental housing for ELI groups with particular need: families with children, seniors, and people with disabilities • Ongoing and emergency rent aid and services to keep people housed • Preservation purchases of SROs or other housing occupied by ELI people
VLI and Low-Income Households	<ul style="list-style-type: none"> • Expanded affordable housing production especially for families with children and seniors as well as people with disabilities • More housing opportunities in high resource areas • Preservation purchases for buildings occupied by low-income renters • Expanded services to keep renters housed • Financing tools to add units to existing home or legalize unpermitted units • Ongoing and emergency rent aid and services to keep people housed
Moderate- and Middle -Income Households	<ul style="list-style-type: none"> • Subsidized and market-based affordable homeownership opportunities • Financing tools to add units to existing home or legalize unpermitted units
People Experiencing Homelessness or At-Risk	<ul style="list-style-type: none"> • Expanded Permanent Supportive Housing, homelessness prevention resources, and shelter capacity • Services and strategies to stabilize people with untreated mental illness and/or substance use disorder

- Expanded housing and support for adults in transition (for example, exiting incarceration or treatment)
- Expanded housing and support for Transitional Age Youth (for example, those in the foster care system or who have experienced homelessness)
- Expand homelessness prevention, shelter and housing solutions for older adults at risk of or experiencing homelessness.

People with Disabilities

- Accessible design in affordable housing and other housing types
- Targeted affordable housing and services given disproportionate need

Seniors

- Affordable housing for seniors
- Services to help seniors looking to rent part of their home
- Financing tools for low- and moderate-income senior homeowners would like to add more housing to their home

Large Families And Female Headed Households

- Ensure production and preservation of multibedroom units, especially in affordable housing
- Prioritize families with children for multibedroom units
- Strategies to help one and two person households in larger homes who would like to down-size, making more homes available for families

Immigrants/ Linguistically Isolated People

- Language accessibility in affordable housing programs and tenant services given disproportionate need among linguistically isolated immigrants

People living with HIV & other conditions

- Continued investment in housing and services for low-income people with HIV and other major health conditions

Transgender & LGBTQ+ People

- Targeted services for members of transgender and LGBTQ+ community who may face housing discrimination or lack family support, particularly transgender people

Students

- Expanded student housing provided through universities
 - Expanded housing types accessible to ELI renters
-

ELI and VLI Households Needs

Extremely low (ELI) and very low-income (VLI) households have the lowest incomes in the city and are much more likely to experience housing challenges. Lack of affordable housing options and support can make ELI and VLI households particularly vulnerable to housing insecurity and homelessness. San Francisco has an estimated 66,018 ELI households earning up to 30% of area median income (AMI) and 33,023 VLI households earning between 30% and 50% of AMI. Together these households are nearly 28% of all households. About two thirds of the combined total 99,041 households earning less than 50%

of AMI are ELI. Some ELI households are students or people temporarily unemployed. It should be noted that households earning between 30% and 50% of AMI, as well as low-income households earning 50-80% of AMI and moderate-income households earning between 80% and 120% of AMI have been migrating out of San Francisco at a faster rate than ELI households.

Tenure: The vast majority of ELI and VLI households are renters. About 82% of ELI households are renters along with about 72% of VLI households. The majority of ELI and VLI owner households are senior-headed households.

Household Type: One-person households make up 61% of ELI households (over 40,000 households) and 42% of VLI households (over 13,000 households), far higher than the city’s rate of 36% one-person households. Fewer ELI households are families than the city’s average. However, there are still over 8,000 ELI households with children. There are about half the rate of couples among ELI households as in the city overall. VLI households, like ELI households, are less likely to be couples than the city as whole but are just as likely to be families with children and more likely to be related adults. In general, the poorest households are mostly one person while higher income households are disproportionately couples, and family households are found at all incomes.

Figure 110. ELI Households Below 30% AMI by Household Type

Source: ACS 2018 5-Year Estimates; IPUMS-USA.

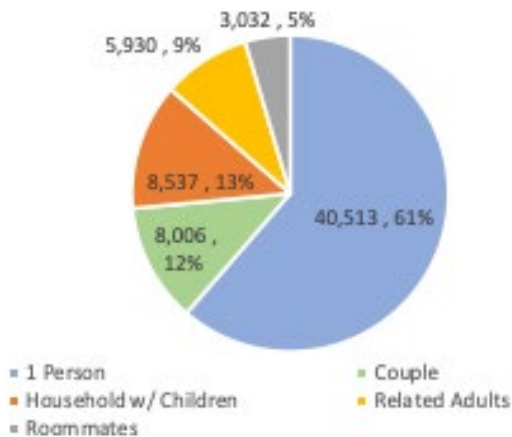
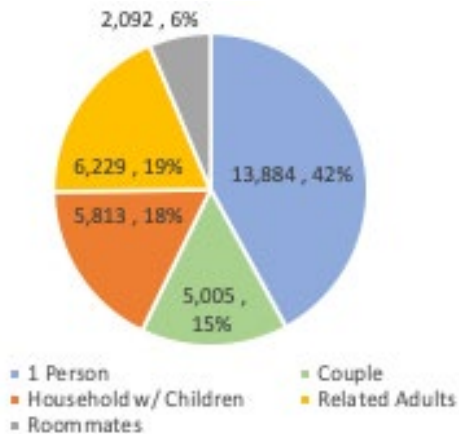


Figure 111. VLI Households at 30-50% of AMI by Household Type

Source: ACS 2018 5-Year Estimates; IPUMS-USA.



Race and Ethnicity: People of color are more likely to be ELI, VLI, or low income than white-headed households. Black households are the most disproportionately lower income with nearly 48% ELI and nearly 16% VLI. American Indian householders are also disproportionately ELI with nearly 34% ELI households. Hispanic or Latino(a,e) households also have elevated rates of being ELI and VLI with nearly 38% of households falling in those income groups and more than half of Latino(a,e) households having low incomes. Asian households also have elevated rates of being ELI and VLI.

Cost Burden and Crowding: ELI households are the most likely to be cost burdened with fully 79% of ELI renters and 78% of ELI owners cost burdened. Sixty-eight (68%) of VLI renters are burdened while 56% of VLI owners are. Overall, ELI renters make up about 50% of all rent burdened households while VLI households make up 19%, together comprising the vast majority of rent burdened households. Severely burdened renters paying more than 50% of income are 72% ELI and 18% VLI and extremely cost burdened renters paying more than 70% of income in rent are overwhelmingly ELI at 86% and VLI at 12%. In other words, severe rent burden is almost completely a problem of ELI and VLI households. Owner cost burden is more widely distributed across income groups. However, most burdened owners are ELI and VLI, who are 39% and 19% of burden owners, respectively. Perhaps because ELI households are more likely to be one person, they are less likely to be overcrowded than VLI and low-income households.

Workers in household: About two thirds of ELI households do not have a worker present, either because they are currently unemployed, are unable to work due to temporary or permanent disability, or they are a senior and not in the workforce. In contrast, 70% of VLI households do have a worker present.

Senior and Disabled Status: Seniors make up more than 40% of ELI households though they make up only 22% of all households. More than half of senior ELI householders also have a disability. Seniors also make up 35% of all VLI households. Non-senior people with disabilities head up more than 15% of ELI households though non-seniors with disabilities head just 6% of all households. About 53% senior-headed renter households are ELI and 16% of senior renters are VLI. While senior-headed renter households are just 16% of all renters, they make up 36% of ELI renters and 26% of VLI renters. This pattern is even more dramatic for ELI and VLI owners where senior-headed owner households are 59% and 57%, respectively. While seniors are disproportionately lower income, they are also disproportionately homeowners, with more than 53% of seniors owning their home compared to just 33% of other households. Homeownership provides a majority of seniors with greater housing security despite disproportionately lower incomes.

Housing Available and Suitable for ELI Households and Zoning that Permits These Housing Types

Existing housing programs and services address ELI and VLI needs. Nearly 9% of all housing in the city, over 35,600 units, is income-targeted affordable housing that typically serves ELI, VLI, and low-income people. The San Francisco Housing Authority also administers over 12,000 federally funded housing choice vouchers (also known as Section 8) that help low-income people rent apartments in the private market, where some vouchers are tied to affordable housing. There are also more than 19,000 SRO residential units in San Francisco, often called residential hotels, which are often more affordable for low-income people with few other housing options. SRO are owned by nonprofit and private landlords. HSH

administers locally and federally funded permanent supportive housing (PSH) services to provide long-term affordable housing with on-site social services to people exiting chronic homelessness.

Much of the current residential zoning in San Francisco prohibits multifamily housing, affordable housing, group housing, and SROs that are more likely to serve ELI and VLI renters. These multifamily housing types are often limited to multifamily districts, which cover about 40% of the city's residential land, and more specifically the form-based multifamily zoning districts that cover about 17% of the city's residential land. Recent policy changes, such as the 2019 adoption of Proposition E by the voters, have allowed affordable and educator housing in any district. However, the policy applies to parcels of at least 8,000 square feet, limiting applicability in most low-density residential zoning districts

People Experiencing and At-Risk of Homelessness

2022 Point-in-Time Count Demographics

San Francisco, like communities around the country, is mandated by the U.S. Department of Housing and Urban Development to conduct a Point-in-Time (PIT) Count of people experiencing homelessness every two years. The PIT Count provides a critical snapshot of the state of people experiencing homelessness in San Francisco, impact of the San Francisco Homelessness Response System, and informs decision-making regarding policy changes and programs that address this critical issue. This section uses data from the 2022 PIT Count conducted by the San Francisco Department of Homelessness and Supportive Housing (HSH).

The worsening housing affordability crisis, the rapid economic and job growth, and the resulting growing economic inequality in the Bay Area, and historic and modern-day systemic racism have led to the crisis of homelessness in San Francisco and around the country. From 2005 to 2022, the PIT Count of people experiencing homelessness increased from 5,404 people to approximately 7,754 people. However, HSH estimates that as many as 20,000 people may experience homelessness in San Francisco over the course of a full year.⁸⁰ The rapid growth in rents and housing costs has rapidly outpaced wage growth, particularly for low- and moderate-income residents. This pressure, coupled with a severe shortage of affordable housing, has pushed more and more people into homelessness. In fact, HSH estimates that for every household San Francisco is able to permanently house through its Homelessness Response System, approximately four households become homeless.⁸¹ To respond to this growing issue, the City has tripled the funding to address homelessness since 2016.

The COVID pandemic exacerbated these issues, as the economic fallout has left more people at risk of homelessness. However, the 2020 Mayor's Homelessness Recovery Plan has leveraged funds from the Our City, Our Home Fund, with state and federal resources for an unprecedented expansion of housing, shelter and homelessness prevention. This led to an actual decrease in overall homelessness (3.5%) and in unsheltered homelessness (15%) from 2019 to 2022 (Figure 112).

According to the 2022 PIT Count survey, 71% of respondents lived in San Francisco at the time they most recently became homeless, of which 35% reported living in the city for at least 10 years. Others

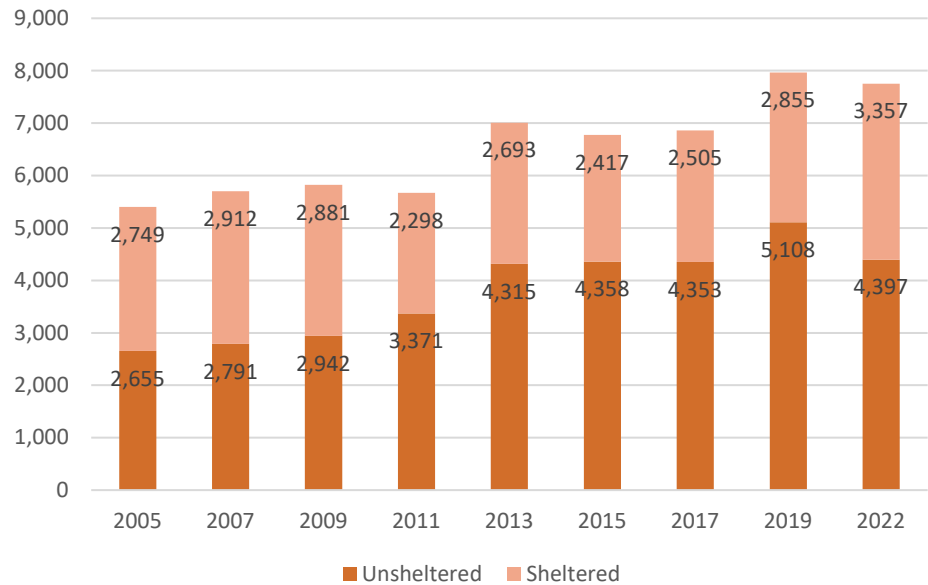
80 2022 Point-in-Time Count, HSH, p.2. <https://hsh.sfgov.org/wp-content/uploads/2022/08/2022-PIT-Count-Report-San-Francisco-Updated-8.19.22.pdf>

81 Ibid, p.2.

reported living in another county in California (24%) or out of state (4%) at the time they became homeless.⁸²

Figure 112. Number of People Experiencing Homelessness by Shelter Status, 2022

Source: 2022 San Francisco Point-In-Time Count Reports, Department of Homelessness and Supportive Housing.

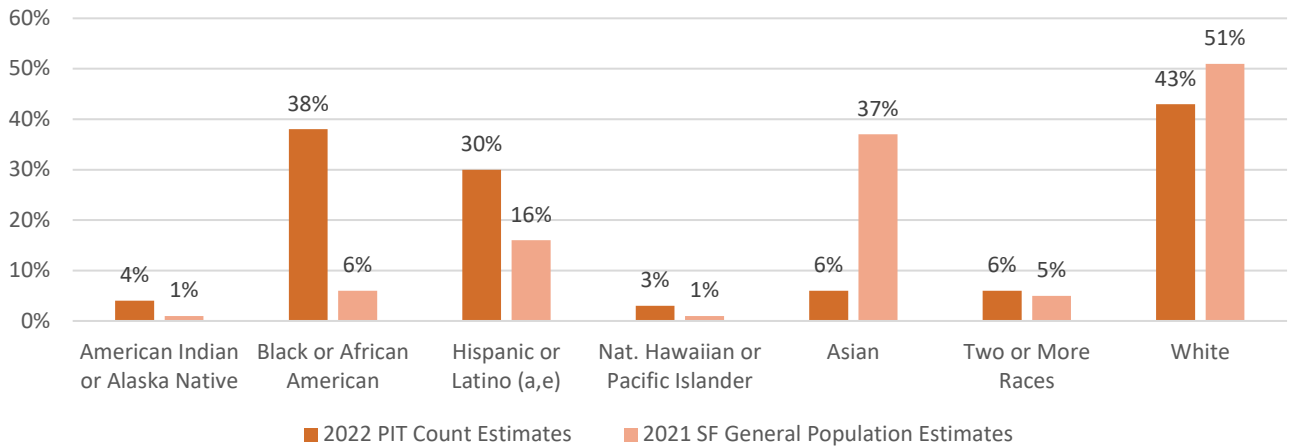


Race, Sexual Orientation and Gender Identity, Age

People of color disproportionately experience homelessness in San Francisco, particularly American Indian or Alaska Native, Black or African American and Native Hawaiian or Pacific Islander people. As reported in the 2022 PIT Count, the Black or African American population were 6 times more likely to be found among the unhoused population, American Indian or Alaska Native population 4 times, and Native Hawaiian or Pacific Islander population 3 times (Figure 113). Hispanic or Latino(a,e) people also experienced an elevated rate of homelessness, with 30% of respondents experiencing homelessness identifying as Hispanic or Latino(a,e) compared to 16% of the city’s population. This was a sharp increase from their share of the homeless population in 2019 (18%) and possibly the result of the economic fallout from the COVID-19 pandemic, as many Hispanic or Latino(a,e) workers were essential workers and many others worked in informal jobs that disappeared during this time.

⁸² Ibid, p.30.

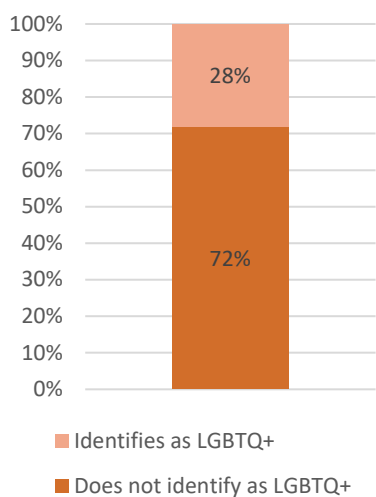
Figure 113. People Experiencing Homelessness by Race & Ethnicity, 2022



Source: 2022 Point-in-Time Count Report, San Francisco Department of Homelessness and Supportive Housing.

The majority of respondents experiencing homelessness were male (62%). More than a quarter (28%) of people experiencing homelessness identified as LGBTQ+, compared to the estimated 12% of the San Francisco population who are LGBTQ+ (Figure 114).

Figure 114. Sexual Orientation and Gender Identity of People Experiencing Homelessness, 2022



<i>Breakout of Respondents Answering Yes</i>		
<i>Sexual Orientation</i>	<i>%</i>	<i>n</i>
Gay/Lesbian/Same Gender Loving	30%	67
Bisexual	29%	64
Questioning/Unsure	10%	22
Other	12%	27
<i>Gender Identity</i>	<i>%</i>	<i>n</i>
Transgender	15%	32
A Gender Other Than Singularly Female or Male (e.g., non-binary, gender fluid, agender, culturally specific gender)	6%	13
Questioning	2%	4

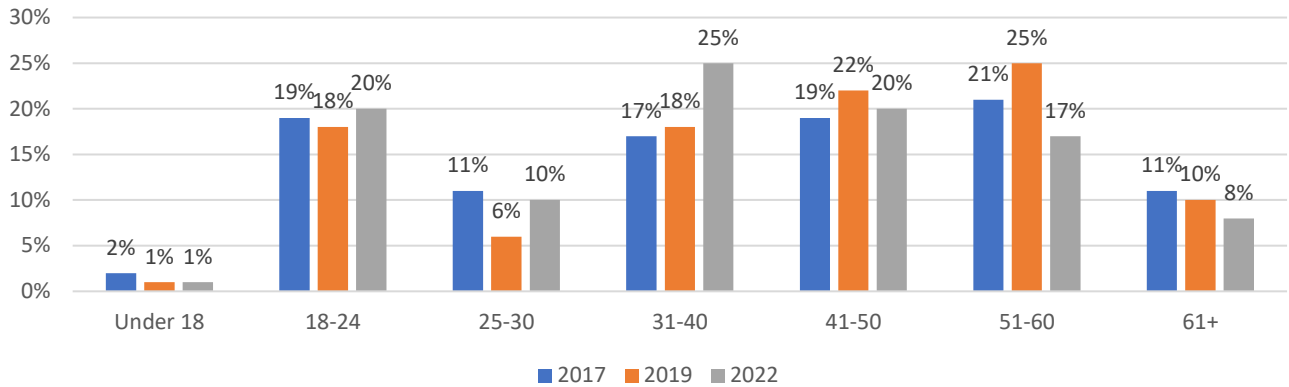
Source: 2022 Point-in-Time Count Report,

San Francisco Department of Homelessness and Supportive Housing.

The 2019 to the 2022 PIT count, there was an increase in the number of respondents experiencing homelessness that were transitional age youth (TAY; 18-24), young adults (25-30), and middle-aged adults (31-40), which grew to be a quarter of the homeless population from 18% in 2019 (Figure 115).

Meanwhile, the percentage of respondents experiencing homelessness in the 41-50 age group, 51-60 age group and 61+ all declined from 2019 to 2022.

Figure 115. People Experiencing Homelessness by Age, 2022



Source: 2022 Point-in-Time Count Report, San Francisco Department of Homelessness and Supportive Housing.

Youth and Families with Children

The number of youth experiencing homelessness declined by 44% between 2013 and 2022, with 1,902 unhoused youth in 2013 and 1,073 unhoused youth in 2022. In 2022, 92% of these youth (987) were Transitional Age Youth (TAY) between the ages of 18 and 24, while the other 8% (86) were under 18 years old, an increase from 54 in 2019 (Figure 116). More than 84% of the Transitional Age Youth respondents were unsheltered.⁸³

40% of unhoused youth were Black or African American, 31% identified as Hispanic or Latino(a,e), 6% Native Hawaiian or Pacific Islander, and 4% American Indian or Alaska Native.⁸⁴ 38% of homeless youth identified as LGBTQ+.⁸⁵ The most cited barriers to obtaining permanent housing among youth included: unable to afford rent (45%), no job or not enough income (27%), no housing available (27%), no money for moving costs (21%), and having a criminal record (11%).⁸⁶

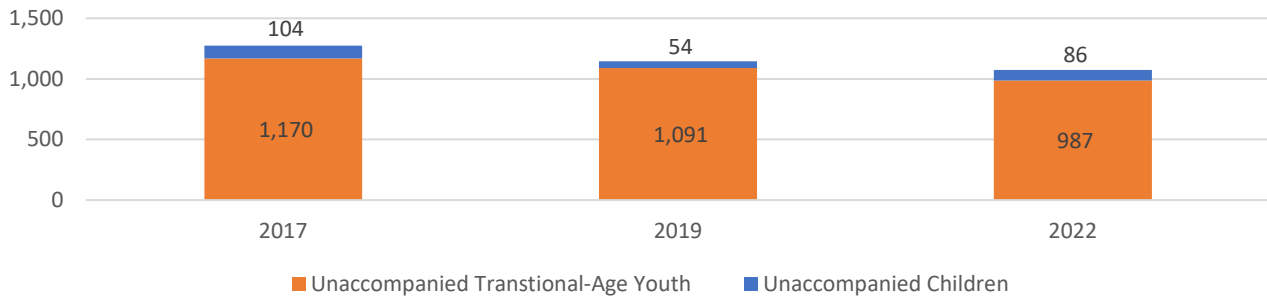
⁸³ 2022 Youth Point-In-Time Count, HSH, p. 10. <https://hsh.sfgov.org/wp-content/uploads/2022/08/2022-San-Francisco-Youth-Count.pdf>

⁸⁴ Ibid, p. 16.

⁸⁵ Ibid, p. 15.

⁸⁶ Ibid, p. 23.

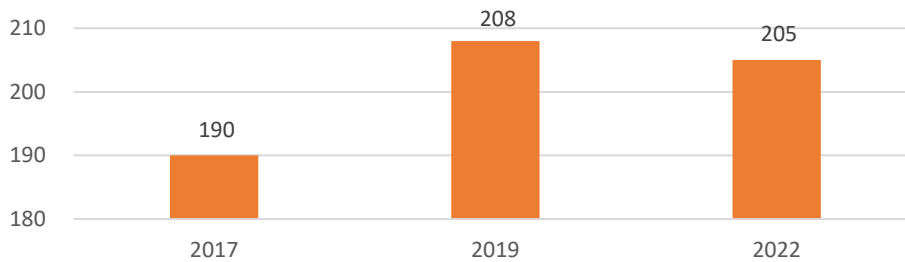
Figure 116. Number of Youth Experiencing Homelessness, 2017-2022



Source: 2022 San Francisco Point-In-Time Count Reports, Department of Homelessness and Supportive Housing.

The number of families experiencing homelessness was 208 in 2019 and 205 in the 2022 PIT Counts (Figure 117). Of the 205 families with children experiencing homelessness in 2022, 87% were sheltered, a decrease from 94% in 2019.⁸⁷ The most prevalent cause of homelessness for families was job loss (23%), followed by an argument with family or friend who asked them to leave (15%). Respondents in families attributed their homelessness to domestic violence at twice the rate of single individuals (8% compared to 4%). Over one-quarter (27%) of respondents in families reported experiencing domestic violence in their lifetime, while 14% indicated experiencing domestic violence at the time of the survey.”⁸⁸

Figure 117. Families with Children Experiencing Homelessness, 2017-2022



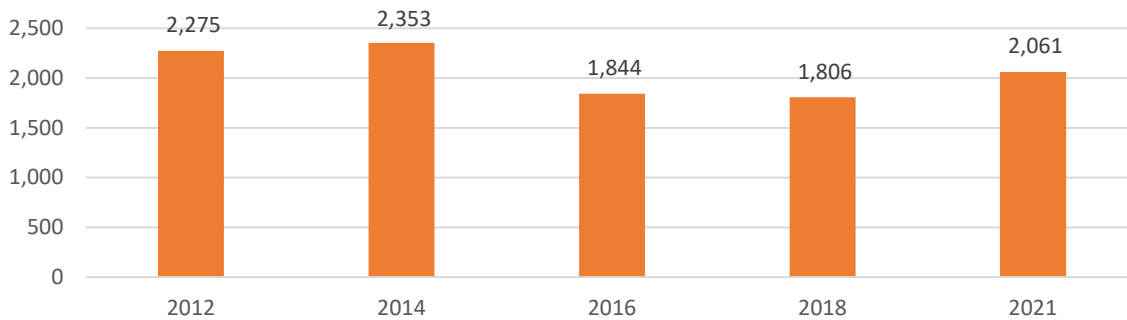
Source: 2022 Point-in-Time Count Report, San Francisco Department of Homelessness and Supportive Housing, Figure 45.

In addition to HSH, SFUSD also reports data on students within the school district experiencing homelessness. SFUSD uses a broader definition for homelessness compared to HUD. The count of students experiencing homelessness includes those in a shelter or living in a vehicle, as well as students whose families are doubled up or staying with friends or family in a temporary arrangement. The San Francisco Unified School District (SFUSD) estimates about 2,061 students experienced housing instability or homelessness in 2021, a 14% increase from 2018 (Figure 118).

⁸⁷ 2022 Point-In-Time Count, HSH, p. 48.

⁸⁸ *Ibid*, p. 49.

Figure 118. Students in SFUSD Experiencing Homelessness, 2012-2021



Source: 2022 Point-in-Time Count Report, San Francisco Department of Homelessness and Supportive Housing, Figure 65.

Mental Illness & Substance Abuse Issues⁸⁹

Among those surveyed in the 2022 PIT, 60% of respondents reported having one or more health conditions. Drug or alcohol abuse was the most cited condition (52% of respondents), followed by PTSD (38%), and psychiatric or emotional conditions (36%). When asked about the cause of homelessness, alcohol or drug use was reported as the third highest cause in 2022 (12% of respondents), and mental illness was the fifth highest cause of homelessness (7%). For Transitional Age Youth, alcohol/drug use and mental health issues were the third and fourth most cited causes of homelessness (14% and 9% of respondents, respectively).

Domestic Violence Survivors⁹⁰

Nearly one fourth (23%) of people experiencing homelessness have experienced some form of domestic violence. 12% of transgender respondents and 20% of respondents who identified with a gender other than singularly female or male (e.g., non-binary, gender fluid, agender, culturally specific gender) reporting current experiences of domestic violence, compared to 7% of males and 10% of females. Among individuals in families, 38% had experienced domestic violence.

U.S. Veterans⁹¹

Many U.S. Veterans are represented in the homeless population within the city. Veterans experiencing homelessness are more likely to live on the streets than in shelters and remain on the streets for longer periods of time. As of 2022, 67% of the 605 veterans surveyed were unsheltered. The most common primary cause of homelessness among surveyed veterans was job loss (25%), followed by eviction (14%) and alcohol or drug use (10%).

Housing Resources and Services for People Experiencing and At-Risk of Homelessness

In 2016, the City and County of San Francisco created the Department of Homelessness and Supportive Housing (HSH) to make a significant and sustained reduction in homelessness in San Francisco through the coordinated provision of services. HSH operates the City's Homelessness Response System (HRS),

89 Ibid, p. 41.

90 Ibid, p. 42.

91 Ibid, p. 47.

which includes Outreach, Coordinated Entry, Problem Solving and Prevention, Temporary Shelter, Housing and Housing Ladder (all explained below). As of September 2022, the HRS serves over 15,000 individuals every day, providing approximately 12,000 units of supportive housing, capacity to shelter over 3,000 guests, and a variety of other services. Services, programs, and housing serving people experiencing and at-risk of homelessness are largely managed through HSH, though may also include other city departments such as MOHCD and DPH.

To address homelessness, HSH uses federal, state, and local sources to invest hundreds of millions of dollars in targeted homelessness prevention, temporary shelter and various supportive housing strategies for people currently or formerly unhoused, including master-leasing existing housing and providing operating subsidies for units and services in 100% affordable buildings. In 2018, voters approved Proposition C, which increased taxes on companies with \$50 million or more in gross receipts to provide around \$250 million per year for services and housing for unhoused people. This money is in the Our City, Our Home Fund.

Outreach: Connects the most vulnerable individuals living outside with available and appropriate resources within the Homelessness Response System through outreach, engagement, and case management. The San Francisco Homeless Outreach Team (SFHOT) provides citywide outreach 7 days a week citywide through a contract with a non-profit service provider. HSH has recently launched the new Street Response Team, which works with paramedics, clinicians, and people with lived experience to address behavioral health, overdoses, or other urgent needs of primarily unsheltered individuals in San Francisco.

Coordinated Entry: Organizes the Homelessness Response System with a common, population specific assessment; a centralized data system and “by name” database of clients; and a prioritization method. This process directs clients to the appropriate resources and allows for data-driven decision making and performance-based accountability. The Coordinated Entry process is organized to serve three subpopulations: Adults, Families, and Transitional Aged Youth. HSH continues to analyze Coordinated Entry prioritization on an ongoing basis for equity, including race and LGBTQ+ status. HSH plans to conduct a Coordinated Entry review and evaluation process.

Problem-Solving: An umbrella term used for strategies to help people exit or avoid homelessness without continued support from the Homelessness Response System. Problem Solving includes targeted homeless prevention, which provides opportunities to stop people from entering the Homelessness Response System. Problem Solving also includes one-time grants to resolve one-time experiences of homelessness, as well as relocation assistance to reconnect people experiencing homelessness with support networks.

Temporary Shelter and Crisis Interventions: The City’s shelter resources have overall increased since 2015. San Francisco’s emergency shelter system expanded rapidly in 2020 due to the mayor’s 1,000 New Shelter Beds Initiative and the expansion of non-congregate shelter (such as the Shelter-in-Place Hotel Program) opened in response to the COVID-19 pandemic. Simultaneously, the City’s congregate shelter system capacity decreased by over 70% due to social distancing requirements during the COVID-19 pandemic.

During the COVID-19 pandemic, the city also stood up Safe Sleep sites for people to sleep in tents in a safe and clean place. HUD does not categorize these sites as emergency shelter, so these programs are not included in shelter data the city reports to HUD.

Between 2015 and 2020, the number of beds in the City's shelter system steadily increased. As shown in the 2021 inventory count (Table 62), the City added a large number of overflow beds to the portfolio in 2020 in response to the COVID-19 pandemic. As the city's initial response to the pandemic wound down in 2022, the number of overflow beds decreased. The total number of non-overflow beds started to expand back to pre-COVID levels as congregate shelters added back capacity and new sites opened. In 2022, the occupancy rate was slightly lower than in previous years due to programmatic shifts at the time of the inventory: some resources were reopening, and the overflow beds were winding down.

Sustained expansion of the non-overflow shelter system has continued throughout 2022 as the City comes out of the initial response to COVID-19. As of October 2022, the City has over 2,418 units and beds in the year-round shelter system - some units have multiple beds.

Table 62. Emergency Shelter Counts and Utilization, 2015-2022

Type of Resource*	2015	2016	2017	2018	2019	2020	2021	2022
Total Beds	2,103	2,313	2,322	2,241	2,721	2,978	4,474	3,767
Family Beds	383	424	538	50	496	657	550	651
Adult-only Beds	1,635	1,697	1,724	1,589	2,129	2,246	1,180	1,381
Other Beds (ex. Seasonal, overflow, voucher)	65	167	35	125	90	75	2,744	1,716
Child-only Beds	20	25	25	26	6	0**	0**	19
People Sheltered***	1,994	2,211	2,050	2,011	2,262	2,471	3,588	2,933
Occupancy Rate****	95%	96%	88%	90%	83%	83%	89%	78%

Source: HSH's [Housing Inventory Counts and Point-in-Time Counts](#)

* Per HUD, family beds are allocated to households with at least one adult over 18 and at least one child under 18. Adult-only beds are for households with only people over the age of 18. Child-only beds are for households with only people under 18.

**There were 6 child-only beds in the CoC's system in 2020 and 2021. These beds were miscategorized in 2020 and 2021. For consistency, this table mirrors the HIC-reported numbers.

***The number provided for the number of shelter beds and number of people sheltered a given year is a snapshot based on a single point in time. This number represents the number of clients present at a site on the night of the Point-in-Time count and is not a representation of the number of people served at the site year-round.

**** Occupancy rate is calculated by: People Sheltered / Total Beds

The occupancy rate in transitional housing has seen a slight decrease in recent years, with 76% utilization in 2022 (Table 63).

Table 62. Transitional Housing Counts and Utilization, 2015–2022

Type of Resource*	2015	2016	2017	2018	2019	2020	2021	2022
Total Beds	465	479	453	551	752	627	537	555
Family Beds	238	231	235	238	402	190	212	245
Adult-Only Beds	227	248	218	313	350	437	325	310
People Sheltered***	407	411	440	474	575	473	412	424
Utilization**	88%	86%	97%	86%	76%	75%	77%	76%

Source: HSH's Housing Inventory and Point-in-Time Counts

* Per HUD, family beds are allocated to households with at least one adult over 18 and at least one child under 18. Adult-only beds are for households with only people over the age of 18.

** Utilization is calculated by: People Housed or Sheltered / Total Beds

***The number provided for the number of shelter beds and number of people sheltered a given year is a snapshot based on a single point in time. This number represents the number of clients present at a site on the night of the Point-in-Time count and is not a representation of the number of people served at the site year-round.

Housing and Housing Ladder: As of March 2022, the HSH permanent housing portfolio includes 10,704 units. and will continue to expand under the mayor's [Homelessness Recovery Plan](#). These housing types are categorized as follows:

- **Permanent Supportive Housing (PSH):** HSH administers locally and federally funded PSH to provide long-term affordable housing with on-site social services to people exiting chronic homelessness. The PSH portfolio includes both project-based sites and scattered-site PSH through programs like Emergency Housing Vouchers and the Flexible Housing Subsidy Pool (Flex Pool), which utilizes housing units available in the private market in various sites across the city.
- **Rapid Rehousing (RRH):** Provides time-limited rental assistance and services for households exiting homelessness and includes housing identification, temporary rental assistance and case management.
- The **Housing Ladder** offers opportunities for tenants in supportive housing to move to subsidized housing with lower levels of support services. By joining the program, clients make their PSH unit available for other people experiencing homelessness. The Housing Ladder also includes opportunities to assist clients to move to a more permanent housing solution outside the Homelessness Response System.

The PSH portfolio has expanded by almost 5,000 beds since 2015. Permanent housing (PSH) utilization has generally hovered around 90% over the past few years, with slightly lower utilization in 2022 due to new programs coming online around the time of the inventory (Table 64).

Table 63. Permanent Supportive Housing and Other Permanent Housing, 2015–2021

Type of Resource*	2015	2016	2017	2018	2019	2020	2021	2022
Total Beds****	7,051	7,599	8,254	9,556	10,797	10,051	10,292	12,436
Family Beds	1,597	1,912	2,647	1,836	2,205	1,913	2,216	2,185
Adult Beds	5,454	5,687	5,607	7,720	8,592	8,138	8,076	10,251
People Housed or Sheltered***	6,646	7,260	8,012	9,024	9,577	9,258	9,126	10,026
Utilization**	94%	96%	97%	94%	89%	92%	89%	81%

Source: HSH's Housing Inventory and Point-in-Time Counts

* Per HUD, family beds are allocated to households with at least one adult over 18 and at least one child under 18. Adult-only beds are for households with only people over the age of 18.

** Utilization is calculated by: People Housed / Total Beds

***The number provided for the number of beds and people housed for a given year is a snapshot based on a single point in time. This number represents the number of clients present at a site on the night of the Point-in-Time count and is not a representation of the number of people served at the site year-round

****This row combines PSH and Other Permanent Housing. Other Permanent Housing includes any permanent housing project that is designated for people experiencing homelessness that provides housing and services or housing only, but for which disability is not required for entry, including some SRO projects.

Rapid Rehousing has also expanded by over 1,000 slots since 2015.

Table 64. Rapid Rehousing Numbers, 2015–2022

Type of Resource*	2015	2016	2017	2018	2019	2020	2021	2022
Total Beds*	753	774	176	227	664	1,187	2,101	1,919
Family Beds	753	774	39	181	183	422	1,738	1,568
Adult-Only Beds	0	0	137	46	481	765	363	351
People Housed or Sheltered **	753	774	176	227	664	1,187	2,101	1,919

Source: HSH's Housing Inventory and Point-in-Time Counts.

* Per HUD, family beds are allocated to households with at least one adult over 18 and at least one child under 18. Adult-only beds are for households with only people over the age of 18.

**The number provided for beds and clients for a given year is a snapshot based on a single point in time. This number represents the number of clients present at a site on the night of the Point-in-Time count and is not a representation of the number of people served at the site year-round. Utilization for Rapid Rehousing is 100% since the HIC reflects the number of scattered-site slots in use.

In addition to the inventory detailed above, the City has over 1,000 units of Permanent Supportive Housing to HSH's portfolio that were not open for placement in February and therefore not reflected in the 2022 Housing Inventory Count. These units include eight new properties acquired by the City for PSH. As of October 2022, the city had received six Project Homekey awards from the State of California to put towards the purchase and operations of six of these buildings.

Healthcare and Supportive Services: The San Francisco Department of Public Health (DPH) and other agencies continue to work together to improve how the City meets the needs of people experiencing homelessness with medical conditions, mental health conditions, and/or addiction disorders. From 2016 to 2021, multiple City departments coordinated on streamlined housing and healthcare through the

Whole Person Care Shared Priority Initiative. This initiative was a pilot program overseen by the Centers for Medicare and Medicaid and funded through the California Department of Healthcare Services. This pilot program ended in 2021 and the work shifted to programs connected to California Advancing and Innovating Medi-Cal (CalAIM). Additionally, the Department of Public Health provides physical, mental health and substance use care to people experiencing homelessness in a variety of settings, including primary care, urgent care, and emergency and inpatient care at San Francisco Health Network sites, including Zuckerberg San Francisco General Hospital. DPH’s Street Medicine Team works closely with SFHOT to provide care and referrals to people living on the streets and in encampments. The DPH Shelter Health team provides clinical care to guests in the Temporary Shelter system. DPH’s Medical Respite is staffed with DPH nurses and provides homeless patients with post-hospital care, as well as care for people who become too sick or injured to remain in temporary shelter. DPH’s Sobering Center provides a safe place for rest and assessment for people who are intoxicated on the street. The Syringe Access and Disposal Program includes education, outreach, and cleanup of areas with syringe litter. The Environmental Health Branch provides inspections for health hazards in encampments.

Funding Sources

HSH’s budget has grown to expand supportive housing and services, with \$285 million invested in FY2018-2019 and \$672 million in FY2022-2023 (Table 66). In FY2020-21, HSH’s budget totaled over \$852 million due to expanded services and significant one-time COVID-related funding.

Table 65. HSH Funding Sources, FY 2018-19, 2019-20, 2020-21, 2021-22 (in millions)

<i>Funding Source</i>	<i>FY 2018-2019</i>	<i>FY 2019-2020</i>	<i>FY 2020-2021</i>	<i>FY2021-2022</i>	<i>FY2022-2023</i>
General Fund	-	\$34.80	\$295.17	\$299.02	\$233.38
Other local sources, including General Fund	\$209.44	\$242.53	\$426.20	\$306.91	\$324.79
State Grants	\$29.67	\$38.00	\$68.96	\$0	\$47.97
Federal Grants	\$45.42	\$52.36	\$61.80	\$61.90	\$65.85
TOTAL	\$284.53	\$367.69	\$852.12	\$667.83	\$672.02

Source:

HSH

Persons with Disabilities, Including Developmental Disabilities

People with disabilities can have special housing needs and may face challenges finding accessible housing in the housing market. In addition, people with disabilities can have disproportionately lower incomes given that a majority of people with disabilities are seniors who may be retired and other people with disabilities who may not be able to work. About 10.3% of San Francisco’s non-institutional population is estimated to have a disability, approximately 88,000 people.

Persons with Disabilities by Age and Disability Type

51% of people with disabilities are seniors over age 65, though seniors make up only about 15% of the general population. 45% of those with disabilities are 18-64 and more than half of this group is between 50 and 64 years of age. About 3% of people with disabilities are under 18 years of age.

The most common type of disability is an ambulatory difficulty followed by independent living and cognitive difficulties. Seniors make up more than 60% of people with physical disabilities such as ambulatory, self-care, and independent living difficulties (Table 67). Seniors make up more than 70% of those affected by a hearing difficulty. For vision difficulties, seniors make up about half of adults affected. Only cognitive difficulties (mental disabilities) affect more people 18-64 years old than seniors, however, seniors still make up a disproportionate share of people with cognitive difficulties.

Table 66. Disability by Type and Age Group, 2014–2018

	<i>Number</i>	<i>% of Population Affected</i>	<i>% with that Disability by Age Group</i>
With a hearing difficulty	23,313	2.7%	
Population under 18 years	438	0.4%	2%
Population 18 to 64 years	6,212	1.0%	27%
Population 65 years and over	16,663	12.9%	71%
With a vision difficulty	17,356	2.0%	
Population under 18 years	695	0.6%	4%
Population 18 to 64 years	8,339	1.3%	48%
Population 65 years and over	8,322	6.4%	48%
With a cognitive difficulty	36,716	4.4%	
Population under 18 years	1,735	2.2%	5%
Population 18 to 64 years	20,197	3.3%	55%
Population 65 years and over	14,784	11.4%	40%
With an ambulatory difficulty	47,012	5.7%	
Population under 18 years	361	0.5%	1%
Population 18 to 64 years	16,695	2.7%	36%
Population 65 years and over	29,956	23.2%	64%
With a self-care difficulty	22,020	2.7%	
Population under 18 years	480	0.6%	2%
Population 18 to 64 years	6,603	1.1%	30%
Population 65 years and over	14,937	11.6%	68%
With an independent living difficulty	39,779	5.3%	
Population 18 to 64 years	14,873	2.4%	37%
Population 65 years and over	24,906	19.3%	63%

Source: ACS 2018 5-Year Estimates.
 Note: a person may have more than one disability.

The total number of people with disabilities in San Francisco has increased between 2010 and 2018 (+2,051 persons, or 2% total growth) (Table 68). While people with disabilities make up a slightly smaller

percentage of all people in San Francisco in 2018 versus 2010, the increase in total number speaks to a greater need for accessible housing and services. San Francisco has seen the largest increase in persons with hearing difficulty (25%) and an overall decrease in the number of persons with ambulatory difficulty (-12%).

Table 67. Population of People with Disabilities by Disability Type, 2010-2018

	2010	2018	2018 % with Disability by Type	2010-2018 % Change	
Hearing Difficulty		21,831	27,271	3%	25%
Vision Difficulty		17,041	19,111	2%	12%
Cognitive Difficulty		37,454	37,959	4%	1%
Ambulatory Difficulty		48,995	43,035	5%	-12%
Self-care Difficulty		23,053	22,550	3%	-2%
Independent Living Difficulty		42,075	38,441	4%	-9%
Total Population with a Disability		85,194	87,245	-	2%
% of Population with a Disability		11%	10%	-	-1%
Total Population		801,770	879,045	10%	10%

Source: 2010 Census; ACS 2018 5-Year Estimates.
 Note: a person may have more than one disability; table does not include data from prior Census years, because question and/or definition of disability changed; 1-year and 5-year ACS totals may be different

Developmental Disabilities

Developmental disability is defined by the State of California as a lifelong disability caused by a mental and/or physical impairment manifested prior to the age of 18 and is expected to be lifelong. Golden Gate Regional Center (GGRC) is a state- and federally funded nonprofit organization that serves people with developmental disabilities in San Francisco, Marin, and San Mateo counties. The California Department of Developmental Services also reports data from GGRC in their reports on persons with disabilities. According to the GGRC 2019 Performance Report, the agency served around 9,420 clients in the three counties. Of GGRC clients, 37.6% have a mild or moderate intellectual disability, 22.5% have autism, 12.7% have epilepsy, 12.5% have cerebral palsy, and 8.2% have a severe or profound intellectual disability. Whites are the most populous ethnic group served (32%), followed by Asians (25%), Hispanics/Latinos (22%), and Blacks (8%). The majority of clients are within the 22 to 51 years of age and 6 to 21 years of age category (35% and 30% respectively). In terms of residency, 73% live with a parent or guardian, 14% live in community care facilities, 9% have independent living or supportive living services, 2% are within a family or foster home agency, and 1% have some other type of residency (Source: GGRC 2019 Performance Report).

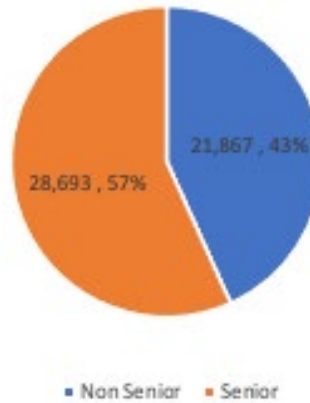
Households with a Person with A Disability by Tenure and Type

The majority of people with disabilities live in households where they are the household head. There are 50,000 households headed by a person with a disability and another 21,000 households that have someone with a disability in the household. The majority of heads of household who have a disability are

also seniors, over 57%, reflecting the fact that seniors are the majority of adults with disabilities (Figure 119). Sixty-eight percent (68%) of households headed by a person with a disability are renters, a slightly higher percentage than the city as a whole.

Figure 119. Heads of Household with Disability, 2014-2018

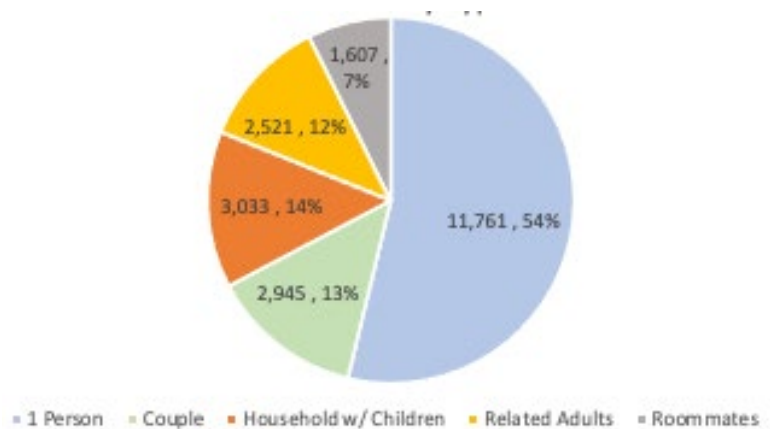
Source: ACS 2018 5-Year Estimates; IPUMS-USA.



A majority of households headed by someone with a disability (but who is not a senior) are one-person households. People with disabilities are also heads of significant numbers of households with children, couple households, and households of related adults. These numbers indicate the need for compact units that would allow an individual with disabilities or a couple with a person with disabilities to live comfortably and affordably as well as the need multibedroom units that are accessible to people with disabilities.

Figure 120. Non-Senior Households Headed by a Person with Disabilities by Household Type, 2014-2018

Source: ACS 2018 5-Year Estimates; IPUMS-USA.



Disability and Household Income

Households with people with a disability are more likely to be lower income and households headed by a person with a disability even more so. Households headed by people with disabilities are 75% low income including 48% ELI, 14% VLI, and 16% low income. Both households headed by seniors with a disability and other adults with a disability show the same disproportionately low incomes. The extremely low incomes among people with disabilities, as well as the high rate of renting, indicate a significant

need for affordable rental housing that is accessible for this population as well as the need for senior housing (explored more fully in the next section) that is affordable and accessible.

Table 68. Household Income by Disability Among Household Members, 2014–2018

	<i>HH Head Has Disability</i>	<i>Other HH with a Person with Disability</i>	<i>All HHs</i>	
Below 30% AMI		48%	15%	18%
30%-50% AMI		14%	13%	8%
50%-80% AMI		12%	17%	12%
80%-120% AMI		9%	19%	15%
120%-150% AMI		4%	10%	10%
150%-200% AMI		5%	10%	13%
Above 200% AMI		7%	16%	28%

Source: ACS 2018 5-Year Estimates; IPUMS-USA.

Disability by Race & Ethnicity

Black residents have a disproportionate rate of disability, nearly double the rate of disability in the city. This may in part be due to the fact that the Black population is disproportionately older. American Indian or Alaska Native, Native Hawaiian or Pacific Islander, and Asian residents also have a higher rate of disability than the city average. Other racial and ethnic groups have rates of disability roughly in line with the rate among the city’s population.

Table 69. Disability by Race & Ethnicity, 2015–2019

<i>Racial or Ethnic Group</i>	<i>Number of People with a Disability</i>	<i>% of Racial or Ethnic Group with Disability</i>	<i>% Total Population with a Disability</i>
American Indian or Alaska Native	477	17.7%	0.5%
Black or African American	8,714	20.8%	9.9%
Hispanic or Latino(a,e)	12,455	9.7%	14.2%
Native Hawaiian or Pacific Islander	288	11.0%	0.3%
Asian	31,462	10.6%	35.9%
Other	6,722	10.1%	7.7%
Two or More Races	3,477	7.2%	4.0%
Non-Hispanic or Latino(a,e) white	31,768	9.2%	36.2%
Total Population	87,690	10.3%	100.0%

Source: ACS 2019 5-year Estimate, IPUMS-USA.

Housing Challenges of People with Disabilities

Renters with a disability experience higher rates of rent burden (not including senior renters who are covered in the discussion of senior housing needs that follows). Fifty-four percent (54%) of renters with a disability are burdened, over 9,000 households. Nearly 6,000 of these renters are severely burdened and nearly 4,000 are extremely burdened. Renters with a disability make up 8% of all renter households but 11% of burdened renters and 13% of severely burdened renters.

Figure 121. Non-Senior Renters with a Disability by Rent Burden, 2014-2018

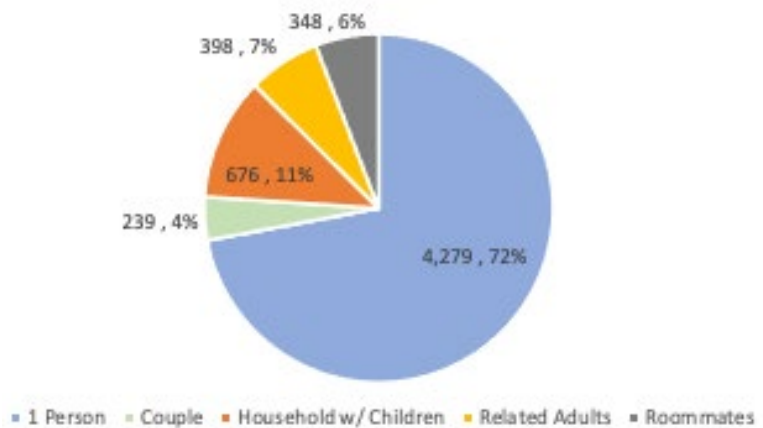
Source: ACS 2018 5-Year Estimates; IPUMS-USA.



The vast majority (72%) of severely rent burdened renters with a disability are one person households, a total of over 4,000 households, indicating the need for small affordable, accessible homes for these renters. There are also hundreds of households with children and related adults headed by a person with a disability who might need multi-bedroom units.

Figure 122. Severely Rent-Burdened Non-Senior Renters with Disabilities Reporting, 2014-2018

Source: ACS 2018 5-Year Estimates; IPUMS-USA.



There are over 4,300 homeowner households headed by a person with a disability who is not a senior. Owners with disabilities have higher rates of cost burden than other owners. There are over 1,800 cost burdened owners with disabilities. Of these owners, 1,000 face severe cost burden and the majority have extreme cost burden. Sixty-three percent (63%) of severely burdened owners are one person households.

Housing Resources and Services for People with Disabilities

Among the 22,787 clients served in MOHCD affordable housing, 26% of households reported having a household member with a disability. The most commonly cited disabilities for household members with a disability were physical (8%), mental/cognitive/developmental (5%), and members having more than one disability or another type of disability (3% and 10% respectively). Note that 30% of households did not report data and 0.1% of the data reported HIV/AIDS as a disability (Figure 32). Among MOHCD's affordable housing, 101 units across seven properties are dedicated to persons with developmental disabilities.

HUD Section 811 subsidizes rental housing opportunities that provide access to appropriate supportive services for persons with disabilities, so they can live independently. There are currently 407 affordable housing units in 10 properties in the city, which are funded through HUD's Section 811 Supportive Housing for Persons with Disabilities program and four of those properties also receive LIHTC. An additional 884 units across 12 properties receive LIHTC and target people with disabilities. As of 2016, there are also 150-200 MHSA (Mental Health Services Act) units spread over 20 properties. MHSA units provide permanent or transitional housing for people with mental health challenges within a larger LIHTC project.

MOHCD occasionally has listings with priority units for mobility, vision, and hearing impairments. Other organizations like the Independent Living Resource Center of San Francisco (ILRCSF) and The Arc San Francisco also provide housing or assistance with housing to those with disabilities. Furthermore, HSA's Community Living Fund provides assistance to clients who are seniors or persons with disabilities to identify potential funding sources and service options, so that these groups can live safely at home. Also, California's In Home Support Services (IHSS) program provides in-home assistance to eligible persons with disabilities and/or seniors as an alternative to receiving out-of-home care. According to the City and County of San Francisco, there were 22,522 active IHSS cases (people who are eligible to receive IHSS services). Relative to need, there is limited housing available for people with disabilities, especially for people with developmental disabilities, and limited housing services that are serving clients with a wide range of disabilities.

Elderly/Seniors

There are 131,451 seniors in San Francisco based on the 2014-2018 ACS data (Table 71). Seniors make up 15% of the population of the city. The vast majority of seniors (127,927 people) live in households while 3,524 live in group quarters, including institutions like convalescent and long-term care facilities. Black and Asian people are more likely to be seniors than other groups and in particular, heads of household among Black and Asian households are more likely to be seniors (Table 72).

Table 70. Seniors by Race & Ethnicity, 2015-2019

<i>Racial or Ethnic Group</i>	<i>Number of Seniors</i>	<i>% of Racial or Ethnic Population</i>	<i>% of Total Senior Population</i>
American Indian or Alaska Native	277	10.3%	0.2%
Black or African American	7,241	17.3%	5.5%
Hispanic or Latino(a,e)	11,895	9.2%	9.1%
Native Hawaiian or Pacific Islander	239	9.1%	0.2%
Asian	58,821	19.9%	44.9%
Other	5,867	8.8%	4.5%
Two or More Races	1,989	4.1%	1.5%
Non-Hispanic or Latino(a,e) white	51,196	14.8%	39.0%
Total Population	131,134	15.3%	100.0%

Source: Source: ACS 2019 5-Year Estimates; IPUMS-USA.

Table 71. Senior-Headed Households by Race & Ethnicity, 2015-2019

<i>Racial or Ethnic Group</i>	<i>Number of Senior-Headed Households</i>	<i>% of Racial or Ethnic Households</i>	<i>% of Total Senior-Headed Households</i>
American Indian or Alaska Native	203	14.8%	0.2%
Black or African American	5,654	31.3%	7.0%
Hispanic or Latino(a,e)	7,005	16.5%	8.6%
Native Hawaiian or Pacific Islander	31	3.4%	0.0%
Asian	30,491	27.3%	37.5%
Other	3,118	15.9%	3.8%
Two or More Races	1,225	8.3%	1.5%
Non-Hispanic or Latino (a,e) white	36,951	20.8%	45.4%
Total Households	81,313	22.4%	100.0%

Source: ACS 2019 5-Year Estimates; IPUMS-USA.

Senior householders are more likely to be owners than other householders - about 53% of senior-headed households are owners compared to just 33% of other households (Table 73). In addition, 59% of all seniors (whether they are the householder or not) live in owner households compared to about 40% of other people.

Seniors are far more likely to be lower income than other households, likely due to the fact that many seniors are not in the labor force and are living on fixed incomes (Table 73). Senior renters are overwhelmingly low income and nearly 70% are ELI or VLI, over 25,000 renter household. The majority of the lowest income seniors are renters, however, seniors with incomes above 50% of AMI are mostly owners. Seniors make up the majority of lower income homeowners especially ELI and VLI owners.

Table 72. Senior-Headed Households by Income and Tenure, 2014–2018

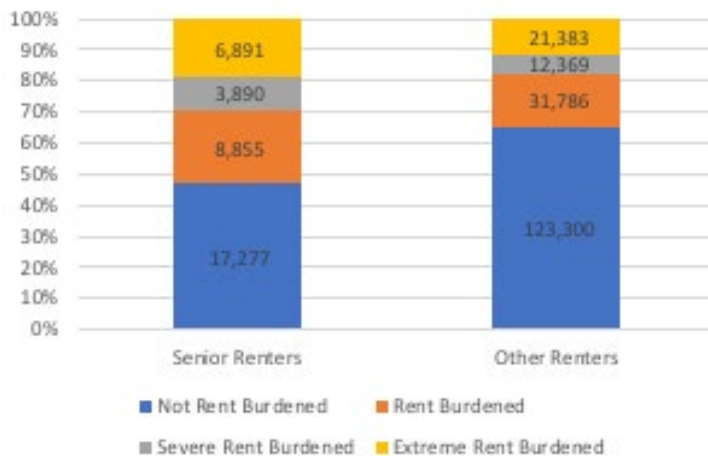
	Senior Renters	% of Senior Renters	Senior Owners	% of Senior Owners	All Seniors	% of All Seniors	% of City as a Whole
Below 30% AMI	19,597	53%	7,086	17%	26,683	34%	18%
30%-50% AMI	6,028	16%	5,374	13%	11,402	14%	9%
50%-80% AMI	4,997	14%	7,550	18%	12,547	16%	12%
80%-120% AMI	3,061	8%	7,431	18%	10,492	13%	15%
120%-150% AMI	1,042	3%	3,900	9%	4,942	6%	9%
150%-200% AMI	758	2%	3,744	9%	4,502	6%	12%
Above 200% AMI	1,439	4%	6,986	17%	8,425	11%	25%
Total	36,922	-	42,071	-	78,993	-	-

Source: ACS 2018 5-Year Estimates; IPUMS-USA.

Housing Challenges of Seniors

Senior renters are disproportionately rent burdened, likely reflecting the concentration of ELI and VLI renters among seniors (Figure 123). While seniors are 16% of all renter households, they make over 23% of rent burdened households and 24% of severe rent burden. There are over 10,000 severely rent burdened seniors and over 6,000 of these seniors are extremely rent burdened, highlighting the need for affordable senior housing and other support for the lowest income senior renters.

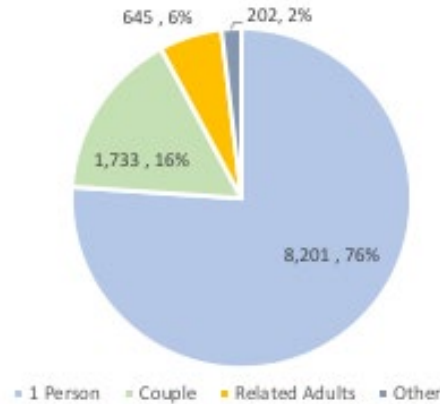
Figure 123. All Renters & Senior Renters by Rent Burden, 2014–2018



Source: ACS 2018 5-Year Estimates; IPUMS-USA.

Senior renters who are severely rent burdened are overwhelmingly one person households (76% or over 8,000 renters) and a smaller percentage of couples (16% or over 1,700 renters) (Figure 124). The concentration of rent burden among seniors who live alone or with a partner indicates a need for small, affordable apartments that could serve this population as well as additional services and support for these seniors.

Figure 124. Severely Rent-Burdened Senior-Headed Households, 2014–2018



Source: ACS 2018 5-Year Estimates; IPUMS-USA.

Thirty-two percent (32%) of Senior homeowners are cost burdened, over 12,000 senior owners, similar to the rate of cost burden for other homeowners. Severe cost burdens and specifically extreme cost burden, however, is more pronounced for seniors who make up 39% of extremely cost burdened owners despite being just 31% of owners overall. These trends are more pronounced for burdened one person, couples, and households with related adults where senior owners make up well over 40% of cost burdened owners. There are over 6,000 severely cost burdened senior owners and nearly half of these households are one person, and another quarter are couples. Most of the remainder are households of related adults.

Housing Resources and Services for Seniors

Among MOCHD’s affordable housing clients, seniors are a household member in 47% of 22,787 households (Figure 31). MOHCD also provides Access to Housing Services, which focuses on accessing and placing clients in affordable rental housing. Seniors (65+ age group) make up almost a quarter (24.8%) of all Access to Housing clients (12,371) making them the predominant clients within the service.

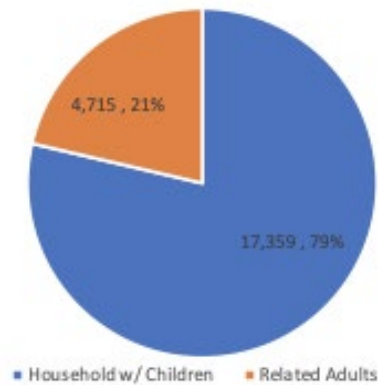
There are currently 2,662 affordable units across 33 properties in the city that are Section 202 funded, of which 9 also receive TCAC LITHC. Section 202 expands the supply of affordable housing with supportive services to the elderly. An additional 30 properties (with 3,082 affordable units overall) that target seniors and funded by LITHC. Among the 20 MHSA permanent and transitional housing properties, 2 properties with 13 MHSA units overall are targeted towards seniors (Source: SF DPH, Housing Services).

Other housing resources examples include: Self-Help for the Elderly which offers home care, senior housing, and related services and Legal Assistance to the Elderly (LAE) provides free legal assistance to elders experiencing housing issues. Further housing related services include California’s In Home Support Services (IHSS) program, which provides in-home assistance to eligible persons with disabilities and/or seniors as an alternative to receiving out-of-home care. Also, the Department of Aging and Adult Services (DAAS) through SF HSA and the Institute on Aging helps seniors and other needs groups coordinate services. Finally, the Home Match program through the non-profit Covia helps senior homeowners with extra space find renters.

Families with Children and Large Families

Families with children typically need multi-bedroom units at a rent or price that the family can afford and may have difficulty finding landlords who will rent to families with children. Large households of five or more people are overwhelmingly family households who typically need at least a three-bedroom home. The vast majority of large families are families with children (79% of all large families compared to 21% of related adults (Figure 125). In fact, there are over 17,000 larger families with children in San Francisco. Asian and Hispanic or Latino(a,e) headed households are disproportionately likely to be large families (Figure 126). As a result of affordability challenges, overcrowding disproportionately affects larger families with children.

Figure 125. Families of 5+ People by Household Type, 2014-2018



Source: ACS 2018 5-Year Estimates; IPUMS-USA.

Figure 126. Large Family Household Head by Race & Ethnicity, 2015-2019

Racial or Ethnic Group	Number of Large Family Households	% of Racial or Ethnic Group Households	% of Total Large Family Households
American Indian or Alaska Native	130	9.5%	0.6%
Black or African American	597	3.3%	2.7%
Hispanic or Latino(a,e)	5,329	12.6%	24.2%
Native Hawaiian or Pacific Islander	92	10.1%	0.4%
Asian	10,982	9.8%	49.9%
Other	3,400	17.3%	15.5%
Two or More Races	915	6.2%	4.2%
Non-Hispanic or Latino (a,e) white	4,413	2.5%	20.1%
Total Households	21,991	6.1%	100.0%

Source: ACS 2019 5-Year Estimates; IPUMS-USA.

Renters with children tend to be lower income than renters overall. This pattern holds for both smaller households and larger families with children who rent. For owners, the picture is more mixed. Smaller families with children who own are more likely to be higher income than owners overall while larger families who own are likely to be lower income.

Housing Challenges facing Families with Children and Large Families

Owner cost burden for families with children is largely the same as other owners. Rent burden is also similar among families with children to other renters, even for larger families with children. However, there are still thousands of housing cost burdened families with children in the city and thousands more who would like to find a place to live in San Francisco who are not able to. As discussed in the section on rent burden, there are more than 12,500 rent burdened families with children and 5,600 of these renter families experience severe rent burden. There are over 9,000 families with children that face owner cost burdens and more than 3,700 of them face severe cost burdens.

Families with children make up the majority of crowded families and, not surprisingly, larger families with children face more crowding than smaller families. Interestingly, for related adults this pattern is reversed with smaller families more likely to experience crowding and severe crowding. This is likely because smaller households of related adults are more likely to be renters living in smaller apartments.

Table 73. Overcrowded Families by Household Type, Size, and Severity of Crowding, 2014-2018

		<i>Number of Families</i>	<i>% Of Overcrowded Families</i>
Families with Children	Large Family Overcrowded	4,378	29%
	Large Family Severely Overcrowded	2,684	18%
	Smaller Family Overcrowded	1,976	13%
	Smaller Family Severely Overcrowded	2,055	13%
Related Adults	Large Family Overcrowded	953	6%
	Large Family Severely Overcrowded	391	3%
	Smaller Family Overcrowded	1,172	8%
	Smaller Family Severely Overcrowded	1,619	11%
Total		15,228	100%

Source: ACS 2018 5-Year Estimates; IPUMS-USA.

Existing Programs

Among the city’s affordable housing properties, 61 properties with 5,700 units overall are funded by LIHTC and target large families. Among MOHCD’s affordable housing properties, 1,098 of 22,787 households (5%) have 5 or more household members, with 83% containing children younger than 18 years old. Overall, 1,946 households (9%) have 2 or more children.

HSH offers problem solving, prevention, shelter, and housing programs for families experiencing or at-risk of homelessness. Families can access these services at various locations around the city, but resources are centralized at the three Family Coordinated Entry Access Points. The Access Points are the front door to programs and housing opportunities for families experiencing homelessness. HSH also funds two shelters that accept walk-ups from families experiencing homelessness.

Additionally, various non-profits and organizations throughout the city provide dedicated programs for families. For instance, Hamilton Families has a team of real estate professionals that identify available

family housing and work with landlords to accept family applicants. Raphael House also operates a residential shelter program for families, with more than 85% of families served within the program eventually obtaining long-term stable housing.

Female-Headed Households

Women face pay and income gaps that can make it more difficult to afford decent housing and are far more likely than men to head families and be raising children on their own. Data on incomes for female and male-headed households (one person households or family households headed by an individual not a couple) shows that female-headed households are more likely to be lower income than male-headed households. Tenure among female-headed households is very similar to tenure in the city as a whole, with about 67% of female-headed households renting and 33% owning. Women who head their own households have similar demographics to the rest of the city though are slightly more likely to be white or Black and slightly less likely to be Asian or Hispanic or Latino(a,e) than the population as a whole.

While female and male-headed households are about equally likely to be one person living alone, women head far more family households, including those with children and related adults living together. Female-headed households with children are disproportionately lower income, with nearly three quarters earning less than 80% of AMI and more than half of female-headed households with incomes that qualify as ELI or VLI.

Figure 127. Female and Male Headed Households by Household Type, 2014-2018

Source: ACS 2018 5-Year Estimates; IPUMS-USA.

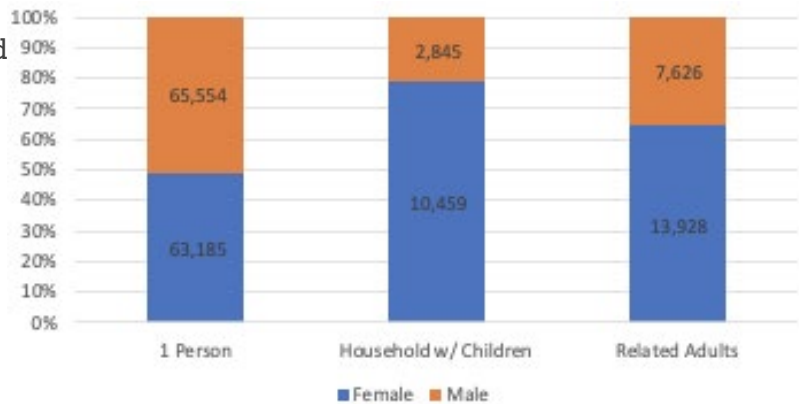
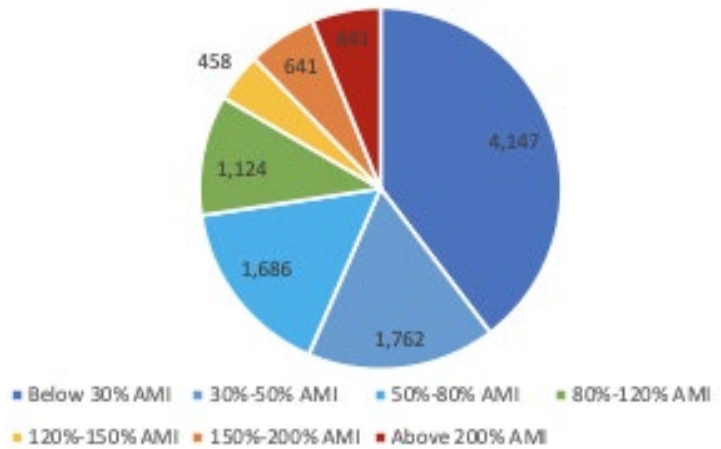


Figure 128. Female Headed Families with Children, 2014-2018

Source: ACS 2018 5-Year Estimates; IPUMS-USA.



Female-headed households with children experience two and a half times the rate of overcrowding as the city as a whole, similar to families with children more generally. Female-headed households more broadly experience elevated rates of both renter and owner cost burdens compared to the city a whole. Women living alone comprise the overwhelming majority of severely cost burdened female-headed households: there are 13,300 women renters who live alone make up 76% of all severely burdened female-headed renter households and the 4,700 women who own and live alone make up and 70% of severely cost burdened women owners. In particular, the high number of severely burdened women renters indicates the need for more affordable, compact units that can serve their needs. There are more than 2,800 female-headed renter households with children who are also severely burdened, indicating a need for more affordable family units as well.

Figure 129. Overcrowding for Female Headed Households with Children, 2014-2018

Source: ACS 2018 5-Year Estimates; IPUMS-USA.

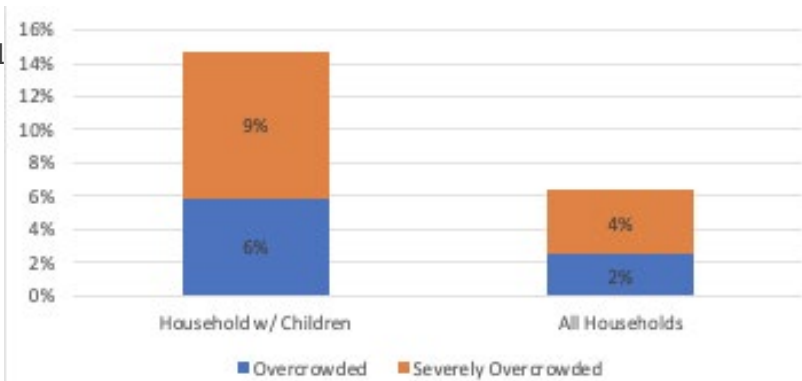


Figure 130. Rent Burden for Female Headed Renters, 2014–2018

Source: ACS 2018 5-Year Estimates; IPUMS-USA.

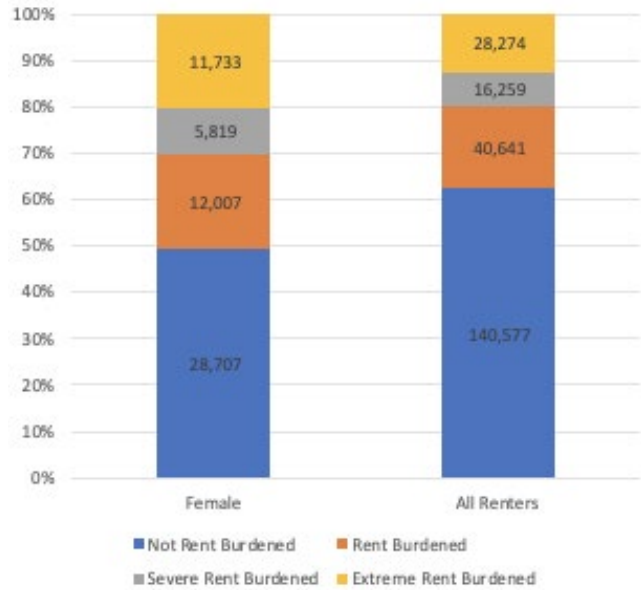
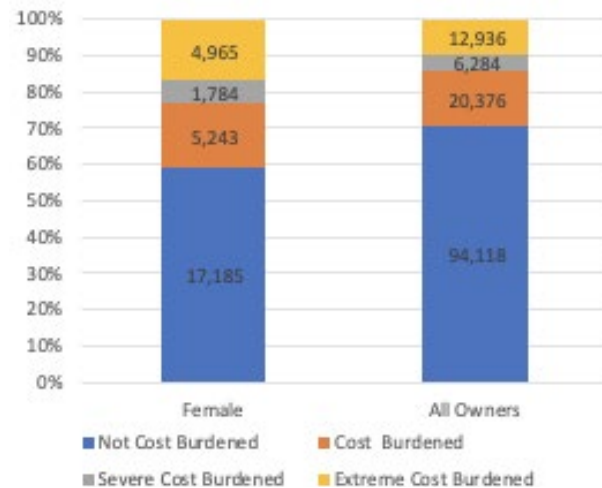


Figure 131. Cost Burden for Female Headed Owners, 2014–2018

Source: ACS 2018 5-Year Estimates; IPUMS-USA.



Available resources and unmet needs

Among MOHCD’s affordable housing properties, the majority of households report being female-headed, at 37% female-headed, 36% male-headed, and 26% declining to respond.

For women (single or with children) experiencing homelessness, HSH funds a variety of gender-specific programs including shelter and transitional housing. HSH also supports Domestic Violence programs that serve primarily women and recently opened the first navigation center to designed to meet the needs of transgender people, gender non-conforming people and cisgender women. Additionally, HSH funds a unique transitional housing program for pregnant and postpartum women experiencing homelessness.

Persons with HIV/AIDS and Terminally Ill Patients

As of 2019, 15,908 San Francisco residents were diagnosed and living with HIV, accounting for 12% of people living with HIV (PLWH) in California. The number of San Francisco residents living with HIV classified as stage 3 (AIDS) in 2019 was 9,044. San Francisco has seen a 19% decline in new cases of HIV diagnoses between 2018 and 2019 and has seen an overall decline in new cases since 2012. Additionally, the number of people diagnosed with HIV disease stage 3 (AIDS) has seemingly plateaued in 2018 and 2019, having been on the decline since the 1993. Men accounted for the majority of living HIV cases (92%) and newly diagnosed cases (83%). Black men and women have the highest HIV diagnoses rates by race (79 and 22 people per 100,000 people respectively) and Latino(a,e) men and women have the second highest rate. In terms those with HIV stage 3 (AIDS), Blacks/African Americans, persons who inject drugs, women, and persons experiencing homelessness have lower 3-year and 5-year survival probabilities compared to other groups.

Existing programs

Table 74. MOHCD Funding & Number Served for HIV/AIDS, FY 2015-16 to FY 2019-20

<i>Funding Amount</i>	<i>2015-2016</i>	<i>2016-2017</i>	<i>2017-2018</i>	<i>2018-2019</i>	<i>2019-2020</i>	<i>5-Year Total</i>
HOPWA	\$6,820,223	\$6,901,089	\$6,238,337	\$6,081,663	\$6,265,335	\$32,306,647
General Fund	\$1,357,485	\$1,357,485	\$1,509,660	\$1,424,318	\$1,991,155	\$7,640,103
Other	-	\$463,666	\$463,667	\$463,667	\$463,667	\$1,854,667
Total	\$8,177,708	\$8,722,240	\$8,211,664	\$7,969,648	\$8,720,157	\$41,801,417

Number of Individuals Served by Housing Program

Long-term residential care facilities	161	161	164	160	139	785
Permanent facilities	68	69	68	68	67	340
Transitional facilities	18	24	28	20	22	112
Receiving shallow rental subsidies	101	85	74	83	60	403
Receiving long-term deep rental subsidies	226	219	203	198	194	1,040
Total served	574	558	537	529	482	2,680

Source: MOHCD CAPER 2019-2020

The Mayor's Office of Housing and Community Development (MOHCD) provides Supportive Housing for People Living with HIV/AIDS Services (PLWHA Services). Between the 2015-2020 fiscal years, MOHCD served 2,207 clients within this service.

MOHCD offers a Plus Housing program, which helps low-income people (<50% AMI) living with HIV become considered for housing subsidies and/or units. The program is funded by Housing Opportunities for Persons With AIDS (HOPWA) and the San Francisco General Fund. Persons living with

HIV who are in stable households (i.e. not in transitional housing programs) can qualify for rent subsidies or vouchers, while those in transitional housing can qualify for units. MOHCD also has a variety of other Community Development Block Grant Programs (CDBG) and HOPWA funded programs in partnership with city agencies to make housing more affordable and stable for PLWHA. For 2020-2021, the total HOPWA funding amount is \$4,172,837 and this funding is allocated to HOPWA programs that include care facilities, rent subsidies, and transitional housing.

Finally, the Ryan white CARE Act Title I and II provides primary medical care, essential support services, and medication for low-income people with HIV. The grants within the program are provided to metropolitan areas, like San Francisco, which are most severely impacted by the HIV epidemic. This program funding is administered by the federal Health Resources and Services Administration (HRSA).

Immigrants and Linguistically Isolated People

Foreign-born individuals who have immigrated to San Francisco make up a third of the population. An even larger percentage of the population lives with or is related to someone who was born outside the United States. Among San Francisco residents, the 67% were born in the United States while 33% were born outside of the United States. Asian residents make up the majority of the foreign-born population, followed by white and Latino(a,e) residents.

Table 75. Foreign-Born Population, 2018

	<i>San Francisco</i>	<i>California</i>	<i>United States</i>
Total Population	883,305	39,557,045	327,167,439
Born in the US	587,955	28,931,065	282,438,718
	67%	73%	86%
Foreign Born Population	295,350	10,625,980	44,728,721
	33%	27%	14%

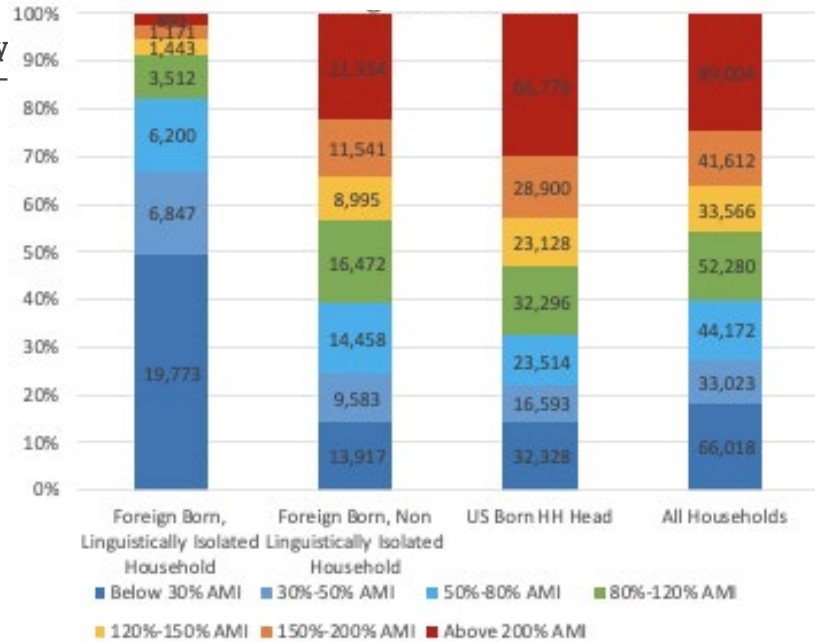
Source: Source: ACS 2018 1-Year Estimates.

Immigrants can face greater housing barriers given limited language proficiency and potentially limited financial resources as well as less access to and knowledge of local services and systems. The linguistically isolated foreign-born population, those living in a household without a proficient English speaker, are particularly likely to face housing challenges.

Foreign born residents are more likely to live in lower income households than native born residents, however, linguistically isolated residents are more than 80% low income and nearly half ELI. Linguistically isolated residents are slightly more likely to be renters than the city as a whole, while non-linguistically foreign-born residents are slightly more likely to be homeowners than average.

Figure 132. Income of Household Head by Birth Origin and Linguistic Isolation, 2014-2018

Source: ACS 2018 5-Year Estimates; IPUMS-USA.



The foreign-born population is mostly Asian with, significant percentages of Hispanic or Latino(a,e) and white residents as well. Linguistically isolated residents are more than three quarters Asian, more than double the Asian percentage of the city’s population as a whole. People of Hispanic or Latino(a,e) ancestry are the next largest group of linguistically isolated people, however, they make up the same percentage of linguistically isolated residents as they do of the city’s population. These figures along with data on income and tenure point to the need for services targeted to low income, linguistically isolated renters in various languages including Chinese, Spanish, Vietnamese, Tagalog, and others.

Table 76. Race & Ethnicity of Foreign-Born and Linguistically Isolated Households, 2015-2019

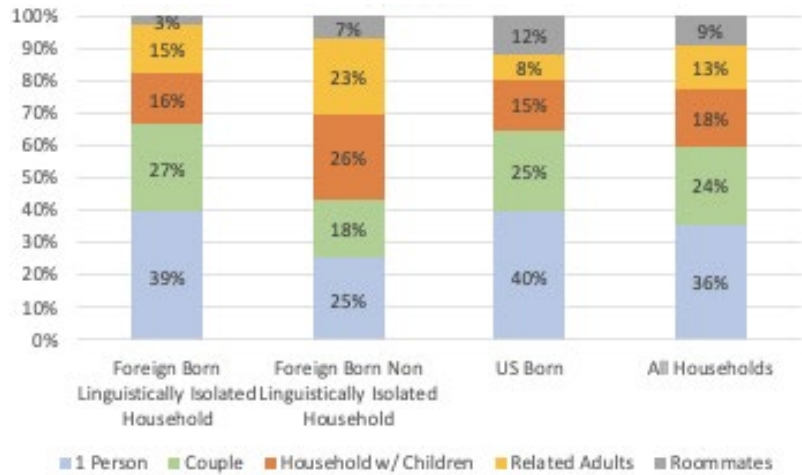
Racial or Ethnic Group	% of Foreign-Born Households	% of Foreign-Born and Linguistically Isolated Households	% of Total Households
American Indian or Alaska Native	0.2%	0.1%	0.4%
Black or African American	1.1%	0.2%	5.0%
Hispanic or Latino (a,e)	16.0%	15.0%	11.7%
Native Hawaiian or Pacific Islander	0.2%	0.0%	0.3%
Asian	57.9%	74.3%	30.8%
Other	9.4%	9.2%	5.4%
Two or More Races	2.6%	1.1%	4.1%
Non-Hispanic or Latino (a,e) white	22.9%	10.0%	48.9%
Total Households	138,473	39,303	362,353
% of Total Households	38.2%	10.8%	100.0%

Source: ACS 2019 5-Year Estimates; IPUMS-USA.

Foreign-born residents are more likely than US born residents to live in family households with children or related adults. This is consistent with data on household type by race and ethnicity that shows higher proportions of family households among Asian and Hispanic or Latino(a,e) residents. Interestingly, linguistically isolated residents are more likely to live in smaller households and to live alone or couples, reflecting a need for smaller, more affordable units among this lower income and particularly vulnerable group.

Figure 133. Foreign-Born and Linguistically Isolated Residents by Household Type, 2014-2018

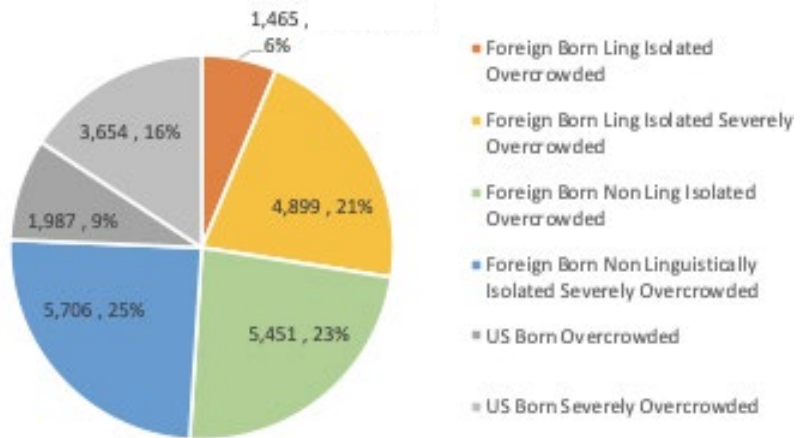
Source: ACS 2018 5-Year Estimates; IPUMS-USA.



Foreign-born residents make up the vast majority of San Francisco residents living in overcrowded conditions, about 75% percent of all overcrowded residents. Both linguistically isolated and non-linguistically isolated residents have particularly elevated rates of severe overcrowding.

Figure 134. Overcrowding by Birth Origin and Linguistic Isolation, 2014-2018

Source: ACS 2018 5-Year Estimates; IPUMS-USA.



Rent burden and owner cost burden is particularly pronounced for linguistically isolated residents. Other foreign-born residents have rates of rent burden and cost burden similar to the city as a whole.

Figure 135. Foreign-Born and Linguistically Isolated Residents by Rent Burden, 2014-2018

Source: ACS 2018 5-Year Estimates; IPUMS-USA.

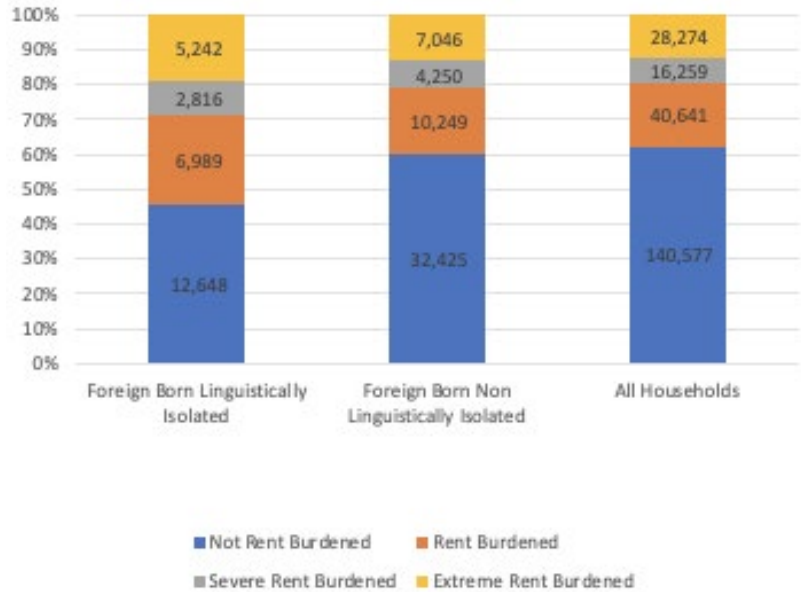
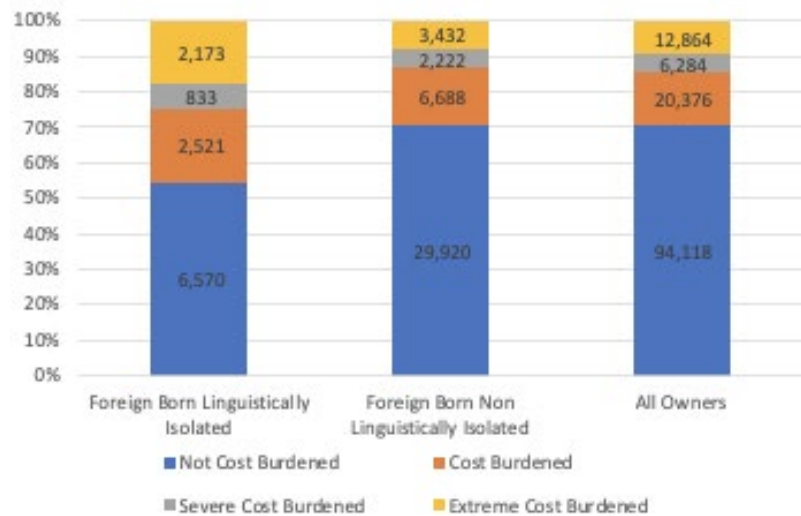


Figure 136. Foreign-Born and Linguistically Isolated Residents by Owner Cost Burden, 2014-2018

Source: ACS 2018 5-Year Estimates; IPUMS-USA.



Existing programs

Various organizations in San Francisco provide support services to immigrants, such as SF-CAIRS and Catholic Charities (CYO), which includes providing housing assistance. Other organizations, like Dolores Street Community Services, provide programs dedicated to supporting housing immigrants. Their Dolores Shelter Program that provides emergency shelter and meals is predominantly utilized by recent immigrants from Latin America and their Community Planning and Development program seeks to ensure accessibility to low-income and immigrant communities. Also, the Dolores Street Community Services Casa Quezada 52-unit supportive housing site provides resources to monolingual Spanish-speaking immigrant residents. Additionally, there are many organizations that serve Asian and Pacific Islander communities, often providing housing-related services to immigrants. For example, the Asian

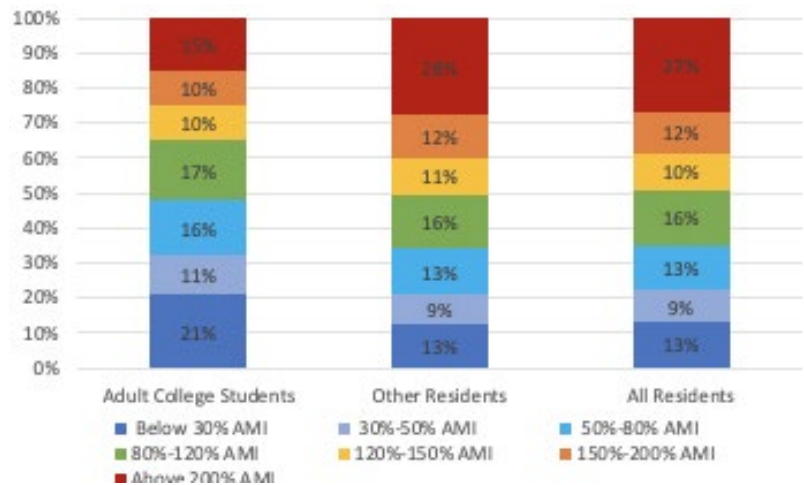
Americans Advancing Justice – Asian Law Caucus advocates for housing rights in areas of housing and community development and immigrant rights, particularly for low-income Asian and Pacific Islanders. The Chinatown Community Development Center (CCDC) also provides and advocates for affordable housing development, often serving many community members who are immigrants. Also, the Asian Pacific Islander Legal Outreach (API Legal Outreach) provides legal services for housing to low-income tenants in the API community and also provides immigration services. Moreover, Asian Inc. is a HUD-approved non-profit local housing counseling agency that creates, educates, and provides affordable housing for extremely low- to moderate-income families in the Bay Area.

Students

College and university students living in San Francisco number nearly 74,000 residents. Many college students face a struggle to find affordable living options and many lower income students must balance school with work and family commitments. Students living in San Francisco are disproportionately likely to live in lower income households (nearly 50%). Students are less likely to be working than other people between the ages of 18 and 65, which likely adds to lower incomes among students. Less than 60% of students work while among other adults between 18 to 65 employment is over 80%. It is important to note that some students may receive family support that does not show up as income while others are from lower income families and must work or take on debt to pay for school.

Figure 137. Adult Students by Household Income, 2014-2018

Source: ACS 2018 5-Year Estimates; IPUMS-USA.



Students have a similar tenure to the city as a whole with 31% of students living in owner households (likely with parents or other family) and 58% in renter households, however, 11% do live in group quarters such as dormitories or other student housing. College students in San Francisco are more likely to be people of color than the general population with higher percentages of Asian, Hispanic or Latino(a,e), and multi-racial residents than the city as a whole (Table 78).

Figure 138. Adult Students by Tenure, 2014-2018

Source: ACS 2018 5-Year Estimates; IPUMS-USA.

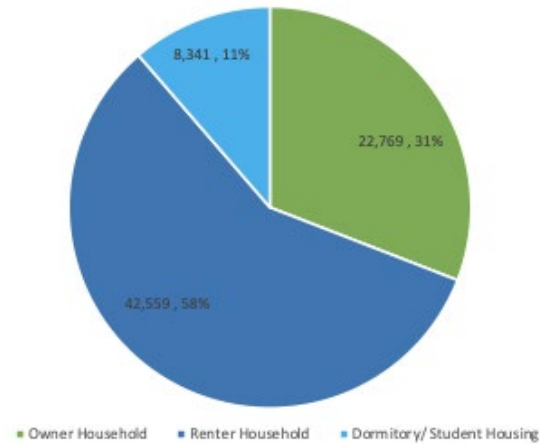


Table 77. Adult Students by Race & Ethnicity, 2015-2019

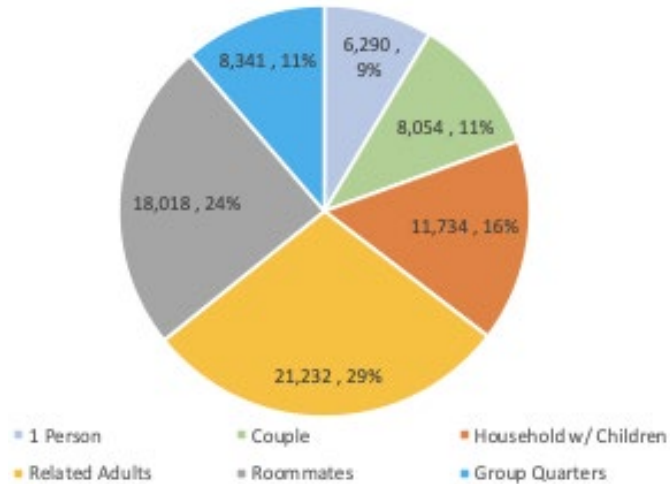
Racial or Ethnic Group	% College Students
American Indian or Alaska Native	0.4%
Black or African American	5.5%
Hispanic or Latino (a,e)	20.1%
Native Hawaiian or Pacific Islander	0.4%
Asian	38.0%
Other	11.1%
Two or More Races	6.5%
Non-Hispanic or Latino (a,e) white	30.7%
Total College Students	71,755

Source: ACS 2019 5-Year Estimates; IPUMS-USA.

College students in San Francisco live in a mix of family and nonfamily households. The largest group of students (29%) live with related adults, likely their parents or other adult family members. The next largest group of students (24%) live with roommates. The third most numerous group of students (16%) live in households with children, which could include parents who themselves are students or students living with family with younger children in the household. Eleven percent (11%) of students live in both dormitories and couples (22% among the two living situations). The least common living situation for students is living alone (9%), likely because of the high costs of doing so.

Figure 139. Adult Students by Household Type, 2014-2018

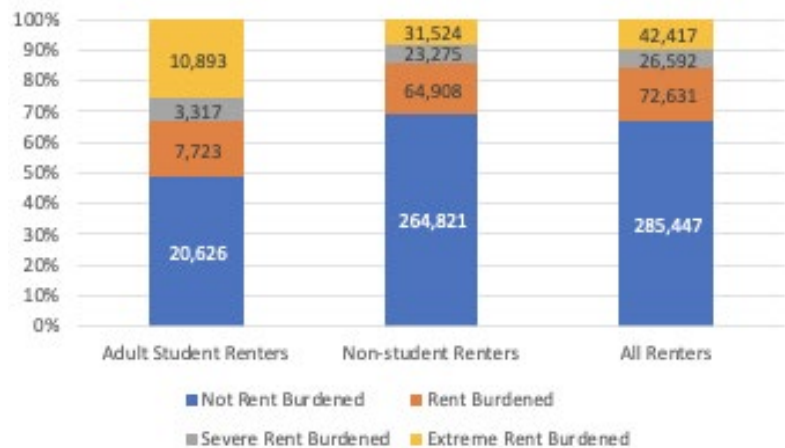
Source: ACS 2018 5-Year Estimates; IPUMS-USA.



More than 50% of students who live in a renter household are rent burdened compared to just over 30% of other people living in renter households. Students who rent are more than twice as likely to live in extremely cost burdened renter households as not student renters. The main drivers of elevated rent burden are the low incomes among renters combined with high housing costs, indicating the need for more affordable living options like group housing, co-housing, SROs, and other compact or shared housing types as well as affordable student housing and dormitory options for students with financial need.

Figure 140. Adult Students by Rent Burden, 2014-2018

Source: ACS 2018 5-Year Estimates; IPUMS-USA.



Housing Accommodations & Services

Access to both on-campus and off-campus housing remains a pressing issue for students enrolled in colleges within and nearby San Francisco. Affordable on-campus and rental options along with housing nearby schools and job centers remains limited, especially for low-income students. Throughout San Francisco, there are 25 public and private colleges and while efforts to expand housing a priority among these institutions, a significant unmet need remains. Large higher education institutions within the city

have a disproportionate amount of housing available to the number of students enrolled. Institutional housing statistics are highlighted below for the following colleges in the city:

University of California, San Francisco (UCSF)

- 1,410 degree seeking students (with an additional 95 certificate seeking students), 1,710 post-doctoral students, and 1,713 residents and fellows
- Currently, there are 1,251 units for all students, faculty, and trainees
- The estimated demand for student/training housing is 2,030 units and 365 for faculty units by 2025. As of 2021, UCSF approved the building of 1,263 units of housing, with 40% of the housing being affordable. At least half of these units are expected to be built by 2030

San Francisco State University (SFSU)

- 25,917 undergraduate students (of which 4,238 are part-time students) and 2,963 graduate students (of which 1,109 are part-time students)
- Currently, there are 3,500 beds within student housing and 600 campus apartment units
- By 2035, the university intends to add an additional 9,000 beds to student housing and 850 campus apartment units to their housing stock

The University of San Francisco (USF)

- 5,852 undergraduate students and 4,216 graduate students
- The university's current housing stock can accommodate 2,221 persons
- In Fall 2021, the university opened this new residence hall, which accommodates 600 residents

City College of San Francisco (CCSF)

- 35,529 are enrolled in credited courses and 19,240 non-credited courses.
- CCSF does not provide on-campus housing as it is a commuter school. However, the college points to resources that provide homestays and residence clubs across the Bay Area for students

Academy of the Arts University (AAU)

- 9,826 students
- The university has 17 housing facilities throughout the city, with 632 units/rooms that can accommodate 1,533 students
- In order to meet the housing needs of their students, the university has been known to buy existing apartments in San Francisco and convert them into dormitories. In 2015, the university wanted to transfer one of its housing buildings to a larger building in order to accommodate an additional 117 students

CCA (California College of Arts)

- 1,456 undergraduate and 394 graduate students

- The university continues to expand its housing stock in order to provide students with on campus housing. In Fall 2018, the university opened a 30-unit apartment and in Fall 2020, another housing unit was opened to accommodate 500 students with BMR housing

University of California, Hastings (UC Hastings)

- 1,028 students
- The university has 252 units that range from efficiency, studio, 1 to 2-bedrooms

Fundamentally, dedicated housing options remains a necessity in order to avoid overcrowding and/or costly accommodations or becoming at risk of being houseless.

Transgender and LGBTQ+ People

San Francisco has long-since acted as a home, tourist destination, and refuge for transgender and LGBTQ+ people. Its establishment as a western outpost of the US, attracting settlers interested in a nonconformist or bohemian lifestyle, and immigrant way station formed the foundation to cultivate nonnormative spaces in San Francisco. Some of the beginnings of LGBTQ+ spaces started with famous gay and lesbian nightclubs in the post-Prohibition era, such as Finnochio's and Mona's.

Through much of the mid-20th century, LGBTQ+ life flourished in nightclubs, bars, bathhouses, and social organizations like the Daughters of Bilitis and Mattachine Foundation (later Mattachine Society), despite heavy policing and raids that occurred through the McCarthy Era's social and political panic. The 1960s-80s saw the rise and peak of public LGBTQ+ neighborhoods and political organizations in San Francisco. This included the nation's first leather community in the SoMa, the center of transgender and drag culture in the Tenderloin, the proliferation of LGBTQ-serving and LGBTQ-owned businesses on Polk Street, the center of lesbian and feminist culture in Mission-Valencia, and the creation of an internationally known gay community in the Castro. In celebration and solidarity with the anniversary of the Stonewall Riot, San Francisco's LGBTQ+ community was among the first communities in the US to host a Gay Pride Parade, a tradition that continues to this day.

Even during the peak of LGBTQ+ visibility and advocacy, transgender women, LGBTQ+ people of color, and especially people at the intersection of both of these identities faced discrimination and violence from within the LGBTQ+ community. This prompted the creation of LGBTQ+ advocacy and social subcultures, such as the Black Gay Caucus, Gay American Indians, Gay Women's Liberation, and transgender organizing following Compton's Cafeteria Riot in 1966. While not entirely free from discrimination and violence themselves, San Francisco's LGBTQ+ community has had a long, vibrant, and public history that has supported local LGBTQ+ residents as well as attracted national and international LGBTQ+ refugees.

The affordable housing crisis in San Francisco, however, has led to the displacement and migration of transgender and LGBTQ+ residents to other Bay Area counties. In response to the loss of the transgender and LGBTQ+ cultural assets, the Board of Supervisors initiated the LGBTQ+ Cultural Heritage Strategy in 2016 and the following cultural districts were established: Compton's Transgender Cultural District (2017), LEATHER & LGBTQ Cultural District in SoMa (2018), and the Castro LGBTQ Cultural District (2019).

A disproportionate number of people experiencing homelessness identify as LGBTQ+. The San Francisco Department of Homelessness and Supportive Housing (HSH) reported in the 2022 Point-in-Time Count that more than a quarter (28%) of people experiencing homelessness are LGBTQ+, compared to the estimated 12% of the San Francisco's population that are LGBTQ+ (Figure 114). Among youth (under 25 years old) experiencing homelessness, 38% are LGBTQ+. ⁹² These high rates are due in part to the higher likelihood of transgender and LGBTQ+ people being pushed out of their families of origin.

Transgender people have particularly faced challenges when it comes to housing security. Transgender people are 18 times more likely to be homeless than the general population in San Francisco. ^{93 94 95} One out of two transgender San Franciscans has been homeless. ⁹⁶ Seventy percent (70%) of transgender people living in shelters nationally have reported being harassed, ⁹⁷ contributing to the 24% of homeless transgender people in California that have reported avoiding in staying in a shelter for fear of mistreatment. ⁹⁸ In addition to facing disproportionate homelessness rates, 7 out of 10 transgender people nationally report had no identity documents with their correct information. ⁹⁹ This can pose barriers to a wide variety of issues, including applying for rental housing or home loans.

In March 2022, HSH opened the first Navigation Center dedicated to serving TGNC people experiencing homelessness to address their specific shelter and service needs. HSH also funds Jazzie's Place, the nation's first LGBTQ+ shelter for homeless adults. Additionally, HSH partners with various LGBTQ+-focused organizations to run Coordinated Entry Access Points for adults and Transitional Age Youth. In the FY2022-23 budget cycle, HSH allocated funding to the Ending Trans Homelessness Initiative and committed to adding over 200 units of Permanent Supportive Housing dedicated to TGNC people. More information about HSH's efforts to provide services to the LGBTQ+ community is available in the Department's annual [Sexual Orientation and Gender Identity report](#).

The LGBTQ+ Cultural Heritage Strategy aims to improve coordination among agencies and community partners to identify, coordinate, and expand housing, especially for transgender and LGBTQ+ people of

92 The San Francisco Local Homeless Coordinating Board (2017). San Francisco Homeless Unique Youth Count & Survey Comprehensive Report. San Francisco, CA.

93 The San Francisco Local Homeless Coordinating Board (2017). San Francisco Home Point-In-Time Count and Survey. San Francisco, CA.

94 National Center for Transgender Equality (2017). 2015 US Transgender Survey: California State Report. Washington, DC. Accessible at: <http://www.transequality.org/sites/default/files/docs/usts/USTSCAStateReport%281017%29.pdf>

95 Horizons Foundation (2018). San Francisco Bay Area LGBTQ Community Needs Assessment. San Francisco, CA. Accessible at: <https://www.horizonsfoundation.org/learn/lgbtq-community-needs-assessment/>

96 The San Francisco Local Homeless Coordinating Board (2017). San Francisco Homeless Unique Youth Count & Survey Comprehensive Report. San Francisco, CA.

97 National Center for Transgender Equality (2016). 2015 US Transgender Survey: Executive Summary. Washington, DC. Accessible at: <http://www.transequality.org/sites/default/files/docs/USTS-Executive-Summary-FINAL.PDF>

98 National Center for Transgender Equality (2017). 2015 US Transgender Survey: California State Report. Washington, DC. Accessible at: <http://www.transequality.org/sites/default/files/docs/usts/USTSCAStateReport%281017%29.pdf>

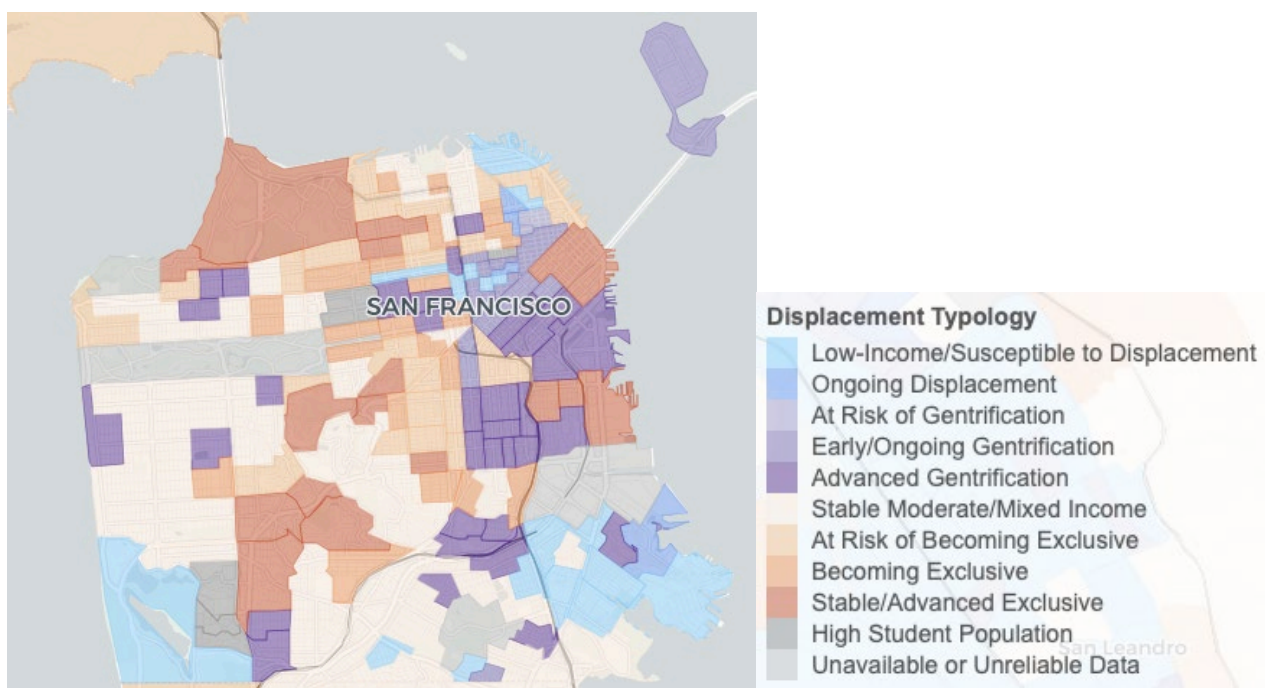
99 Transgender Law Center (2016). Announcing Our Model Policy and Legal Guide for Homeless Shelters and Housing Programs. Oakland, CA. Accessible at: <http://transgenderlawcenter.org/wp-content/uploads/2016/02/03.09.2016-Model-Homeless-Shelter-TG-Policy-single-pages.pdf>

color and those with disabilities in the LGBTQ+ community. There are also various non-profits throughout the city that provide support to transgender and LGBTQ+ members seeking housing and shelter. For instance, Openhouse provides programs to LGBTQ+ older adults and their second most utilized program is housing workshops. Other organizations like the SF LGBT Center provide housing and financial services. Furthermore, Our Trans Home SF provides rental assistance, transitional housing and navigation, advocacy and provider training to transgender and nonconforming people experiencing homelessness and housing instability.

Displacement, Eviction, and Foreclosure

Ongoing displacement of lower income households affects neighborhoods throughout the city, from historically low-income areas and communities of color to higher income areas that are becoming more exclusive. Displacement analysis from UC Berkeley shows that historically low-income areas with the greatest changes over recent decades include SoMa, Western Addition/ Fillmore, the Mission, South Bernal Heights as well as smaller parts of the Richmond, Sunset, and Oceanview (Figure 141). Ongoing displacement risk is also found in lower income areas on the east side of the city including the Tenderloin, Chinatown, and Bayview. Worsening exclusion in higher income areas is found in long-time high-income enclaves such as Pacific Heights, Seacliff, Ashbury heights, Saint Francis Wood, and Forest Hill as well as emerging areas of exclusion in Potrero Hill/ Dogpatch, Transbay/ Rincon Hill, Laurel Heights, Russian Hill, Haight, Castro, Noe Valley, Bernal Heights, West Portal, and Sunnyside. Neighborhoods with less displacement risk tend to have higher homeownership and are found in the west and south of the city including the Richmond, Sunset, Oceanview, Ingleside, Excelsior, Outer Mission, Portola, and Visitacion Valley.

Figure 141. Urban Displacement Project

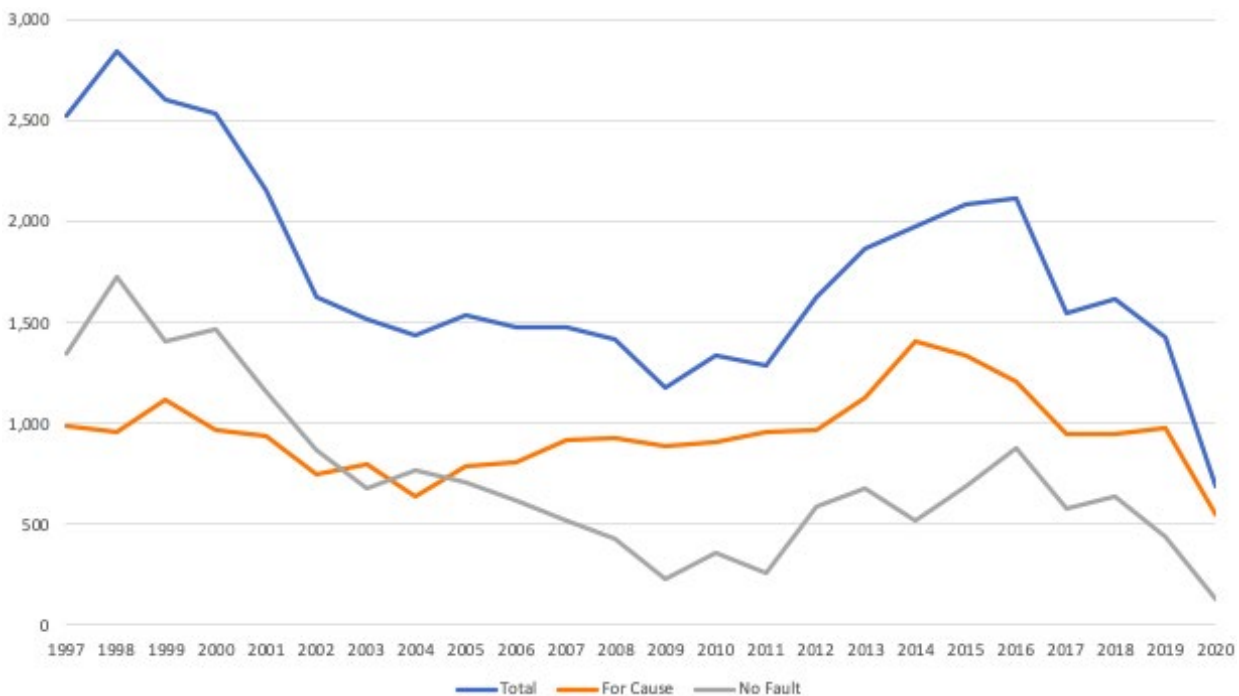


Source: Urban Displacement Project

Evictions and Buyouts

One of the ways that displacement occurs is through eviction from rental homes. Eviction notices have tended to increase with economic booms, with more notices issued from 1997 to 1999, when data began, and 2015 to 2016 (Figure 142) with both periods averaging more than 2,000 eviction notices per year. From 2017 to 2019 eviction notices averaged about 1,500 and in 2020 declined to about 500 due to eviction moratoriums related to the pandemic. “No fault” evictions including Owner Move-in and Ellis Act, are more likely to result in tenant move out as tenants have fewer means to prevent the eviction. No fault evictions reached a peak in the late 1990s of over 1,500 but have subsequently declined while still averaging more than 500 per year. “For cause” evictions, including non-payment of rent or lease violations, have become the predominant form of eviction notices filed in recent years. With for cause evictions a tenant may have more options to address the eviction notice including paying missed rent or addressing a lease violation and mediation and counseling services can play an important role.

Figure 142. Eviction Notices, 1997-2020



Source: San Francisco Rent Board, January 1997 – November 2020

The Mission accounts for 10% of total eviction notices in the city between 1997-2020, followed by the Tenderloin and Sunset/Parkside neighborhoods which each accounting for 6%. The Mission also accounts for the most no-fault evictions (11%), followed by the Sunset/Parkside (9%) and the Outer Richmond (7%) (Table 79). Rounding out the top 10 neighborhoods for eviction notices are Lakeshore, Castro, Hayes Valley, Nob Hill, Haight Ashbury, and the Marina. Many of these neighborhoods have concentrations of renters, historic buildings, and substantial numbers of rent controlled units.

Table 78.

Total Eviction Notices and No Fault (OMI and Ellis) by Neighborhood, 1997-2020

Source: San Francisco Rent Board, January 1997 – November 2020

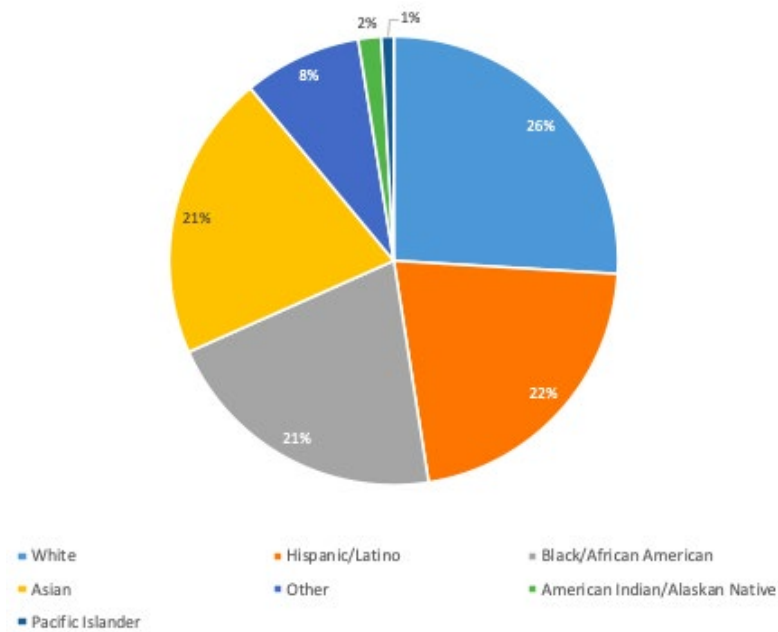
*Note: Other Neighborhoods category combined neighborhoods where eviction data <1% of total, neighborhoods include: Financial District/South Beach, Golden Gate Park, Japantown, Seaciff, Treasure Island, Mission Bay, Presidio, McLaren Park, Lincoln Park

<i>Analysis Neighborhood</i>	<i>Total Eviction Notices</i>		<i>No Fault (OMI & Ellis)</i>	
	<i>Count</i>	<i>Percent</i>	<i>Count</i>	<i>Percent</i>
Mission	4,376	10%	1,645	11%
Tenderloin	2,651	6%	31	0%
Sunset/Parkside	2,568	6%	1,254	9%
Outer Richmond	2,010	5%	960	7%
Lakeshore	1,933	5%	-	-
Castro/Upper Market	1,832	4%	783	5%
Hayes Valley	1,499	4%	356	2%
Nob Hill	1,291	3%	292	2%
Haight Ashbury	1,275	3%	540	4%
Marina	1,264	3%	514	4%
Excelsior	1,262	3%	483	3%
Bernal Heights	1,226	3%	585	4%
Pacific Heights	1,192	3%	380	3%
Noe Valley	1,177	3%	595	4%
South of Market	1,169	3%	151	1%
Bayview Hunters Point	1,128	3%	299	2%
Russian Hill	1,005	2%	380	3%
North Beach	1,003	2%	380	3%
Oceanview/Merced/Ingleside	896	2%	288	2%
Inner Sunset	895	2%	394	3%
Lone Mountain/USF	859	2%	355	2%
West of Twin Peaks	747	2%	339	2%
Outer Mission	736	2%	294	2%
Potrero Hill	663	2%	350	2%
Western Addition	645	2%	179	1%
Portola	502	1%	220	2%
Presidio Heights	475	1%	224	2%
Visitacion Valley	474	1%	175	1%
Inner Richmond	444	1%	215	2%
Chinatown	440	1%	97	1%
Twin Peaks	345	1%	103	1%
Glen Park	292	1%	154	1%
Other Neighborhoods	688	2%	165	1%

No Neighborhood	2,945	7%	1,152	8%
Total	41,907	100%	14,332	100%

The No Eviction Without Representation Act of 2018 (“Prop F”) established a policy that all residential tenants facing eviction have the right to full-scope legal defense. The Mayor’s Office of Housing and Community Development Tenant Right to Counsel (TRC) program is intended to ensure that tenants receive legal representation in the case of an eviction, from start to finish, as well as counsel. Data for Full-Scope Representation shows that clients are predominantly of color (74%). Services are very evenly distributed between white, Hispanic/ Latino(a,e), Asian, and Black clients as well as clients of other races and ethnicities.

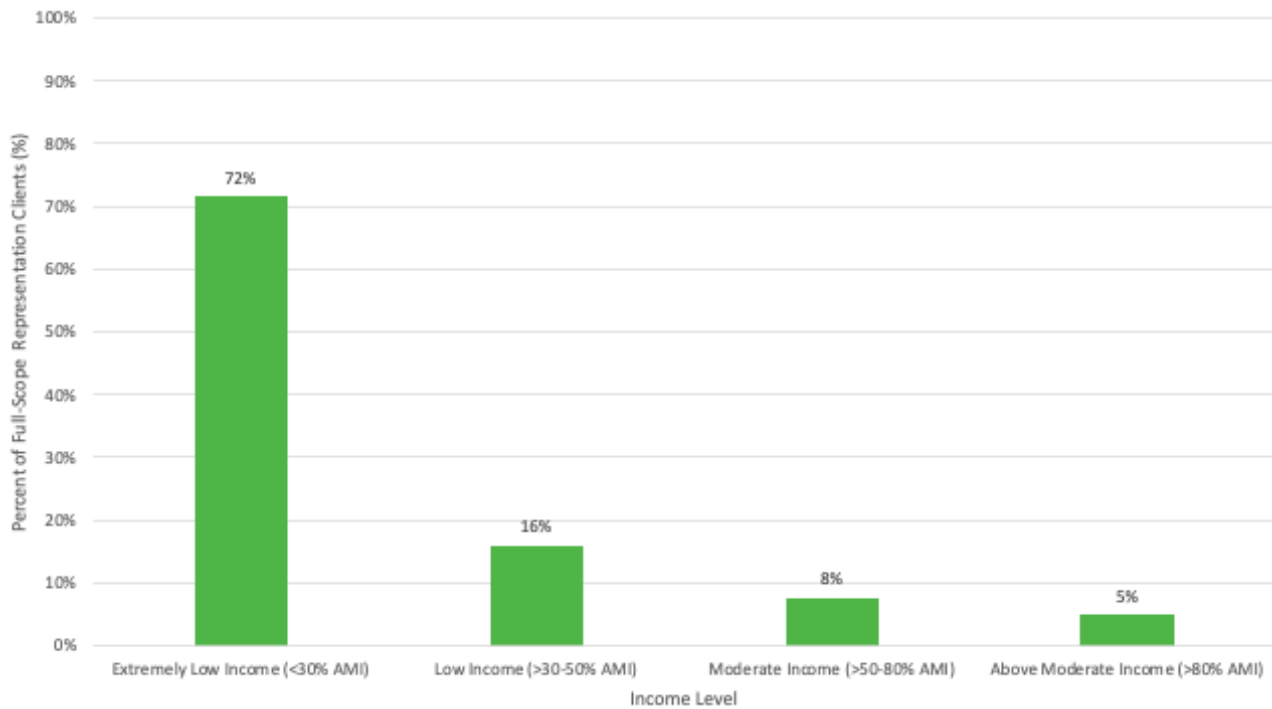
Figure 143. Full-Scope Representation Clients by Race, FY 2018-19, FY 2019-20



Source: MOHCD; Total Full-Scope Legal Representation Clients = 3,073; *Note: percentages rounded to the nearest whole

Full-Scope Representation clients are also predominantly extremely low (<30% AMI) and low income (>30-50% AMI). The majority of clients are Extremely Low Income (<30% AMI), making up 72% of Full-Scope Representation clients.

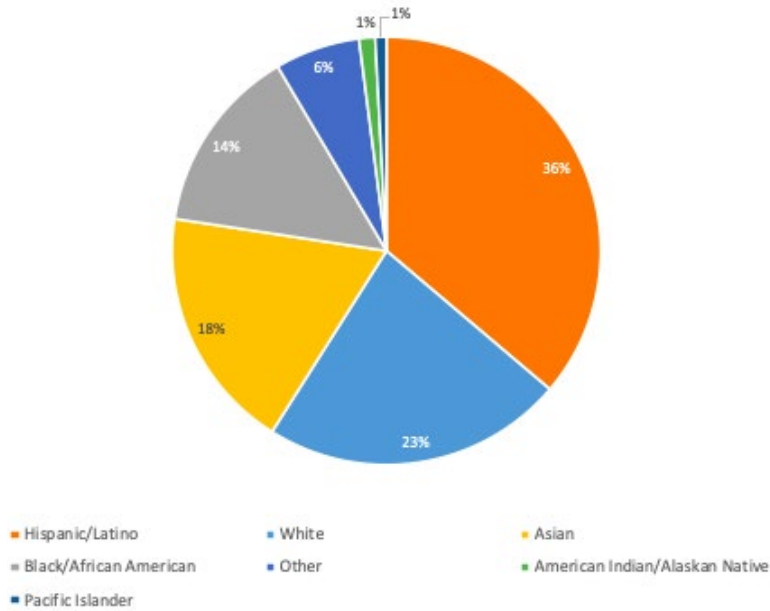
Figure 144. Full-Scope Representation by Income, FY 2018-19, FY 2019-2020



Source: MOHCD; * Total Full-Scope Representation Clients = 3,073; *Note: percentages rounded to the nearest whole

Tenant Counseling clients are predominantly people of color (77%). The representation of Hispanic or Latino(a,e) and Black people among Tenant Counseling clients may reflect the disproportionate need among these groups when it comes to eviction prevention. Hispanic or Latino(a,e) people represented 36% of clients, the largest client group represented, compared to representing 15% of the city's population. Additionally, the representation of Black clients was three times greater than the city's population (14% compared to 5%). Additionally, Black people represent 14% of clients compared to 5% of the city's population (Figure 145).

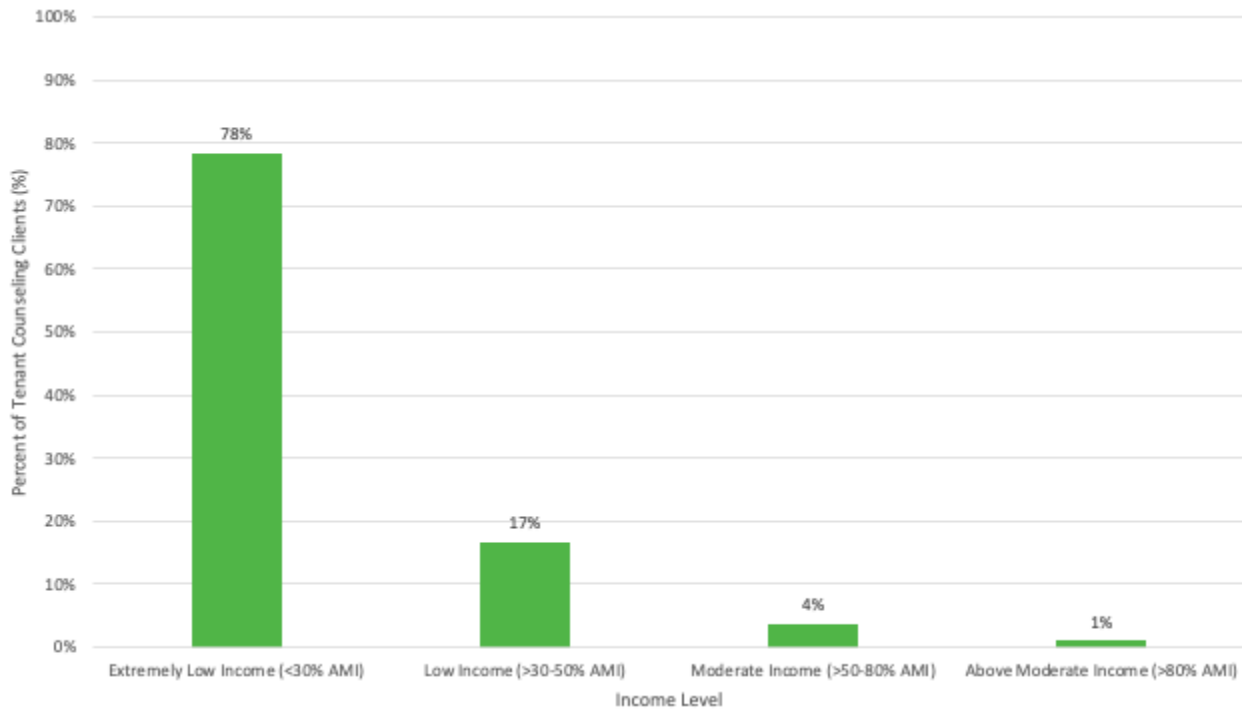
Figure 145. Tenant Counseling Clients by Race & Ethnicity, FY 2018-19, 2019-20



Source: MOHCD; *Total Tenant Counseling Clients = 3,456; *Note: percentages rounded to the nearest whole number

Like Full-Scope Representation clients, the majority of Tenant Counseling clients are Extremely Low Income (<30% AMI) or Low Income (>30-50% AMI), with clients being predominantly Extremely Low Income (78%).

Figure 146. Tenant Counseling by Income, FY 2018-19, FY 2019-20



Source: MOHCD; *Total Tenant Counseling Clients = 3,456

Buyout agreements may be reached between landlords and tenants when a landlord wants to remove a tenant but may not have standing for eviction or may want to avoid eviction. The city has begun tracking buyout agreements. Neighborhoods with the highest number of eviction notices also tended to be neighborhoods where the highest number of buyouts occurred (Table 80). Similar to eviction notices, the Mission accounts for the most buyouts (12%) in San Francisco, followed by the Sunset/Parkside (8%), Castro/Upper Market (6%), and the Outer Richmond (5%).

Table 79.
Renter Buyouts Agreements by Neighborhood, 2015-2020

Source: San Francisco Rent Board, March 2015 – December 2020

*Note: Other Neighborhoods category combined neighborhoods where eviction data <1% of total, neighborhoods include: Chinatown, Twin Peaks, South of Market, Seacliff, Japantown, Financial District/South Beach, Lakeshore, Mission Bay, McLaren Park, Presidio, Lincoln Park

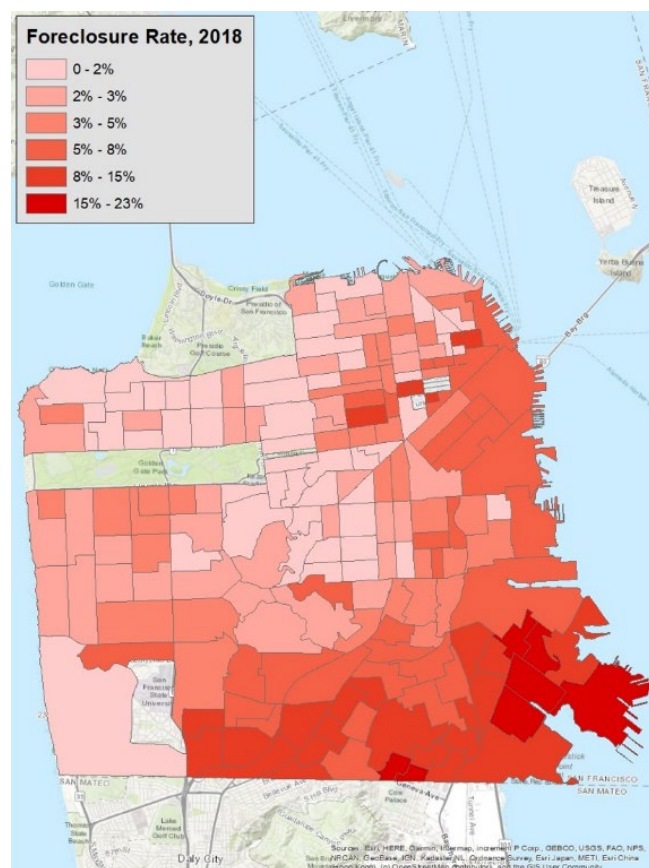
<i>Buyout Agreements</i>			
<i>Analysis Neighborhood</i>	<i>Total</i>	<i>Percent</i>	
Mission	233	12%	
Sunset/Parkside	152	8%	
Castro/Upper Market	109	6%	
Outer Richmond	104	5%	
Pacific Heights	87	5%	
Noe Valley	86	4%	
Marina	79	4%	
Haight Ashbury	77	4%	
Hayes Valley	74	4%	
Bernal Heights	70	4%	
Russian Hill	63	3%	
Excelsior	62	3%	
West of Twin Peaks	62	3%	
Nob Hill	54	3%	
Western Addition	47	2%	
Inner Sunset	46	2%	
Lone Mountain/USF	44	2%	
Outer Mission	44	2%	
Potrero Hill	41	2%	
Presidio Heights	40	2%	
Bayview Hunters Point	37	2%	
North Beach	36	2%	
Tenderloin	34	2%	
Oceanview/Merced/Ingleside	27	1%	
Portola	26	1%	
Inner Richmond	22	1%	

Visitation Valley	22	1%
Glen Park	19	1%
Chinatown	16	1%
Twin Peaks	14	1%
South of Market	12	1%
Other Neighborhoods	22	1%
Not Indicated	61	3%
Total	1,922	100%

Foreclosures

Figure 147 shows how high rates of foreclosure are concentrated in the southern and eastern parts of San Francisco. These areas commonly overlap with areas of the city that are lower income and communities of color.

Figure 147. Foreclosure rate by Census Tract, 2018



Source: ESRI, 2018.
 Note: Foreclosure rates refer to the rate of foreclosures as a percentage of total loans.

Assessment of Fair Housing Enforcement and Outreach

Compliance with existing fair housing laws and regulations

Federal and State laws related to fair housing prohibit many forms of discrimination. State laws also address segregation and access to housing opportunity. Federal and state laws pertaining to Fair Housing include:

1. **Federal Fair Housing Act / Fair Housing Amendments Act** (Title VIII of the Civil Rights Act of 1968, 42 U.S. Code Section 3601 et seq.): The federal Fair Housing Act, as amended, prohibits discrimination in the sale, rental and financing of housing or real estate-related transactions because of someone's:
 - Race
 - Disability
 - Color
 - National Origin
 - Religion
 - Familial Status (household with children under 18)
 - Sex

The federal agency primarily responsible for implementation and enforcement of the Fair Housing Act is the U.S. Department of Housing & Urban Development (HUD). HUD issues authoritative guidance and promulgates regulations covering the interpretation and application of the law in various contexts.

2. **California Fair Employment and Housing Act (Government Code, Title 2, Division 3, Part 2.8)**: The California FEHA prohibits discrimination in housing based on the same characteristics protected under the federal Fair Housing Act, and provides additional protection by also prohibiting discrimination based on:
 - Ancestry
 - Marital Status
 - Genetic Information
 - Source of Income
 - Sexual Orientation
 - Gender, gender identity, gender expression
 - Veteran or military status

Similar to the federal Fair Housing Act, the FEHA prohibits discrimination in various aspects of housing, including, but not limited to:

- Advertisements
- Mortgage lending and insurance

- Application and selection processes
- Terms, conditions, and privileges of occupancy, including freedom from harassment
- Public and private land-use practices, including the existence of restrictive covenants

Under FEHA, individuals with disabilities are entitled to reasonable accommodation in rules, policies, practices, and services and are also permitted, at their own expense, to reasonably modify their dwelling to ensure full enjoyment of the premises.

Notably, the FEHA includes a preemption provision that generally prohibits fair housing enforcement by local government agencies. FEHA preemption is discussed below in the section on Fair Housing Enforcement and Outreach Capacity.

The state agency primarily responsible for implementation and enforcement of the FEHA is the California Civil Rights Department (previously known as the California Department of Fair Employment & Housing).

- 3. Americans with Disabilities Act (ADA) (42 U.S. Code Chapter 126):** The ADA is a civil rights law that protects people with different types of disabilities from discrimination in many contexts. Title II of the ADA requires that all programs offered through state or local governments, such as the City and County of San Francisco, must be accessible and usable to people with disabilities, including housing programs.

In San Francisco, the Mayor's Office on Disability (MOD) is the City's overall ADA Coordinator, tasked with making sure that all City services, programs, and facilities (including City-funded housing programs) for the public are accessible for people with disabilities, as required under the ADA. In addition, each City department in San Francisco designates an ADA Coordinator who serves as the liaison to MOD to coordinate compliance efforts. MOD offers training and technical assistance for departmental ADA coordinators, and also provides trainings on reasonable accommodations in housing (in partnership with the San Francisco Human Rights Commission) for subsidized housing providers.

- 4. Violence Against Women Act (VAWA) (42 U.S. Code Chapter 136, Sections 13925 – 14045d):** VAWA provides numerous protections for survivors of domestic violence, dating violence, sexual assault, and stalking, including provisions that apply to certain federally-funded housing programs. VAWA's housing provisions include a requirement for covered programs to create a plan that allows for Emergency Transfers so that victims may transfer to another dwelling unit to avoid further incidents of domestic violence, dating violence, sexual assault, or stalking.
- 5. Affirmatively Furthering Fair Housing (Assembly Bill 686):** Signed in 2018, AB 686 mandates that State and local public agencies affirmatively further fair housing through deliberate action to explicitly address, combat, and relieve disparities resulting from past and current patterns of segregation to foster more inclusive communities. This law includes new requirements for the Housing Element, which the Planning Department is implementing with the Housing Element 2022 Update. These requirements include an assessment of fair housing practices, an analysis

of the relationship between available sites and areas of high or low resources, and concrete actions in the form of programs to affirmatively further fair housing. Compliance with these requirements is focused on replacing segregated living patterns with truly integrated and balanced living patterns and transforming racially and ethnically concentrated areas of poverty (R/ECAP) into areas of opportunity, as AB 686 mandates.

San Francisco provides additional fair housing protections pursuant to several local anti-discrimination laws, including the following:

1. **Non-Discrimination in Housing, Employment and Public Accommodations (Article 33 of the San Francisco Police Code):** This law includes Section 3304, which prohibits discrimination in housing based on race, color, ancestry, national origin, place of birth, sex, age, religion, creed, disability, sexual orientation, gender identity, source of income, weight, or height. Section 3304 makes it unlawful for any person to do any of the following acts because of any of these protected characteristics:
 - To interrupt, terminate, or fail or refuse to initiate or conduct any housing-related transaction
 - To include in the terms or conditions of a housing-related transaction any clause, condition or restriction
 - To refuse mortgage lending, financing, and insurance; or to impose different conditions on such financing; or refuse to provide title or other insurance relating to the ownership or use of any interest in real property
 - To refuse or restrict facilities, services, repairs or improvements for any tenant or lessee
 - To make any advertisement on any aspect of housing-related transaction that unlawfully indicates preference, limitation or discrimination based on race, color, ancestry, national origin, place of birth, sex, age, religion, creed, disability, sexual orientation, gender identity, source of income, weight, or height
2. **Non-Discrimination based on HIV Status (Article 38 of the San Francisco Police Code):** This law prohibits discrimination based on the fact that a person has AIDS, HIV, or any related medical conditions. It provides similar protections as Article 33 for housing-related transactions for people with a positive HIV or AIDS status.
3. **Non-Discrimination in Housing against Families with Minor Children (Article 1.2 of the San Francisco Police Code):** This law prohibits several forms of discrimination due to the actual or potential tenancy of a minor child or children (including refusing to rent or lease, refusing to show a unit, publishing discriminatory advertisements, or establishing unreasonable rules or occupancy standards).
4. **San Francisco Fair Chance Ordinance (Article 49 of the San Francisco Police Code):** The Fair Chance Ordinance (FCO) regulates how conviction history can be used in housing decisions,

including starting a tenancy or eviction. It applies to affordable housing providers (not private housing). The FCO requires that an applicant's qualifications for affordable housing be determined *before* any consideration of conviction history occurs, that applicants be provided information about their rights under the FCO, and that each applicant or tenant receive an individualized assessment of their conviction history prior to any adverse housing action being taken against them. The FCO also forbids housing providers from considering certain types of criminal history information and requires them to follow specific procedures when considering criminal history in affordable housing decisions.

The Fair Chance Ordinance promotes fair housing opportunity by limiting the negative impacts of criminal history information on individuals and families who seek affordable housing in San Francisco. Guidance from HUD, interpreting and applying the federal Fair Housing Act, emphasizes the disproportionate impacts of systemic racism in the criminal justice system on minority groups. HUD guidance issued in 2016 noted that "African Americans and Hispanics are arrested, convicted and incarcerated at rates disproportionate to their share of the general population," and therefore that "criminal records-based barriers to housing are likely to have a disproportionate impact on minority home seekers."¹⁰⁰ Further guidance from HUD issued in 2022 notes that "these disparities cannot be simply attributed to certain groups committing more crimes and are better explained by biases in the criminal justice system."¹⁰¹ HUD's guidance explains that housing providers frequently employ policies or practices that exclude individuals with criminal involvement from housing. San Francisco's FCO addresses the impacts of systemic inequity in the criminal justice system by limiting the impact a person's criminal history can have on their ability to obtain affordable housing.

5. **Sanctuary City Ordinance (Chapter 12H of the San Francisco Administrative Code):** This ordinance prohibits San Francisco employees or officials from using City funds or resources to assist in the enforcement of Federal immigration law or to gather or disseminate information regarding the immigration status of individuals in the City and County of San Francisco unless such assistance is required by Federal or State statute, regulation or court decision. The Sanctuary City Ordinance promotes fair housing by ensuring that all residents, regardless of immigration status, can access the City's housing programs. The ordinance also empowers immigrants to utilize housing-related services (such as filing a complaint with the Department of Building Inspection or a claim with the Rent Board) without being subject to any adverse action because of their immigration status.

6. **Nondiscrimination in Property Contracts (Chapter 12C of the San Francisco Administrative Code):** This chapter mandates that all contracting agencies of the City, or any department thereof, acting for or on behalf of the City and County, shall include in all contracts and property contracts a provision obligating the contractor not to discriminate on the basis of the fact or

¹⁰⁰ https://www.hud.gov/sites/documents/HUD_OGCGUIDAPPFHASTANDCR.PDF

¹⁰¹

<https://www.hud.gov/sites/dfiles/FHEO/documents/Implementation%20of%20OGC%20Guidance%20on%20Application%20of%20FHA%20Standards%20to%20the%20Use%20of%20Criminal%20Records%20-%20June%2010%202022.pdf>

perception of that person's race, color, creed, religion, national origin, ancestry, age, sex, sexual orientation, gender identity, domestic partner status, marital status, disability or Acquired Immune Deficiency Syndrome, HIV status (AIDS/HIV status), weight, height, association with members of classes protected under this chapter or in retaliation for opposition to any practices forbidden under this chapter against any person seeking accommodations, advantages, facilities, privileges, services, or membership in all business, social, or other establishments or organizations, operated by that contractor, and shall require such contractor to include a similar provision in all subcontracts.

7. **Reasonable Modification (Planning Code Section 305.1):** This section of the San Francisco Planning Code provides a process for individuals with a disability to request a “reasonable modification” to their residential properties to eliminate any barriers to accessing their home. A request for “reasonable modification” may include changes that are not allowed under current Planning Code regulations or require a variance from the Planning Code. There are two processes available for requesting a reasonable modification: an administrative reasonable modification process and the standard variance process. The first applies for parking, access ramps, elevators, and additional habitable space and requires no hearing or public notice.

As evident by the myriad of local laws regarding anti-discrimination and fair housing, San Francisco has a strong legal basis to protect its residents from discrimination in all aspects of housing access. AB 686 expands San Francisco’s responsibility to fair housing by providing a framework to address segregation, promote integrated patterns of living, and improve access to opportunity.

Locally, the San Francisco Human Rights Commission (HRC) handles intake and referral for fair housing inquiries. HRC’s Discrimination Complaints Investigation and Mediation Division conducts investigation and mediation for housing discrimination complaints pursuant to local laws including Administrative Code Chapters 12B and 12C, Police Code Article 33, Police Code Article 38, and Police Code Article 49. For many types of housing discrimination complaints, the California Fair Employment and Housing Act (FEHA) preempts local enforcement (see the next section for more information on preemption). In circumstances where state law preempts formal enforcement, HRC can still provide a variety of important services including making referrals to appropriate advocacy organizations and state or federal enforcement agencies, offering mediation if the parties agree to participate, and researching or investigating the circumstances when possible to obtain evidence of discrimination or other pertinent information. HRC’s Civil Rights Division also works with other City and County departments to address concerns related to fair housing with programs operated or funded by local government. More recently, HRC also initiated a fair housing testing program (see next section).

Fair Housing Enforcement and Outreach Capacity

There have been several important developments related to fair housing enforcement since San Francisco completed the last Housing Element in 2014:

1. **FEHA Preemption of Local Enforcement**

California's Fair Employment and Housing Act (FEHA) is a state civil rights law that prohibits many forms of discrimination in housing (as well as employment). The FEHA provides for enforcement by filing an administrative claim with the California Department of Fair Employment (DFEH), or by filing a lawsuit in court. The FEHA contains a provision [California Govt Code Section 12993(c)] stating: "it is the intention of the Legislature to occupy the field of regulation of discrimination in employment and housing encompassed by the provisions of this part, exclusive of all other laws banning discrimination in employment and housing by any city, city and county, county, or other political subdivision of the state." This provision has been interpreted to mean that DFEH is the only governmental body in California that may lawfully enforce the Fair Employment and Housing Act and local fair housing laws that duplicate or conflict with the FEHA cannot be enforced.

Twice in recent years, the California legislature has taken steps to review or reform FEHA's preemption provision. In 2017, the legislature passed SB 491, which would have clarified that FEHA's preemption did not limit the ability of a local government entity make referrals and assist complainants in filing with DFEH and also would have established an advisory group to study the feasibility of allowing local governments to enforce antidiscrimination statutes. Governor Brown vetoed SB491¹⁰² but directed DFEH to study the subject and prepare a report to the legislature. DFEH's SB491 report issued in 2018 contains background information on FEHA preemption and a discussion of potential options for reform.¹⁰³

In 2019, CA legislature passed SB 218, which would have allowed local enforcement of employment discrimination laws in Los Angeles County only. Governor Newsom vetoed SB218¹⁰⁴ citing concerns about confusion and inconsistency and inviting the Legislature "to come back with a measure that makes it clear that local enforcement measures are exclusively focused on local ordinances."

The City and County of San Francisco, represented by the City Attorney's office, helped to establish important precedent to clarify the scope of FEHA's preemption in the case of City and County of San Francisco v. Post.¹⁰⁵ In that case, the City and County sued because a real estate agent was refusing to accept housing subsidy vouchers, which fit the definition of 'Source of Income' discrimination under San Francisco's local law but not under the narrower definition in the FEHA at the time. The real estate agent argued that FEHA preempted the local law, but the California Court of Appeal decided that enforcement of the local 'Source of Income' ordinance was not preempted by FEHA in those circumstances, because the local law had a different scope and purpose. This precedent provides an example for how local jurisdictions in California can promote fair housing opportunity with innovative legislation, despite the limitations of FEHA preemption. However, it is worth noting

102 https://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=201720180SB491

103 <https://www.dfeh.ca.gov/wp-content/uploads/sites/32/2018/12/SB491Report2018.pdf>

104 https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=201920200SB218

105 <https://www.sfcityattorney.org/2018/04/12/herrera-wins-victory-low-income-tenants/>

that the FEHA definition of Source of Income was subsequently amended, effective in 2020, to expand its scope to essentially the same as that in San Francisco's ordinance.¹⁰⁶

These developments suggest that there is some momentum to reform FEHA's preemption of local fair housing enforcement, but also that there are concerns about consistency of enforcement that will need to be addressed if the law is amended.

It is also worth noting that FEHA preemption does not preclude HRC from fair housing enforcement pursuant to San Francisco Administrative Code Chapter 12C, which applies to housing operated by contractors who receive funding from the City and County. HRC therefore focuses formal enforcement efforts on complaints involving housing operated by City contractors, while offering a variety of services (including intake and referral, mediation, and investigation when possible) for complaints against other housing providers.

2. Fair Housing Testing

Fair housing 'testing' refers to a variety of methods used to assess whether housing providers are complying with antidiscrimination laws. Testing typically involves having one or more people (who are not actually searching for housing) pose as prospective applicants or buyers for a housing opportunity. Testing may be designed to detect unlawful discrimination based on various protected characteristics, such as race, national origin, disability, or familial status. For example, a fair housing organization conducting a test for discrimination on the basis of race might separately instruct two people of different races to inquire about the same rental opportunity and compare their experiences to determine whether there was a significant difference in how they were treated by the housing provider. Fair housing testing may be either complaint-driven (conducting tests in response to a particular complaint to obtain evidence for enforcement purposes) or may be conducted as part of a survey or 'audit' to measure rates of compliance with fair housing laws in a particular area.

Fair housing testing is an important investigative tool because it can produce evidence of unlawful discrimination that would otherwise go unnoticed. People who are searching for housing will usually not know if the property manager who told them "Sorry, I just rented the apartment to someone else" was telling the truth or not. Without a point of comparison, there may be no reason to suspect discrimination; testing produces objective evidence that allows for meaningful comparison.

While it is possible for individuals to perform fair housing tests informally (for example, by asking a friend or relative to contact the housing provider separately), systematic testing is most often conducted by non-profit organizations operating with federal grant funding provided through HUD. In the past, some non-profits have operated fair housing testing programs in San Francisco; however, HRC is not currently aware of any other organizations actively conducting fair housing testing within the City and County of San Francisco. HRC has therefore created its own fair housing testing program. Findings for two 2021 audits are covered in the next section.

¹⁰⁶ https://leginfo.ca.gov/faces/billTextClient.xhtml?bill_id=201920200SB329# https://www.dfeh.ca.gov/wp-content/uploads/sites/32/2020/02/SourceofIncomeFAQ_ENG.pdf

3. California Fair Housing Regulations

Prior to 2020, the FEHC had promulgated employment regulations under FEHA but not fair housing regulations. Effective January 1, 2020, the California Fair Employment and Housing Council (FEHC) promulgated the first set of Fair Housing regulations under the FEHA. These regulations provide detailed guidance and interpretation of the FEHA’s provisions covering a range of topics including Harassment and Retaliation, Reasonable Accommodations for Disability, Consideration of Criminal History Information in Housing, Discriminatory Statements, and Discriminatory Effects. FEHC subsequently promulgated another set of Fair Housing regulations under the FEHA, effective January 1, 2022, covering several topics including Intentional Discrimination, Discriminatory Notices, Statements, and Advertisements, and Consideration of Income.

The existence of detailed formal regulations is greatly beneficial for the City’s efforts related to fair housing enforcement as well as efforts to educate and inform the community about fair housing laws.

4. Limitations of Demographic Information on Residents of Subsidized Housing

One of the challenges HRC has observed with regard to assessment of fair housing needs is that we have limited information regarding the demographic makeup of the resident population in subsidized housing.

Some demographic data is available through the U.S. Department of Housing and Urban Development (HUD), through HUD’s Resident Characteristics Report.¹⁰⁷ HUD’s report as of January 31, 2022, contains the following race data for residents of HUD housing in San Francisco and in California as a whole:

<i>Racial Identity</i>	<i>% of San Francisco HUD housing residents</i>	<i>% of California HUD housing residents</i>
White Only	33	65
Black or African American Only	45	27
American Indian or Alaska Native Only	1	1
Asian Only	11	5
Native Hawaiian/Other Pacific Islander Only	11	1
White, American Indian/Alaska Native Only	0	0
White, Black or African American Only	0	0
White, Asian Only	0	0
Any Other Combination	0	1

The HUD report also includes a separate categorization for ethnicity, as follows:

107 https://www.hud.gov/program_offices/public_indian_housing/systems/pic/50058/rcr

<i>Ethnicity</i>	<i>% of San Francisco HUD housing residents</i>	<i>% of California HUD housing residents</i>
Hispanic or Latino(a,e)	23	53
Non - Hispanic or Latino(a,e)	77	47

This data from HUD indicates that some groups constitute a higher percentage of the HUD resident population in San Francisco as compared to the rest of California (Black or African American, Asian, and Native Hawaiian/Other Pacific Islander), while other groups constitute a lower percentage in San Francisco (white and Hispanic or Latino(a,e)).

However, HUD’s report contains information only on residents of HUD housing, and therefore does not include the residents of many of San Francisco’s other affordable housing programs. As discussed above, FEHA Preemption limits the ability of local government to take fair housing enforcement action in many situations, but HRC does have the power to enforce Administrative Code Chapter 12C which pertains to City-funded contractors who operate housing facilities. For this reason, HRC’s Civil Rights Division is collaborating with the Office of Racial Equity (ORE) and other departments including the Mayor’s Office on Housing and Community Development (MOHCD) and the Department of Homelessness and Supportive Housing (HSH) to identify opportunities to improve demographic data collection.

5. Source of Income Discrimination

Source of Income discrimination has been an important and rapidly changing field in recent years, as described above with regard to FEHA Preemption and Fair Housing Testing. The demographic data available (such as from HUD’s Resident Characteristics Report) indicates that the people who hold housing subsidy vouchers are disproportionately likely to be people of color. This data fits with HRC’s observation in recent years that the vast majority of complaints involving Source of Income discrimination have been filed by people of color and/or immigrants, and mostly by Black women. The legal framework for Source of Income discrimination has shifted dramatically with regard to FEHA Preemption in recent years, first as a result of the Court of Appeal decision in the case of City and County of San Francisco v. Post, and then due to the amendment of the FEHA definition of Source of Income. In 2019 and 2020, HRC noticed a substantial increase in the number of formal complaints filed for Source of Income discrimination, nearly all involving Black families who alleged that they were denied housing opportunities because they had a Housing Choice Voucher. HRC issued several findings of probable cause in such cases while also mediating a number of cases that resulted in settlements. Additional cases involving discrimination on or after January 1, 2020, were referred to DFEH for enforcement and the complainants were encouraged to seek private counsel for legal representation. In 2020, HRC’s Civil Rights Division conducted outreach to various community groups including tenant advocates and housing providers and hosted a series of webinars to educate stakeholders on the changes in the laws applicable to Source of Income discrimination.

6. Dream Keeper Initiative

As part of the city's efforts to address a range of intersectional racial justice concerns, San Francisco created the "Dream Keeper Initiative" (DKI) in 2021. DKI was established to manage a process for reinvestment of funding in San Francisco's Black community. HRC is the core supporting department for DKI, which also includes participation from the Office of Economic and Workforce Development, the Mayor's Office of Housing and Community Development, the Department of Public Health, the Department of Children, Youth and their Families, the Office of Early Care and Education, the Department of Human Resources, the San Francisco Fire Department, and the San Francisco Arts Commission. To date, DKI has overseen the investment of nearly \$60 million in grant funding, with more than half (\$30.28 million) directed toward economic empowerment and mobility programs (detailed funding information is available at <https://www.dreamkeepersf.org/funding>). DKI represents a city effort to address many of the underlying economic obstacles that limit fair housing choice for San Francisco's African American community.

DKI is working to address several of the key indicators reported in the August 2020 status update, Investment of Funds to Support the Black Community in San Francisco Community Engagement/Input Status Update.¹⁰⁸ The report included several major concerns related to fair housing opportunity, including the following (page 8 of the report):

- African Americans have the lowest rate of homeownership in San Francisco at 31% and are the most likely to experience cost burden and severe cost burden as homeowners, spending greater than 30% or greater than 50% of their income, respectively.
- Black or African American individuals comprise 37% of the City's unhoused population, despite making up only 6% of the City's population as a whole.
- The Black population is the only racial group in San Francisco to consistently decline in every census count since 1970.
- Source of Income discrimination was identified as a particular area of concern due to a number of Black families filing complaints because housing providers had refused to accept subsidy vouchers (such as Housing Choice Vouchers, 'Section 8'). The vast majority of Source of Income complaints received by HRC in recent years have involved discrimination against people of color and immigrants.

7. African American Reparations Advisory Committee

The San Francisco Board of Supervisors passed an ordinance in December 2020 to establish the San Francisco African American Reparations Advisory Committee (AARAC). The AARAC advises the Board of Supervisors, the Mayor, the Human Rights Commission, and the public on the development of a San Francisco Reparations Plan to address discrimination and inequities in a range of areas including housing, education, transit access, and food security. The Committee is comprised of 15 appointed members who work across several subcommittees. The AARAC issued a report in

¹⁰⁸ <https://sf-hrc.org/sites/default/files/Reallocation-of-SFPD-Funding-Report-09-2020.pdf>

December 2021 documenting past and continuing harms to the Black community in San Francisco, setting outreach and engagement priorities to obtain community input, and outlining key objectives for the Committee.¹⁰⁹ The December 2021, AARAC report includes key fair housing goals including increasing rates of Black homeownership and reimagining publicly subsidized homeownership programs to ensure wealth building opportunities. The report also indicates that the AARAC Policy Subcommittee is reviewing past reports and legislation to identify ways to strengthen enforcement of existing laws and build on the recommendations from prior studies and working groups.

8. Office of Racial Equity

In July 2019, the San Francisco Board of Supervisors passed an ordinance creating the Office of Racial Equity (ORE) as a means to address the history of structural and institutional racism in city government and the delivery of services to the public. ORE is authorized to create a citywide Racial Equity Framework, to direct Departments of the City and County to develop and implement Racial Equity Action Plans, and to analyze the disparate impacts of pending ordinances, as well as various other policy and reporting functions. The ORE legislation also requires that each City department designate employees as racial equity leaders to act as liaisons to ORE and requires the Department of Human Resources to assess and prioritize racial equity with the City's workforce. ORE monitors racial equity within the City's budget process, making recommendations on funding of departments should certain racial equity metrics not be met. ORE's work is intended to address and overcome many of the intersectional factors that have historically limited fair housing choice for people of color in San Francisco.

9. Racial Justice and Homelessness

Demographic information regarding San Francisco's homeless population reveals striking racial disparities. The 2022 Homeless Count and Survey Comprehensive Report found that 38% of San Francisco's homeless population were identified as Black or African American, compared to just 6% of the overall population in San Francisco; 4% identified as American Indian or Alaska Native, compared to 1% of the general population; 3% identified as Native Hawaiian or Pacific Islander, compared to 1%; and 30% of unhoused people identified as Latinx, compared to 16%. The factors that result in homelessness often intersect with race discrimination and other forms of unlawful discrimination. For example, a Pew report in 2019 identified the practice of landlords refusing to accept housing subsidy vouchers as one of the factors that disproportionately affects people of color and results in overrepresentation in the population experiencing homelessness.¹¹⁰ Since 2020, HRC has been researching the possibility of creating new legal protections to address these disparities.

109 <https://sf.gov/sites/default/files/2022-01/AA%20Reparations%20Advisory%20Committee%20-%20December%202021%20Update%20FINAL.pdf>

110 'A Pileup of Inequities': Why People of Color Are Hit Hardest by Homelessness, March 2019, <https://www.pewtrusts.org/en/research-and-analysis/blogs/stateline/2019/03/29/a-pileup-of-inequities-why-people-of-color-are-hit-hardest-by-homelessness>

As mentioned above, HRC's Civil Rights Division investigates and mediates complaints of discrimination and non-compliance in housing and public accommodation, as prescribed by City policy and jurisdiction. HRC's responsibilities include:

- Investigate and mediate discrimination complaints related to fair housing
- Investigate and mediate complaints of noncompliance with the [Fair Chance](#) and [Sanctuary City](#) Ordinances
- Engage stakeholders to resolve community disputes and issues involving individual or systemic illegal discrimination
- Provide technical assistance, information and referrals to individuals, community groups, businesses and government agencies related to human rights and social justice

HRC also fosters dialogue between the community and the local government, amplifies unheard voices, and provides training and guidance to housing providers regarding compliance with fair housing laws.

Although the Human Rights Commission cannot provide individual legal representation or legal advice or direct advocacy (be an advocate for a particular side while a case is under investigation), it does connect people to organizations that do. The Mayor's Office of Housing and Community Development actively funds some of these organizations to support outreach and enforcement (marked with a * below) on fair housing. Local organizations that provide advocacy and legal representation include:

- **American Civil Liberties Union (ACLU) of Northern California:** Advocacy and legal representation for fair housing matters; impact litigation
- **AIDS Legal Referral Panel*:** Advocacy and legal representation for people with HIV/AIDS
- **Asian Americans Advancing Justice - Asian Law Caucus*:** Advocacy and legal representation for fair housing matters
- **Independent Living Resource Center of San Francisco:** Advocacy, information, and support services for people with disabilities
- **Legal Assistance to the Elderly*:** Provides legal services for people age 60+, and adults with disabilities
- **Open Door Legal*:** Legal services for fair housing matters within a particular service area

Other local organizations working on housing issues that intersect with fair housing include:

- **Homeless Advocacy Project*:** Provides legal services and supporting social services to individuals and families in San Francisco who are homeless or at imminent risk of homelessness, prioritizing individuals who have mental health disabilities
- **Housing Rights Committee*:** Provides information and counseling on tenants' rights

- **Causa Justa/Just Cause***: Tenant counseling and case management
- **San Francisco Tenants Union***: Tenant counseling
- **Bill Sorro Housing Program (BISHOP)***: Tenant counseling and advocacy, and assistance with applications for affordable housing

Regional and State agencies and organizations that are active in fair housing in San Francisco include:

- **Bay Area Legal Aid***: Advocacy and legal representation for fair housing matters
- **California Civil Rights Department (formerly known as the Department of Fair Employment and Housing)**: California's primary Civil Rights enforcement agency, the Civil Rights Department is responsible for enforcement of several state laws including the Fair Employment & Housing Act, Unruh Civil Rights Act, Disabled Persons Act, and Ralph Civil Rights Act. It Investigates and mediates discrimination complaints and provides education and guidance on fair housing matters
- **Disability Rights California**: Advocacy and legal representation for fair housing matters affecting people with disabilities

Equally important to fair housing issues in San Francisco is the Mayor's Office on Disability (MOD). MOD is San Francisco's designated overall Americans with Disabilities Act Coordinator, in order for the city to be in compliant with ADA. MOD's mission is to ensure that every program, service, benefit, activity and facility operated or funded by the City and County of San Francisco is fully accessible to, and useable by, people with disabilities. MOD is responsible for overseeing the implementation and local enforcement of the City and County of San Francisco's obligations under the Americans with Disabilities Act (ADA) as well as other federal, state and local access codes and disability rights laws. Its staffing has extensive experience and knowledge of civil rights laws and architectural access standards including the Americans with Disabilities Act, Fair Housing Act, Sections 504 and 508 of the Rehabilitation Act, the Unruh Civil Rights Act, the Uniform Federal Access Standards (UFAS), and the California Building Code. The City and County of San Francisco is unique in the fact that in addition each City agency has a designated ADA Coordinator who serves as the liaison to MOD for ADA compliance. The Planning Department ADA coordinator ensures the Department enforces reasonable accommodation under the San Francisco Planning Code.

Findings, lawsuits, enforcement actions, settlements, or judgments related to fair housing or civil rights

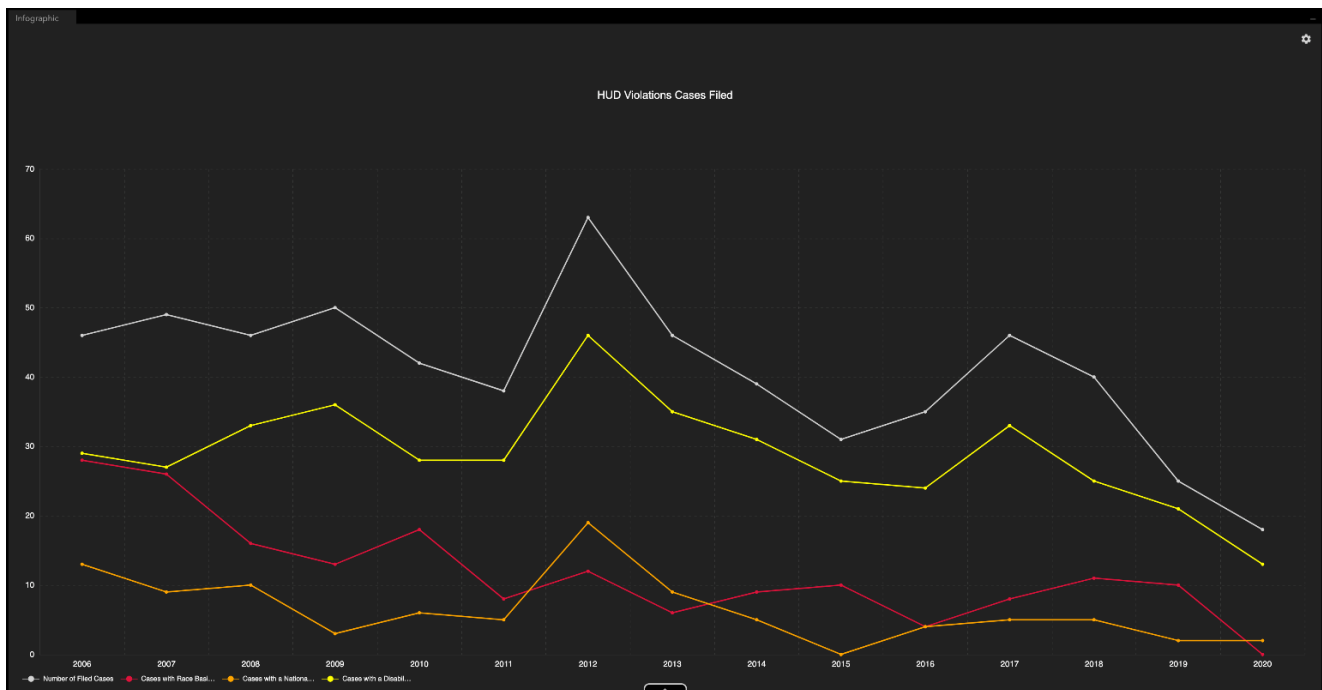
HUD Fair Housing Complaints

HUD tracks Title VIII fair housing cases filed by their Office of Fair Housing and Equal Opportunity. The data gathered tracks violations filed for discriminatory acts on the bases of race, color, national origin, religion, sex, disability, familial status, and retaliation for filing a fair housing complaint. Figure 148 shows

fair housing cases from January 1, 2006, to June 30, 2020 for the City of San Francisco. A single case may have multiple bases.

Between 2006 and 2020, the highest case numbers year after year had a disability basis, at an average of 29 cases per year. Race-based cases followed with an average of 12 cases per year. National origin-based cases averaged the lowest at 6.5 cases per year. Overall, San Francisco saw spikes in all its case types in 2012 and 2017 with dips in 2011, 2015, and 2020, which track years of economic booms and busts.¹¹¹

Figure 148. HUD Complaints.



Source: US Department of Housing and Urban Development; <https://catalog.data.gov/dataset/fheo-filed-cases>

Note: In this analysis, the bases have been consolidated into cases with a race basis (red), cases with a national origin basis (orange), and cases with a disability basis (yellow). The white line represents the total number of cases filed.

HRC's Fair Housing Testing

In 2021, the Human Rights Commission conducted two fair housing testing audits, one focused on Source of Income discrimination and another focused on discrimination against people with disabilities who have an Emotional Support Animal (ESA). Each audit consisted of a series of paired tests in which two testers each contacted the same housing provider to inquire about an advertised rental housing opportunity in San Francisco. Housing providers were selected for testing from active online advertisements for units located in various neighborhoods throughout the city.

¹¹¹ There is a potential for significant underreporting of discrimination cases and this data does not show cases that are reported to HRC.

HRC's Source of Income testing audit resulted in 26 completed paired tests conducted by email. In each paired test, one tester asked if the housing provider would accept a 'Section 8' subsidy voucher, while the other tester did not mention anything about their Source of Income. The results of this audit showed that the tester who inquired about acceptance of a subsidy voucher received significantly less favorable treatment in 11 tests (42.3%), including 2 tests (7.7%) where the housing provider explicitly stated that they would not accept a subsidy voucher and 9 tests (34.6%) where the housing provider offered substantially more favorable treatment to the tester who did not indicate their Source of Income. There were also 14 tests (53.8%) where there was no substantial difference in treatment between the two testers, and 1 test (3.8%) with inconclusive results. In several of the tests where substantially different treatment was observed, the housing provider failed to respond at all to the inquiry regarding a subsidy voucher, but then did respond favorably to a later inquiry that did not mention a voucher. In one case, the housing provider told the tester who mentioned a subsidy voucher that they would not be able to show the unit for 'a couple of weeks' – then, less than 24 hours later, they told a tester who did not mention a subsidy voucher that they could show the unit within the next 3 days. These examples illustrate the importance of paired testing; the majority of negative treatment observed in this audit could only be detected by comparison to another inquiry. While the housing providers who explicitly refused to accept a subsidy voucher indicated a clear violation of the applicable fair housing laws, the far more common form of discrimination observed in this audit was that the housing providers would simply ignore inquiries that mentioned a subsidy voucher. As discussed further below, Source of Income discrimination is particularly important due to its intersectional impacts.

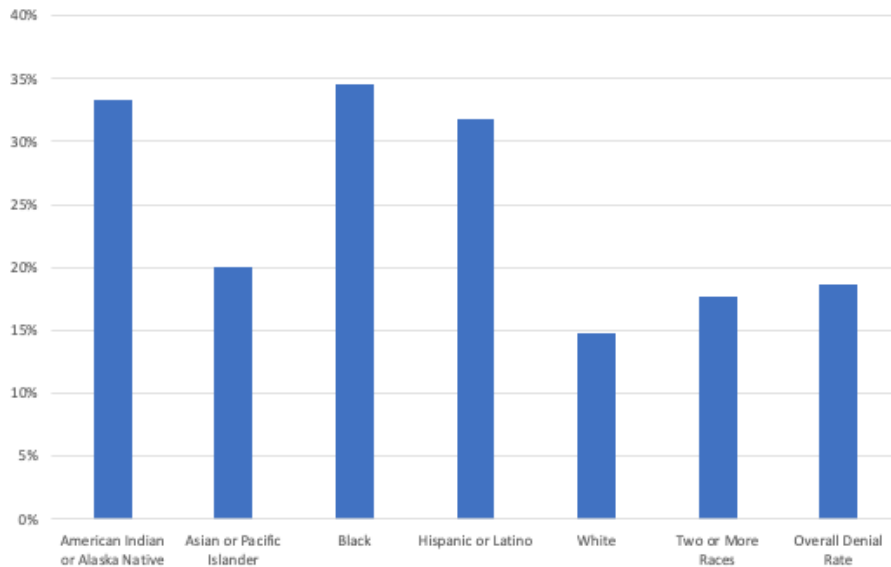
HRC's Emotional Support Animal testing audit resulted in 25 completed paired tests conducted by email. In each paired test, one tester asked if the housing provider would allow them to have an Emotional Support Animal (ESA), while the other tester did not mention anything about animals. The results of this audit showed that the tester who inquired about an Emotional Support Animal received substantially less favorable treatment in 12 tests (48%), including 4 tests (16%) where the housing provider's response either explicitly refused to allow an ESA or indicated that unlawful conditions or restrictions would be imposed, and 8 tests (32%) where the housing provider offered substantially more favorable treatment to the tester who did not mention an ESA. There were also 9 tests (36%) that showed no substantial difference in treatment, and 4 tests (16%) with inconclusive results. As with the Source of Income audit, these results highlight the importance of paired testing, since the majority of negative treatment observed in this audit could only be detected by comparison to how another tester was treated.

The results of both the Source of Income audit and the Emotional Support Animal audit indicate that people with housing subsidy vouchers and people with disabilities who have ESAs face serious challenges when searching for housing, including both explicit rejections as well as less obvious forms of negative treatment. HRC's fair housing testing audits provide a foundation for further investigation and enforcement and establish a point of reference for future comparison. HRC continues to monitor the housing providers observed to have offered substantially less favorable treatment to the testers who mentioned having a subsidy voucher or an ESA in these tests. HRC will conduct additional testing if possible and may pursue enforcement action depending on the results.

Tracking Other Forms of Housing Discrimination

People of color are also more susceptible to predatory lending practices and discrimination in mortgage lending despite protections in place. Mortgage denial rates are the highest among American Indians or Alaskan Natives, Black people, and Hispanics or Latinos(es) (Figure 149). American Indians or Alaskan Natives and Black people are also the two racial groups whose population has declined in the city.

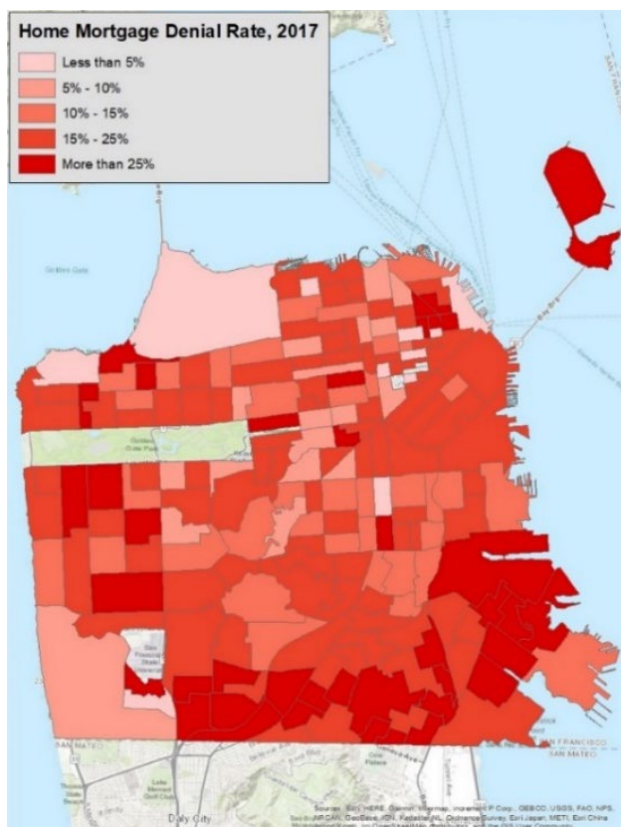
Figure 149. Mortgage denial rates by race, 2017.



Source: HMDA, 2017

Spatially, the highest rates (>25%) of mortgage denials are found in the southern parts the city, corresponding to some of the lowest income neighborhoods in the city and areas with some of the highest concentration of people of color (Figure 150).

Figure 150. Map of House Mortgage Denial Rate, 2017.



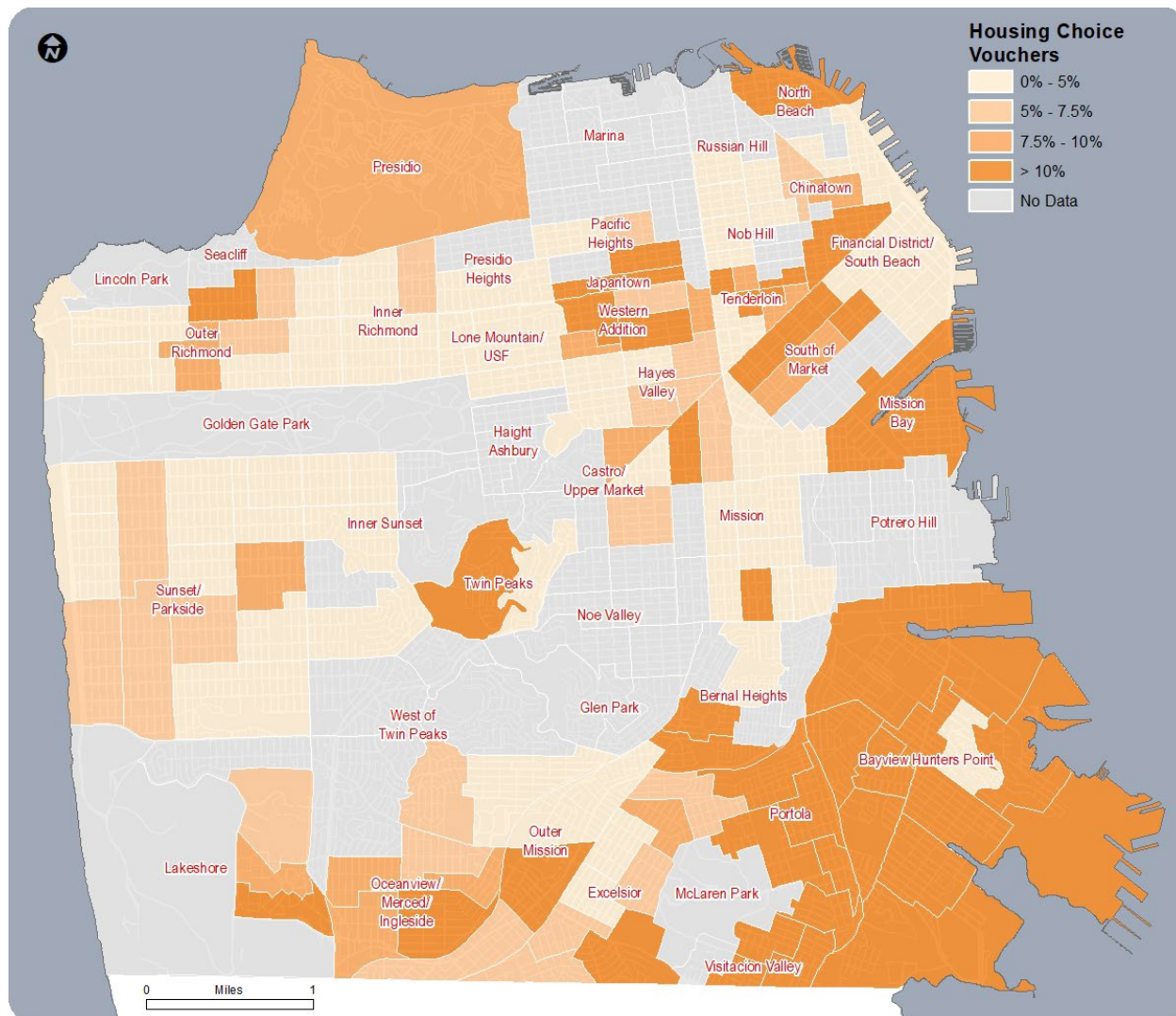
Source: Home Mortgage Disclosure Act, Loan/Application Records 2017.¹¹²

Housing Choice Vouchers and Rent Assistance

The San Francisco Housing Authority administers 12,553 federally funded housing choice vouchers (HCVs, also known as Section 8 vouchers) that help low-income households rent apartments in the private market, typically while paying no more than 30% of their income. There are two types of housing choice vouchers – those that are dispersed directly to households and that can be used to pay for any unit on the private market that will accept them, and project-based vouchers that are dispersed to property managers to subsidize units in their building and that do not follow households. Thousands of these vouchers are project-based to support both tenants and affordable housing developments. Housing choice vouchers are concentrated in areas where 100% affordable developments are located, such as Bayview-Hunters Point, Western Addition, Tenderloin, Hayes Valley, and Mission Bay. Voucher holders tend to face discrimination in their housing search. Hence, most of the voucher holders are located in segregated areas, areas with high concentrations of low-income communities and with poor access to economic, education and transportation opportunities, as well as poor environmental quality.

¹¹² <https://ffiec.cfpb.gov/data-publication/snapshot-national-loan-level-dataset/2019>

Figure 151. Percent of Renters Using Housing Choice Vouchers by Census Tracts



Source: HUD.

V. Fair Housing Issues and Contributing Factors

AB 686 mandates the identification and prioritization of Contributing Factors to fair housing issues related to segregation, racially or ethnically concentrated areas of poverty, disparities in access to opportunity, and disproportionate housing needs within San Francisco, including displacement risk and segregated living patterns. These factors may be public or private policies, practices or procedures and they may be beyond the City's ability to control or influence but must still be identified as part of its affirmatively furthering fair housing assessment. Consistent with HCD and HUD's guidelines, the Contributing Factors below are identified based on the analysis included in this report, input from three phases of outreach and engagement for the Housing Element 2022 Update,¹¹³ and the analysis of the existing sites available for building new housing (See Site Inventory report). These Contributing Factors are central to the development of policies and actions of the Housing Element. References are included at the end of this section.

Displacement of residents due to economic pressures

Over the past decades, the San Francisco economy has had robust cycles of growth, with substantial increases in high- and low-wage workers. The increase in high-wage jobs and high-income households in San Francisco, combined with a limited production of market rate and affordable housing, has led to the displacement of low-income households and communities of color. The American Indian and Black populations have been the most significantly impacted, with both groups losing a significant share of their population in the past 30 years. Confronted with evictions, rising rents and home prices, and stagnant wages, these displaced populations have relocated to the streets and other parts of the region and the country. While specific population displacement data is not collected comprehensively, the analysis of population and housing trends and the assessment of fair housing in this report provides detailed data on the scale of potential displacement by race and ethnicity and geography. In addition to the quantitative analysis for San Francisco, the community engagement process recorded the severity of the displacement challenge particularly in the American Indian, Black, Latino(a,e), and Filipino communities, as well as seniors and people with disabilities, and the transgender and LGBTQ+ population through individual testimonies, community data, and community organizations' statements.

While San Francisco has invested significant resources in rental assistance and retention of housing affordability, the economic pressures are high and demand additional resources and strategies to appropriately address fair housing in the city. Some of the existing strategies such as rental assistance are effective and need to be expanded with additional resources. In addition, San Francisco will expand

¹¹³ [Phase I Public Input Summary](#), [Phase II Public Input Summary](#); Phase III Public Input Summary is part of the April 7, 2022 Commission Hearing memo.

funding for the tenant right to council program, invest in building nonprofit capacity to address displacement both through tenant support and through the purchase of small sites properties. The City will also expand affordable housing programs targeting American Indian and Black communities, and other racial and social groups underserved by affordable housing rental and ownership programs to the extent possible under California's Prop 209.

Impediments to mobility due to high housing costs

Lack of access to opportunity due to high housing costs is a significant contributing factor to ongoing racial and economic segregation in San Francisco. Communities of color, low-income households, and special needs groups generally don't have access to areas with proficient schools, healthy environment, or good transportation or job access due to prohibitive housing costs. Most of the high and highest resource areas in the TCAC 2021 Opportunity Map (Figure 76) are low density residential zones that make the economics of developing permanent affordable housing or lower cost market rate housing in these areas hard. This also has an adverse effect for low-income seniors, people with disabilities, and families with children that currently live in high-resourced areas, as economic pressures make it harder to stay and affordable housing alternatives are hard to come by.

To address this, San Francisco will increase the production of permanently affordable housing in higher opportunity areas with a target of building between 25% and 50% of new affordable units in Well-Resourced neighborhoods in the next 16 years. Achieving this goal will require significant zoning changes to allow for multifamily buildings in corridors with accessible transportation. Existing inclusionary housing requirements that will help stabilize vulnerable communities and stronger tenant protections will ensure zoning changes do not displace current residents. The City will land bank to proactively acquire appropriate sites for larger multi-family residential buildings in targeted neighborhoods to maintain a feasible production pipeline.

Lack of affordable and accessible housing in a range of unit sizes

Lack of funding to produce affordable and accessible housing is a significant contributing factor in disparities in access to opportunity for seniors, people with disabilities, and families with children, who disproportionately experience housing cost burdens and overcrowding. Though federal and state law mandates that a percentage of affordable housing units be accessible for people with disabilities and that affordable housing buildings comply with general ADA requirements, there aren't enough accessible units to meet the need. The city develops affordable housing for seniors and people with disabilities, but production is unable to meet demand due to limited funding. This is also true for family housing. The city needs a diversity of housing types to meet the needs of different populations and each housing type faces particular production challenges. Senior housing needs long-term, deep operating subsidies. Family housing is viable on larger parcels and in proximity of family-focused services, like childcare. In an environment of limited resources, the recent increase in funding for PSH decreases the number of family units.

In response, San Francisco will advocate for additional sources of funding for affordable housing to meet not only the City's Regional Housing Needs Allocation, but also the variety of needs in terms of unit sizes and accessibility. As San Francisco's population ages, there will be more need for senior and ADA compliant housing. The City will meet this growing need, in part, through development of additional affordable housing projects located along key transit corridors and through expansion of aging in place programs and ADU development. The City will develop policies and programs to support moving families living in overcrowded conditions, especially in SROs, into family-sized units and the City will prioritize funding for family-sized affordable housing units in Well-resourced Neighborhoods.

Lack of public investment in specific neighborhoods, including services and amenities

Lack of public investment in specific neighborhoods is a significant contributing factor to the persistence of racially and ethnically concentrated areas of poverty. The assessment shows that these populations disproportionately live in less-resourced neighborhoods, areas of high segregation and poverty concentration, and within Priority Equity Geographies. While most affordable housing is in these areas, lack of resources to provide quality education, improve transportation access, remediate environmental issue and other investments that would improve economic and housing opportunities have been the direct result of disinvestment due to discriminatory policy. Many of these areas are important ethnic and cultural enclaves with community-serving businesses, organizations, and facilities.

During outreach and engagement, members of these communities expressed a strong interest in remaining in their communities and identified structural factors as the root cause of neighborhood issues. This fair housing assessment shows that a significant increase in public investment in less-resourced neighborhoods and areas of high segregation and poverty concentration is crucial and urgent. For example, the City will expand rental assistance programs and continue to build affordable housing in Priority Equity Geographies and Cultural Districts, expand capital sources for critical community facilities as well as transportation and parks and dedicate a share of future affordable housing investment to these neighborhoods. Such an effort must give agency to the communities living there, amplify existing community assets, center their needs and ensure that the increased investments serve to stabilize and increase access to opportunity for these communities, and not to displace them.

Exclusionary land use and zoning laws

Current land use and zoning laws contribute significantly to ongoing segregation and unequal access to opportunity. San Francisco has a long history of land use laws that explicitly and implicitly promoted racial segregation and current laws limit what type and how much housing can be built where, creating exclusionary conditions that limit who gets to live in each part of the city. Close to 70% of the privately owned parcels in San Francisco are zoned for no more than one-to-three-unit buildings and an additional 11% is zoned in a way that restricts density. Multi-family residential buildings are more affordable new construction because they benefit from economies of scale (being able to build more units on one lot); this is an important factor in the efficient use of limited funding for permanent affordable housing

development. However, current land use and zoning laws do not allow for multiunit housing to be built in most of the high and highest resourced neighborhoods, thus constraining access to those neighborhoods for low-income communities, communities of color and special needs groups that depend on affordable and multi-family housing.

San Francisco will adopt a set of changes to land use and zoning laws in high and highest resource areas to open access to proficient schools, good transportation and employment access, and healthy environments to low-income communities, communities of color and special needs groups. These changes will be accompanied by strong tenant protections and inclusionary and affordable housing requirements that serve the specific needs of vulnerable groups already living there.

Admissions and occupancy policies and procedures, including preferences in publicly supported housing

Current federal regulations do not generally allow for preference programs for residents of permanently affordable housing built with federal funding. Despite this restriction, San Francisco has implemented a preference policy for non-federally funded projects. The policy targets those displaced by redevelopment, Ellis Act or owner move-in eviction, and for tenants whose apartment was extensively damaged by fire, as well as preferences for those living in the same neighborhood as the affordable housing development. However, federal regulations along with California Proposition 209, which bans institutions from affirmative action based on race, sex, or ethnicity, make it hard for the city to create preference programs for the communities of color most affected by homelessness, eviction and displacement, such as the American Indian, Black, Latino(e) communities, or LGBTQ+ and transgender communities.

Current circumstances merit a regional effort to advocate for changes to federal and state law to better stabilize residents through preference programs. The City has a unique opportunity to revisit the requirement for specific strategies towards housing stabilization including these preference programs, so that they more effectively target the communities most in needs, such as the American Indian and Black communities, and those who have been harmed by past government discriminatory actions based on a reparations framework in order to redress the harms done to these communities.

Community opposition

Community opposition to affordable housing and permanent supportive housing development has been a significant factor contributing to ongoing racial and economic segregation in San Francisco. San Francisco has a strong tradition of public involvement in policy discussions and City residents are very engaged in development issues. Both CEQA and the City's discretionary review process offer opportunities for communities to learn about how projects will impact them and provide input. However, certain communities have used these processes to halt affordable housing developments in high and highest opportunity areas with great economic impacts to the cost of these developments. In a recent

example, a 100% Affordable Housing project proposed by the Tenderloin Neighborhood Development Corporation, has been delayed by at least a year due to community opposition. Opponents have expressed concerns about how the population to be served by the proposed project would negatively impact the existing neighborhood.¹¹⁴

Community opposition to new shelters, supportive housing, and other programs for people experiencing homelessness is often significant. By-right zoning laws and CEQA exemptions can ease the legal challenges with opening these programs but does not change the community concerns and political challenges. Land use and zoning changes will streamline the development of permanently affordable housing, but efforts should be made to bring communities to a shared understanding of housing needs currently present in all areas of the city.

Contributing Factors and Actions Matrix

<i>Identified Fair Housing Issue</i>	<i>Contributing Factor</i>	<i>Meaningful Action</i> ¹¹⁵
Disproportionate housing needs including displacement risks	Displacement of residents due to economic pressures	2.1.1 Fund the Tenant Right-to-Counsel program to match the need for eviction defense.
		2.1.4 Increase funding to expand the services of community-based organizations and providers for financial counseling services listed under Action 1.7.5, as well as tenant and eviction prevention services listed under Program 2, to better serve vulnerable populations, populations in areas vulnerable to displacement and Cultural Districts. Tenant and eviction protection services include legal services, code enforcement outreach, tenant counseling, mediation, and housing-related financial assistance; expansion of such services should be informed by community priorities referenced under Action 4.1.3. Complete by completion of Rezoning Program or no later than January 31, 2026.
		2.3.1 Prioritize and expand funding for the purchase of buildings, including those with chronically high residential vacancy, underutilized tourist hotels, and SRO residential hotels, for acquisition and rehabilitation programs that serve extremely low to moderate-income households, including unhoused populations.
		2.3.3 Increase non-profit capacity-building investments, particularly for American Indian, Black and other community organizations of color, to purchase and operate existing tenant-occupied buildings as permanent affordable housing in Well-resourced neighborhoods, particularly for populations at risk and in areas vulnerable to displacement, to expand implementation of the Community Opportunity to Purchase Act (COPA).
		3.4.3 Prioritize tenant-based rental assistance with social services for people who are: (1) unhoused, (2) at risk of homelessness or

¹¹⁴ <https://www.sfchronicle.com/sf/article/Supervisor-Mar-pushes-compromise-for-contested-16647322.php>

¹¹⁵ The numbering in this list indicates the number of the policy, followed by the letter of the action from Draft 3 Goals, Objectives, Policies, and Actions. These will be updated in mid-November with the release of the Implementation Plan.

displacement, or (3) ready to exit Permanent Supportive Housing for more independent living.

4.2.4 Implement the upcoming housing strategies recommended by the African American Reparations Advisory Committee.

Disparities in access to opportunity

Impediments to mobility due to high housing costs

1.1.1. By March 2023, convene City leadership, staff, policymakers, affordable housing advocates, and industry experts to collaborate on an Affordable Housing Implementation and Funding Strategy that provides specific recommendations and responsible parties to achieve and sustain the substantial public funding from local, state, and federal sources, that would join with public-private partnerships, needed to achieve the RHNA targets of over 46,000 units affordable at low- and moderate-incomes. Assign appropriate City staff to include a budget proposal for Fiscal Year 2023-2024 and complete this effort by January 31, 2024.

Exclusionary land use and zoning laws

Admissions and occupancy policies and procedures, including preferences in publicly supported housing

1.2.1 Build between 25% and 50% of the City's new permanently affordable housing within Well-resourced Neighborhoods over the next two RHNA cycles, implementing the zoning strategies of Policy 20.

Lack of affordable and accessible housing in a range of unit sizes

1.2.2 Strategically acquire sites and identify targeted funding for land acquisition and banking for affordable housing throughout the city. This will include lots for consolidation that can accommodate permanently affordable housing of at least 50 to 100 units or more through publicly funded purchases, in balance with investment in affordable housing preservation and production and in strategic coordination with sites owned by religious, nonprofit, and public property owners. Prioritize sites of interest identified in coordination with American Indian, Black and other communities of color. Consider sites that accommodate fewer than 50 units as additional affordable housing funding, financing, and operating approaches are secured.

Exclusionary land use and zoning laws

1.5.3 Increase housing that is affordable to extremely low and very low-income households in Well-resourced Neighborhoods, as well as in Priority Equity Geographies and Cultural Districts, through City funded permanently affordable housing projects.

1.7.8 Evaluate increasing neighborhood preference allocation for Below Market Rate units in Priority Equity Geographies to better serve American Indian, Black, and other communities of color, if possible, per the Federal Fair Housing regulations, as informed by Policy 5 and related actions.

1.7.9 Create or expand programs to provide housing counseling, financial literacy education, and housing readiness to low-income American Indian, Black and other people of color households who seek housing choices in Well-resourced Neighborhoods by 2024, and provide incentives and counseling to landlords in Well-resourced Neighborhoods to offer units to low-income households. Consider similar incentives referenced in Action 8.4.16.

3.1.1 Identify and implement strategies by Spring 2023 to increase and accelerate placement in Permanent Supportive Housing through the Coordinated Entry System for racial and social groups who are overrepresented in the unhoused population, such as extremely and very-low income American Indian, Black, and Latino(a,e) people,

transgender people, or people with prior involvement in the criminal justice system.

5.3.1 Evaluate and identify common cases of discrimination and violation of fair housing law and groups who continuously face such discrimination, including transgender and LGBTQ+, or people with disabilities, and implement solutions to strengthen enforcement of fair housing law in those cases.

5.4.2 Establish pilot and permanent programs that offer homeownership opportunities targeted to Black households harmed through redlining or urban renewal or other forms of systemic racism related to housing, including Black individuals and their descendants who hold Certificates of Preference from the urban renewal period, as referenced in Actions 5.4.8 and 5.4.9. Building on the Dream Keeper initiative, such programs should include silent second loans or grants for down payment assistance, as well as other financial assistance to reduce income eligibility as a barrier to access homeownership opportunities.

5.4.7. Create and pilot programs to increase access to Affordable Rental and Homeownership units and other housing services as redress for American Indian, Black, Japanese, Filipino, and other communities directly harmed by past discriminatory government actions including redlining, urban renewal, the Indian Relocation Act, or WWII Japanese incarceration. Programs should be informed by the truth-telling processes described in Program 5.1.

5.4.8 Expand the Certificates of Preference program as required per recent State Law, Assembly Bill 1584 (Health and Safety Code, SEC 13 – 16), to qualify eligible descendants of those displaced by redevelopment projects for priority in renting or buying affordable housing. Conduct comprehensive outreach and engagement to identify the descendants of households who have been displaced. Expanding this program should rely on strategies that ensure such units meet the preferences and needs of eligible households as informed by Action 5.4.9.

5.4.10 Expand and fund community capacity to implement housing programs and investments for American Indian residents as one strategy to redress the historic dispossession of resources affecting these communities, such as the Indian Relocation Act, and other government actions that broke the cohesion of this community.

6.1.4 Continue to require multi-bedroom unit mixes.

6.2.2 Support and fund the implementation of San Francisco’s “Ending Trans Homelessness Plan”, as well as the ongoing housing placement for the transgender community, in recognition of the severe disparities in housing access and safety experienced by this group.

6.3.1 Expand the Senior Operating Subsidy (SOS) program to allow extremely and very low-income seniors to be eligible for new senior Below Market Rate rental units.

7.1.1 Create a rezoning program to meet the requirements of San Francisco’s Regional Housing Needs Allocation across income levels and Affirmatively Furthering Fair Housing laws, relying on a combination of strategies in Actions 7.3.2 and 7.2.1 above to accommodate the RHNA

shortfall with a buffer (approximately 36,282 new units) primarily in Well-resourced Neighborhoods, in proximity to transit and commercial corridors. The rezoning program shall reasonably account for sites' likelihood of development during the planning period using an analytical model and shall not add government constraints that reduce project financial feasibility as determined by an analysis prior to the rezoning enactment. Seek to implement a rezoning program that exceeds the identified RHNA shortfall plus 15% buffer (i.e., 36,282 units) to provide more capacity sooner and that would reduce the need and size of any subsequent rezoning triggered by Action 8.1.5. In addition, make any conforming amendments to relevant area plans in the city's General Plan based on final rezoning actions. Complete this effort by January 31, 2026.

As described in the Sites Inventory Rezoning Program, the rezoning will meet the requirements of Government Code Section 65583.2 (h)-(i), including sites identified to meet the very low and low-income RHNA unmet need will be zoned to:

- permit owner-occupied and rental multifamily uses by-right for developments in which 20 percent or more of the units are affordable to lower-income households. By-right means local government review must not require a conditional use permit, planned unit development permit, or other discretionary review or approval that would constitute a "project" for purposes of CEQA;
- accommodate a minimum of 16 units per site; and
- require a minimum density of 20 units per acre.

At least 50 percent of the lower-income rezoning need must be accommodated on sites designated for residential use only or on sites zoned for mixed uses that accommodate all of the very low- and low-income housing need, if those sites allow 100 percent residential use and require residential use to occupy 50 percent of the total floor area of a mixed-use project.

8.4.2 Establish local non-discretionary ministerial approval for housing applications in Well-resourced Neighborhoods outside of areas vulnerable to displacement that net two or more housing units, do not demolish existing rent-controlled units, and meet tenant protection, relocation, and replacement standards as recognized in the Housing Crisis Act of 2019, by Board of Supervisors or voter approval of a City Charter amendment. . Planning staff will use the Rent Board's Housing Inventory data as verified by tenant organizations.

8.4.4 Establish a non-discretionary ministerial pathway for project applications that provide 20% affordable housing on site through mechanisms described in actions 8.4.2 and 8.4.3, for RHNA Cycle 6 lower-income sites identified in the Housing Element Update 2022 Sites Inventory that have been reused from Cycles 4 and 5 by January 31, 2024, as required by per California Government Code §65583.2 (c).

8.6.3 Make shelters, transitional housing, or crisis interventions (such as Safe Sleeping Sites) principally permitted in all zoning districts, regardless of the declaration of a shelter crisis.

Disparities in Access to Opportunity for Persons with Disabilities	Lack of affordable and accessible housing in a range of unit sizes	<p>1.5.4 Reduce severe cost burdens and increase stability for extremely low- and very low-income renters through on-going rental assistance, for qualifying vulnerable households, including people harmed by past government discrimination, seniors, people with disabilities, transgender people, and families with children, particularly those living in SROs.</p> <p>6.3.2 Increase permanently affordable senior housing along transit corridors to improve mobility of aging adults and seniors, particularly for extremely and very low-income households including through expansion of Senior Operating Subsidies as referenced in Action 6.3.1.</p>
Racially and Ethnically Concentrated Areas of Poverty	Lack of public investment in specific neighborhoods, including services and amenities	<p>4.2.1 Develop and implement community outreach and engagement strategies that center racial and social equity and cultural competency to be used by Planning Department staff as well as developers or community groups.</p> <p>4.2.2 Increase resources and funding to partner with community-based organizations primarily serving and representing American Indian, Black, and other people of color, and other disadvantaged communities, to ensure inclusive outreach and engagement and meaningful participation in housing and planning processes through focus groups, surveys, and other outreach events.</p> <p>4.3.1 Expand and target job training and financial readiness education programs to residents of Priority Equity Geographies prioritizing youth from American Indian, Black and other communities of color.</p> <p>4.3.2 Support developers of new permanently affordable housing developments in Priority Equity Geographies to include affordable community serving uses as part of their ground floor use programming by matching affordable housing developers with prospective small businesses and service providers known to the City seeking space. Help identify potential funding sources for tenant capital improvements, such as impact fees, Community Benefit Districts' grants and Small Business Program grants. Examples of community serving uses include but are not limited to: grocery stores, healthcare clinics, or institutional community uses such as child-care facilities, community facilities, job training centers, and social services.</p> <p>9.3.2 Prioritize investments in Priority Equity Geographies that overlap with Environmental Justice Communities related to improving transit service, pedestrian safety, schools, child development centers, parks, streetscape, and other neighborhood amenities, in coordination with the investments referenced under Action 9.3.7.</p> <p>9.3.6 Repair, maintain, and optimize the existing transit system, particularly through SFMTA's 5-year Capital Improvement Program's (CIP) Transit Optimization and Expansion Projects (e.g., transit only lanes, transit signal priority, boarding islands, etc. on transit streets) in Priority Equity Geographies that overlap with Environmental Justice Communities and Well-resourced Neighborhoods targeted for increased housing capacity.</p> <p>9.4.6 Create and implement a long-range community facilities plan, and update every 5-10 years, for public facilities including parks, recreation centers, schools, child development centers, libraries, to accommodate a thirty-year projected population growth, informed by equity metrics in a</p>

manner that secures equitable access in Priority Equity Geographies, Environmental Justice Communities, and Well-resourced Neighborhoods that are targeted for increased housing capacity, building on processes such as the Community Facilities Framework, and in collaboration with Interagency Plan Implementation Committee.

Segregation and Integration

Community opposition

7.1.2 Increase staff allocation within Planning to engage with communities living in Well-resourced Neighborhoods to inform existing residents how locating new housing and permanently affordable housing in every neighborhood can address historic inequity and injustice and expand housing opportunities for local residents and their families while strengthening neighborhood vitality.

8.4.3 Adopt one or more Housing Sustainability Districts in Well-resourced Neighborhoods outside of areas vulnerable to displacement that include tenant protections, relocation, and replacement standards as recognized in Housing Crisis Act of 2019, by January 31, 2026. Unless implementation of Action 8.4.2 has already occurred in the same geography and renders Housing Sustainability Districts (HSD) unnecessary, Housing Sustainability District(s) shall encompass at least 15% of the total land area of the city up to the maximum allowed by state law and shall not include parcels where residential uses are not permitted or are critical sites for City infrastructure, such as parks or utilities.

Appendix B: Sites Inventory and Rezoning Program

FINAL DRAFT - DECEMBER 2022

Prepared as Part of the
San Francisco Planning Department's

Housing Element Update 2022



**San Francisco
Planning**

Table of Contents

Sites Inventory	3
Introduction	3
RHNA Allocation	4
Sites Inventory and Methodology	7
Summary of the Sites Inventory	7
Residential Development Pipeline	8
Non-Site-Specific Means of Meeting RHNA	15
Underutilized and Vacant Sites	16
Sites Availability of Infrastructure and Environmental Constraints	20
Rezoning Program	23
Purpose	23
Adequate Sites and Rezoning Requirements	24
Overview of Approach	26
Key Strategies	27
Rezoning Program: Scenarios	29
Public Lands for Housing	33
Constraints Reductions and Process Improvements	36
Jumpstart Efforts	36
Housing Sustainability Districts.....	38
Implementation of AB2011.....	39
Assumptions and Methodology	41
Pending Legislation.....	46
Affirmatively Furthering Fair Housing (AFFH) Analysis	48
Existing Sites Inventory	52
Proposed Rezoning Area.....	58
Appendices:	
B1. Development Agreements and Large Project Profiles and Estimates	
B2. Modeling Development on Non-Vacant and Vacant Sites	
B3. Non-Vacant Site Residential Development Case Studies	
B4. Sites Inventory Spreadsheet	

Sites Inventory

Introduction

According to state Housing Element law, San Francisco must show that it has adequate land zoned to accommodate the entirety of its Regional Housing Needs Allocation (RHNA) for 2023 through 2030 of 82,069 units. The Sites Inventory presents the City's inventory of land suitable for residential development, the methodologies used to identify these sites, and additional methods for satisfying the RHNA allowed by state law including preservation of existing affordable housing and provides an analysis of how the inventory complies with Affirmatively Furthering Fair Housing (AFFH) requirements.

This Sites Inventory, which is based on substantial analysis and input from numerous City agencies, estimates that San Francisco is short of sufficient sites to accommodate the RHNA by about 24,000 units and short capacity for about 36,282 units to meet the target of 115% of RHNA encouraged by state law to ensure adequate sites over the 2023-2030 RHNA period. The Sites Inventory also shows that San Francisco's capacity to accommodate housing falls short of meeting AFFH targets. The number of affordable housing units that can be accommodated on sites in [Well-resourced Neighborhoods](#) is substantially less than the minimum 25% target for building new permanently affordable housing in those areas described in the Housing Element (Policy 19). Moreover, the capacity is insufficient to meet the Housing Element goal of substantially increasing mid-rise and multi-family housing types in [Well-resourced Neighborhoods](#) (Policy 20). As a result of the lack of zoned capacity to accommodate the target 115% of RHNA and to meet AFFH, the city will need to rezone to accommodate additional housing. There will be a focus on adding low- and moderate-income housing opportunities in [Well-resourced Neighborhoods](#) through a variety of approaches including privately-funded mixed income development, 100% affordable subsidized housing, small and mid-rise multifamily developments, ADUs, and others.

RHNA Allocation

The RHNA provides housing targets for cities to plan for in their Housing Elements and to permit over the 8-year RHNA period. In addition to analysis of sufficient land zoned to accommodate their RHNA, cities must analyze constraints to meeting RHNA and propose policies to address them in their Housing Elements. Cities must also report the number of units permitted each year relative to RHNA to the State's Department of Housing and Community Development (HCD).

RHNA Allocation Process

HCD is responsible for determining the regional housing need for each regional Council of Governments, which is the Association of Bay Area Governments (ABAG) in the Bay Area. The regional housing need is based on a forecast of population, households, and jobs developed by the California Department of Finance with input from regional agencies. New for 2023-2030, the RHNA also addresses existing needs such as housing cost burdens, overcrowding, and vacancy, which has increased the RHNA for the Bay Area and other regions. The total RHNA for the region for 2023-2030 is 441,190 units divided into income groups based on the region's current household distribution relative to Area Median Income (AMI) in the following categories: Very Low Income (up to 50% of AMI), Low Income (50-80% of AMI), Moderate Income (80-120% of AMI), and Above-Moderate Income (above 120% of AMI).

ABAG created an advisory Housing Methodology Committee (HMC) made up of elected officials, local staff, and advocates to study how to distribute the RHNA to the 108 jurisdictions in the Bay Area. The HMC recommended a methodology that was adopted by the ABAG Executive Board in January of 2021 and the final [RHNA plan for allocations to cities](#) were adopted by ABAG Executive Board in December, 2021. The RHNA methodology must meet the following statutory objectives:

- Increasing the housing supply and mix of housing types, tenure, and affordability
- Promoting infill development and socioeconomic equity, protecting environmental and agricultural resources, and encouraging efficient development patterns
- Promoting an improved intraregional relationship between jobs and housing
- Balancing disproportionate household income distributions
- Affirmatively furthering fair housing

San Francisco's 2023-2030 RHNA Targets

San Francisco's 2023-2030 RHNA of 82,069 is 19% of the regional total and is an increase of 184% compared to the prior RHNA. Most of the increase in San Francisco's RHNA is driven by the overall

135% increase in the regional number. A smaller percentage of the increase in San Francisco’s RHNA is due to the RHNA methodology’s emphasis on proximity to jobs and higher resource areas as well as the share of future growth projected in Plan Bay Area, the region’s 30-year long range transportation and growth plan. The City’s RHNA would equal an average annual housing production of 10,259 units per year.

Figure 1. San Francisco 6th Cycle RHNA Allocation for 2023–2030

<i>Income Category</i>	<i>Number of Units</i>	<i>Percent of Total</i>
Very Low Income	20,867	25.4%
Low Income	12,014	14.6%
Moderate Income	13,717	16.7%
Above Moderate Income	35,471	43.2%
Total Units	82,069	100.0%

The City’s Housing Element is required to identify sufficient sites that are available and suitable to accommodate the RHNA by income level, or to identify a rezoning program to accommodate any shortfall. Sites identified to accommodate the lower-income units must meet specific criteria for lower income housing, including that the site be zoned for densities of 30 dwelling units per acre or greater. The lower-income portion of the RHNA includes the very low-income and low-income categories shown in the table above. The City is not required to physically construct the units; however, it must show that adequate zoning capacity exists and to show the sites where that capacity is located.

Planning for Sufficient Capacity to Ensure Adequate Sites Over Time

The State of California has Adopted a No Net Loss Law (Senate Bill 166), which requires sufficient adequate sites be available at all times throughout the RHNA period to meet the city’s unmet housing needs for each income category. During the 8-year cycle, if sites are developed with a non-residential use, developed with a lower number of units at each income level than identified in the Sites Inventory, or rezoned, the city must demonstrate that there are adequate remaining sites in the inventory to accommodate the remaining RHNA Allocation. If the City finds there is insufficient remaining capacity at each income level, it would be subject to further rezoning requirements.

To ensure that sufficient capacity exists in the housing element to accommodate the RHNA throughout the period, HCD recommends that the city create a buffer in the housing element inventory of at least 15% more capacity than required, especially for capacity to accommodate the lower income RHNA. Jurisdictions can also create a buffer by projecting site capacity at less than the maximum density to allow for some reductions in density at a project level. The table below shows the target housing capacity for San Francisco based on providing a 15% buffer to the RHNA allocation.

Figure 2. San Francisco Target Capacity for Sites Inventory

<i>Income Group</i>	<i>RHNA Allocation in Units</i>	<i>115% Target Units Capacity</i>
Very Low Income	20,867	23,997
Low Income	12,014	13,816
Moderate Income	13,717	15,775
Above Moderate Income	35,471	40,792
Total Units	82,069	94,379

Sites Inventory and Methodology

The Sites Inventory provides an assessment of land suitable and available for residential development to meet the City's RHNA at all income levels. The sites inventory is based on analysis of San Francisco's parcels zoned for residential land and is summarized in the table below. For the purposes of the sites inventory, very low- and low-income sites are assessed together because they have the same requirements in state law, including minimum density.

Summary of the Sites Inventory

The Sites Inventory is made up of three main categories discussed in more detail in the sections below:

- San Francisco's Residential Development Pipeline made up of housing development projects that have been proposed or that have already received Planning Department approvals but that have not received building permits. The pipeline includes large, multi-year, multi-parcel projects, as well as individual sites where privately financed housing or publicly funded affordable housing developments are proposed.
- Non- Site-Specific Means of Meeting RHNA based on recent trends, policies, and investments. The sites inventory includes a limited number of units that can reasonably be expected to be produced or preserved but specific sites are not identified. These include an estimate of Accessory Dwelling Units (ADUs) and acquisition of existing rental housing or hotels for permanent affordable housing and/ or supportive housing.
- Underutilized and Vacant Sites includes an analysis of units likely to be produced on parcels zoned for residential development and with reasonable likelihood of being developed. This analysis also includes parcels available for development as low-income housing that meet criteria of the Mayor's Office of Housing and Community Development (MOHCD) and the state for 100% affordable housing developments.

Figure 3. Summary of Sites Inventory Analysis to Accommodate 2023–2030 RHNA

	<i>Lower Income*</i>	<i>Moderate Income</i>	<i>Above Moderate Income</i>	<i>Total Units</i>
Total RHNA	32,881	13,717	35,471	82,069
Total RHNA with 15% Buffer	37,813	15,775	40,792	94,379
Development Pipeline Sites				
DAs/ Large Projects Entitled	5,238	1,266	13,457	19,961
DAs/ Large Projects Not Yet Entitled	1,173	344	3,121	4,639
Privately funded Developments (non-DAs)	1,644	541	13,185	15,370
100% Affordable Publicly Funded (non-DAs)	2,468	120	18	2,606
Supportive Housing Acquisitions	351		0	351
Non- Site Specific Means of Meeting RHNA				
ADU estimate		1,800	200	2,000
Estimated Preservation Acquisitions	1,584	148	148	1,880
Underutilized and Vacant Sites				
Modeled Estimate of Units	2,868	3,131	3,131	9,130
Sites meeting Low Income Criteria	2,160			2,160
Total Units All Sources	17,486	7,350	33,260	58,097
Deficit from RHNA with 15% Buffer	-20,327	-8,424	-7,531	-36,282

*Note: for the purposes of the sites inventory, sites to accommodate very low- and low-income units are assessed as part of a “lower income” category given shared sites requirements.

Residential Development Pipeline

A substantial portion of San Francisco’s RHNA targets are likely to be met from the City’s pipeline of approved and entitled residential development projects, including large projects covering multiple parcels, and projects awaiting approvals or building permits. Units counted toward the sites inventory from the Pipeline projects have been adjusted to realistically reflect the units likely to be delivered within the RHNA period.

Development Agreements and Large Projects

San Francisco has approximately 19 development agreements (DAs) or other projects that sit on large sites, often made up of multiple parcels. DAs are specially negotiated by private developers and public agencies to allow new residential and commercial development in exchange for affordable housing, community benefits, new infrastructure, and designs for buildings and public spaces. DAs are often

approved by a vote of elected officials or sometimes even directly by the voters. DAs represent a legal entitlement to build the specified housing, including affordable housing. Sometimes DAs involve public investment, including participation of the Office of Community Investment and Infrastructure (OCII- the successor to the former Redevelopment Agency which was dissolved in 2012) and MOHCD in more recent DAs. OCII and MOHCD will provide public funding to help construct affordable housing within some DAs in addition to funding provided by DA project developers.

San Francisco's Planning Department (Planning) worked with the Office of Housing Delivery (OHD), which is tasked with tracking and facilitating the development of many of these large projects, to compile information on the DAs and Large Projects (See Sites Inventory Appendix 1 for full project level information). OHD in turn worked with project managers at the City agencies that coordinate with developers on the implementation of these developments – including the Office of Community Investment and Infrastructure (OCII), the Port, the Office of Economic and Workforce Development (OEWD), and the Treasure Island Development Authority (TIDA) – to develop an estimate of housing likely to be developed over the 8-year RHNA period. City staff spoke directly with developers to estimate the delivery of housing over the next 8 years, focusing particularly on key infrastructure or phasing timelines that will affect housing development. Currently, the estimate is that 19,961 units in already approved DAs (less 50% of the units entitled), will be built from 2023-2030 (units already permitted or under construction have been removed from this total).

For HOPE SF projects that are rebuilding public housing on large sites around the city, replacement public housing units to be constructed as part of the developments are counted toward lower income units along with additional new affordable units, per [RHNA Adequate Sites Alternative guidelines](#) allowing up to 25% of the lower income RHNA to be met through substantial rehabilitation, conversion, and preservation of existing affordable housing. The existing public housing units have at least four types of habitability violations that would qualify their rebuilding to count toward RHNA progress.

Figure 4. Development Agreements and Large Project Units Anticipated 2023-2030 by Income

<i>Project</i>	<i>Year Entitled</i>	<i>Very Low Income</i>	<i>Low Income</i>	<i>Moderate Income</i>	<i>Above Moderate Income</i>	<i>Total Units</i>
Mission Bay South and North	1998	-	980	0	21	1,001
Hunters Point Shipyard Phase 1	2003	-	327	60	409	796
Transbay	2005	131	339	156	377	1,003
HOPE SF: Hunters View	2008	92	25	-	101	218
Hunters Point Shipyard and Candlestick Phase 2	2010	-	330	104	986	1,420
Treasure Island	2011	-	559	67	2,810	3,436
Parkmerced	2011	0	130	0	2,111	2,241
Schlage Lock	2015	252	-	-	1,427	1,679
5M	2016	-	-	-	400	400
HOPE SF: Potrero	2017	251	1	-	-	252
HOPE SF: Sunnydale	2017	354	114	-	189	657
Plumbers Union	2017	-	7	-	53	60
Pier 70	2018	90	90	102	777	1,059
Mission Rock	2018	0	135	122	421	678
India Basin	2018	-	79	315	1,181	1,575
3333 California	2019		185		559	744
Potrero Power Station	2020	89	90	-	832	1,011
Balboa Reservoir	2020	214	185	151	550	1,100
UCSF Plan by 2030	2022		189	189	253	631
Total Units	-	1,473	3,765	1,266	13,457	19,961

In addition to already approved DAs, four publicly and privately owned sites are actively working with City agencies to negotiate development agreements. Based on discussion with the agencies and developers involved, this Sites Inventory estimates that the smaller, publicly owned projects will receive building permits for all units within the 2023-2030 period, while the larger projects are estimated to deliver a more limited amount of housing. These sites would yield a total of 4,639 units estimated to be permitted by the end of 2030.

Figure 5. Development Agreements and Large Projects Not Yet Entitled Units 2023–2030

	<i>Very Low Income</i>	<i>Low Income</i>	<i>Moderate Income</i>	<i>Above Moderate Income</i>	<i>Total Units</i>
Freedom West	0	301	150	1,554	2,005
Plaza East	193	292	0	270	755
Potrero Yards	96	96	96	287	575
Stonestown	0	196	98	1,011	1,304
Total Units	289	885	344	3,122	4,639

Pipeline Projects (non-DAs)

In addition to the large projects discussed above, San Francisco’s residential development pipeline includes many projects in various stages of the housing development process, including projects that have received approvals from the Planning Commission and/ or Planning Department (not all projects require Commission approval), projects that are awaiting Planning approvals, and projects that are currently in the process of obtaining a first construction document, such as a building permit. Projects awaiting a building permit could have obtained an interim document such as a site permit while deciding when to start construction, could be waiting to pay fees required to have their building permit issued, or could have filed for a building permit and be waiting for approval.

Projects in the pipeline range from the addition of a single unit to an existing building to new residential towers with hundreds of units. The pipeline includes both privately financed housing developments and publicly funded affordable housing developments. Privately financed housing is assumed to be rented or sold at market rate and to primarily serve above moderate income households; however, privately financed projects of 10 units or more must also meet inclusionary housing requirements and provide units at low and/or moderate incomes.

The development pipeline of privately financed projects includes 15,370 units in different phases of the development process. The numbers of units in each phase have been discounted based on analysis of the rates that projects in the pipeline in the fourth quarter of 2014 have received a building permit as of 2022. As a result, the analysis counts 70% of units in projects that have filed for a building permit or are awaiting a first construction document, 66% for projects that have Planning approvals, and 82% for projects with planning applications filed. Since DAs and Large Projects have their own timelines and are analyzed separately, they were removed from the pipeline analysis.

Figure 6. Pipeline of Privately Financed Housing Developments (non-DAs)

<i>Project Status</i>	<i>Lower Income</i>	<i>Moderate Income</i>	<i>Above Moderate Income</i>	<i>Total Units by Status</i>
First Construction Document Pending	756	257	7,371	8,383
Planning Approval	223	36	1,353	1,612
Planning Filed	665	248	4,461	5,374
Total Units by Income	1,644	541	13,185	15,370

Pipeline of New Affordable Housing and Preservation of At-risk Affordable and Conversion to Affordable

MOHCD has 2,588 affordable units in the pipeline in new construction buildings that have yet to be approved or permitted (a small number of above moderate income units in these buildings are managers’ units). These affordable housing development sites are in addition to thousands of units in DA projects and projects that already have building permits or are under construction.

San Francisco has been using a combination of local, state, and federal funding to acquire for-profit privately owned multifamily housing and privately owned motels and hotels and convert these buildings to permanent supportive housing for formerly homeless people. Funding sources include the local Gross Receipts tax (Proposition C) and the HomeKey program. 351 units of housing in four sites are currently in the process of acquisition, rehabilitation, and final agreements for conversion to PSH. These units meet [adequate sites alternative requirements](#) for conversion of multifamily housing and hotels or motels to permanent affordable housing.

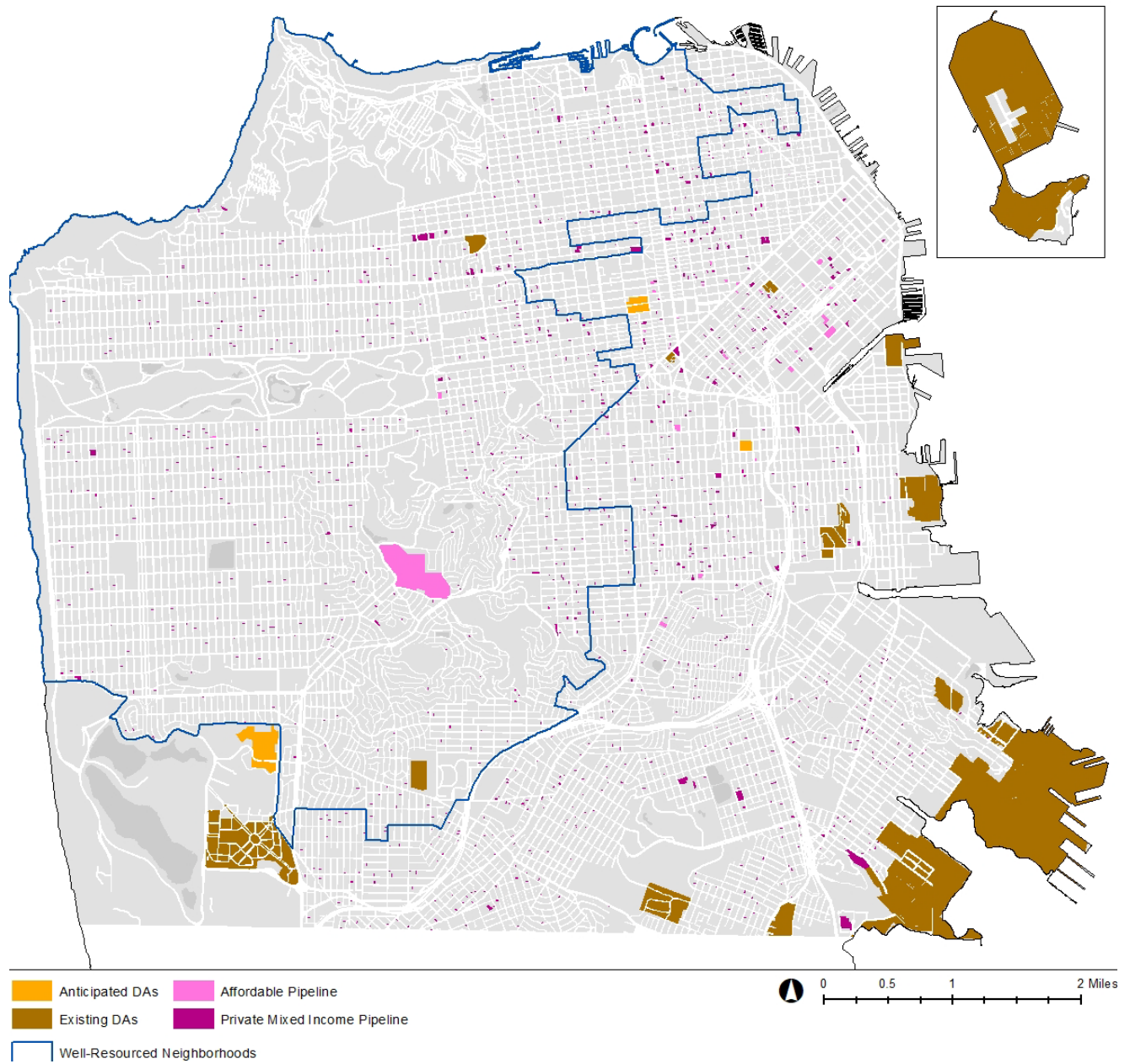
In addition to new construction of affordable housing and acquisitions for supportive housing, San Francisco is committed to assist and incentivize the preservation of affordable housing developments with expiring affordability restrictions. Preservation can only be counted toward the Sites Inventory if specific [adequate sites alternative requirements](#) are met. In the case of the at-risk affordable properties included in the Needs Assessment of the Housing Element, these requirements do not apply. Despite these limitations, San Francisco will continue to use all legal and financial tools available to retain the affordability of at-risk units. The City has a demonstrated commitment to funding preservation of existing affordable housing including the recent RAD conversion of over 3,500 older public housing units in individual buildings and the preservation of hundreds of affordable units in 80/20 bond-funded mixed-income developments where the City has secured long term extensions of affordability. MOHCD is preparing to release a new Existing Nonprofit Owned Rental Housing Capital Repairs Notice of Funding Availability (ENP NOFA). \$20 million total will be made available for existing nonprofit-owned housing funded by MOHCD (including both limited partnerships with a nonprofit managing general partner and direct 501c(3) ownership). MOHCD recognizes that the 4% LIHTC program has traditionally been available for major renovations but is now oversubscribed and prioritizes new construction, leaving Sponsors without a source of subsidy to invest in comprehensive renovations. This investment in rehabilitation will help ensure the stability and quality of affordable housing in San Francisco.

Figure 7. Pipeline of Publicly Funded Affordable Housing Production & Preservation (non-DAs)

<i>Affordable Project Type</i>	<i>Lower Income</i>	<i>Moderate Income</i>	<i>Above Moderate Income</i>	<i>Total Units</i>
New 100% Affordable	2,468	120	18	2,606
Affordable Preservation, Rehabilitation, & Acquisitions	351			351¹
Total Units	2,819	120	18	2,957

1 The total preservation and acquisition pipeline has been updated since earlier drafts of the Sites Inventory to reflect better understanding of adequate sites alternative requirements for preservation of at-risk affordable housing and conversion to affordable housing of multifamily housing and hotels.

Figure 8. Residential Development Pipeline Including DAs



Non-Site-Specific Means of Meeting RHNA

State housing element law allows a limited portion of the RHNA to be met by expected production of ADUs and acquisition of existing housing and conversion to permanently affordable homes. Production of units through these methods are not tied to specific sites but rather based on trends of ADU production as well as policies to support ADUs. Similarly, assumptions for acquisition and conversion of existing housing to permanent affordability can be based on policies, investment, and past trends.

Accessory Dwelling Units (ADUs)

Past trends show 200 ADUs built or legalized per year from 2017 through 2021. ADU production had been increasing each year from 2017 through 2019 but had dropped slightly from 2019 to 2020 and then increased again in 2021. Recent state laws to further enable ADUs as well as local proposals to help existing homeowners build ADUs could help bolster production. Based on these assumptions, 250 ADUs per year are estimated to be produced over the 2023-2030 period in variety of existing buildings from single family homes to multifamily rental buildings. Based on analysis and guidance from ABAG/MTC, 90% of ADUs are assumed to be affordable at moderate incomes and 10% affordable at above moderate incomes.

Acquisition and Conversion to Affordable Housing

Facilitated by local, state, and federal funding and policies, in recent years San Francisco has been acquiring existing rental housing, hotels, and motels for conversion to permanently affordable housing and supportive housing for the formerly unhoused. The City's Small Sites Program has funded the acquisition of hundreds of rent-controlled units primarily occupied by low- and moderate-income renters to preserve these rental units as permanently affordable housing. This program is bolstered by the Community Opportunity to Purchase Act (COPA) that gives tenants and nonprofit affordable housing organizations first right of refusal to purchase rental housing that is put up for sale. The City has expanded the Small Sites Program to bigger buildings including SRO (single room occupancy) buildings.

San Francisco has also acquired hundreds of housing units and hotel and motel rooms for use as Permanent Supportive Housing units for formerly unhoused people. As of Fall 2022, San Francisco is in the process of purchasing existing buildings with 351 units for Permanent Supportive Housing as discussed in the description of the affordable pipeline. The State of California's Project Homekey program supported acquisition of a number of these sites with over \$100 million in grants for acquisition and operations. The City's current goal for this round of supportive housing acquisitions is up to 750 units, leaving up to 400 units in additional planned acquisitions over the next year.

Similarly, the Small Sites Program has funded the preservation purchase of an average of over 100 units per year for 6 years, helping to stabilize existing tenants and convert buildings to permanent affordability. Given current funding, the City expects to fund the preservation purchases of approximately 185 units per year, 80% of which are estimated to be affordable at lower incomes.

Underutilized and Vacant Sites

With the residential development pipeline, including DAs and large projects, expected to accommodate about half of the RHNA, and a significantly smaller share of the RHNA accommodated through non-site-specific means such as ADUs, the remainder of the RHNA must be accommodated on underutilized or vacant sites. Changes to State Housing Element law (particularly AB 1397 passed in 2017) have strengthened requirements that sites included in the inventory be realistically assessed for their development potential within the 8-year RHNA planning period. When the sites inventory includes more than 50% non-vacant sites, existing uses are presumed to impede development unless substantial evidence is provided that the use is likely to be discontinued. In San Francisco nearly all land available for residential development is not vacant and the approach to assessing development potential to accommodate RHNA must realistically address this fact. While San Francisco has ample examples of non-vacant sites redeveloping as housing (see Sites Inventory Appendix 3 for case studies of recent housing developments on non-vacant sites), the methodology used to identify realistic development potential must consider factors such as existing uses, past development trends, market conditions, and other factors relevant to whether sites can realistically be redeveloped.

Modeling Housing Production on Underutilized and Vacant Sites

In order to estimate the impact of housing policies and market conditions on the extent and location of new housing development in San Francisco, the Planning Department contracted with Blue Sky Consulting Group (Blue Sky) to conduct an analysis of San Francisco housing development trends as part of the Housing Affordability Strategies (HAS) project completed in 2020. Blue Sky then updated their model results in Summer 2022 for the Housing Element Sites Inventory (For more on Blue Sky's methodology see Sites Inventory Appendix 2 on Modeling Development on Underutilized and Vacant Parcels). Blue Sky analyzed housing development during the period from 2001-2021, examining the relationship between the extent of multifamily residential housing development and economic and parcel-specific factors that may influence the likelihood of development.

The results of this analysis comprised the basis for a simulation model which uses information about the characteristics of each of the approximately 150,000 parcels in the city together with data on previous housing development and market conditions to estimate the likelihood of multifamily housing development. Specifically, the model estimates the likelihood of development based on several key explanatory variables, including housing prices, construction costs, site specific land use and zoning, and the "development potential" of individual sites (measured as the ratio of potential building size to current size). Using these variables, the model generates estimates of the number of units that are likely to be built based on current zoning and economic conditions. This model allows us to realistically assess housing capacity on non-vacant sites, by offering a comprehensive way to estimate the probability of housing development on parcels in the city based on parcel characteristics and current economic trends.

Methodology

The housing market analysis was conducted using a logistic regression in which the likelihood of market-rate multifamily housing development (the dependent or outcome variable) was estimated based on a

series of independent (explanatory variables), including construction costs, housing prices, and parcel-specific characteristics including contemporaneous zoning category, current residential use or historical designation, current permissible building size (envelope), and development potential (ratio of permissible to existing building size). Results of the regression analysis are presented in the table below, which shows that each of the key explanatory variables was highly statistically significant. Most importantly, these results show that changes in construction cost or development potential have a statistically significant association with the likelihood of development, allowing for use of these variables in developing a simulation model to estimate likely development for specific parcels.

To develop the simulation model results, a baseline scenario was developed in which the number of likely units to be developed over time was estimated based on specified baseline economic conditions and current zoning². Large project areas, such as Treasure Island or Mission Bay, were modeled separately by Planning based on the specifics of the development agreements covering these projects. The number of (non-inclusionary) affordable units and accessory dwelling units were also estimated by Planning separately from the simulation model.

For more on Blue Sky's methodology see Sites Inventory Appendix 2 on Modeling Development on Underutilized and Vacant Parcels.

Data Sources

In order to conduct this analysis, data for each of the more than 150,000 parcels in the City was collected from Planning. In addition, data was collected on each of the multifamily residential projects completed anywhere in the city during the study period. For each parcel, information was collected regarding the existing land use, zoning, and the potential for future development (i.e., the ratio of allowable building size to current building size). Where factors have changed over time (for example, with respect to zoning), data was collected for each year, 2001 - 2018. To create the development potential variable, a hypothetical building envelope measure was constructed for each parcel in each of the model years. This variable used information about parcel area, setbacks, density limits, and maximum allowable building height to construct the measure used in the regression model. In addition, information about housing prices and construction costs were included in the model data set for each of the study years.

Model Estimate of Units

The regression-based model provides an estimate of probable units that would be produced over time given the characteristics of each parcel and broader economic trends and conditions. While the model provides a parcel-level estimate of units to be produced, the results are not to be understood as an expectation of specific yield but rather in aggregate as presented below. The model estimates the likely number of units based on the regression results, calculated as the probability of development for the site multiplied times the maximum number of units allowed on that site. Model estimates mostly align with intuitive expectations. For example, larger sites with no existing structures or small existing structures

and where greater numbers of housing units are allowed are likely to have more estimated units in the model.

The vast majority of residentially zoned parcels have just a small fraction of a unit that is likely because an existing single family home, multifamily building, or other existing building, making additional housing development extremely unlikely. There are no units estimated on thousands of parcels in the city where residential development is not allowed (for example on industrially zoned parcels), or on parcels that are residentially zoned but already have the maximum number of units allowed under existing residential density limits (for example a lot zoned RH-2 with an existing two unit building). In some cases, the model estimates a limited number of units on a parcel that is zoned for both commercial and residential uses and has an existing office building, tourist hotel, or other substantial existing building. These estimates have been included to reflect the fact that residential conversion of commercial and tourist buildings does occur as does infill on partially underutilized sites. Planning has made every effort to remove parcels that seem to be included in error (for example, parcels with significant recent investments or new construction).

The housing capacity assumptions for residentially zoned parcels reflect the passage of SB 9, which allows duplexes and lot splits on lots currently zoned for single family homes. While SB 9 allows more units per parcel on RH-1 zoned parcels, the model estimate of likely units for parcels with existing single family homes is heavily influenced by the size of existing structures and uses on the site resulting in an estimate of approximately 450 units enabled by SB 9 over the 8-year RHNA period.³ The capacity assumptions for residentially zoned parcels also reflect recent increased use of State Density Bonus law, which has been used by a majority of recent multifamily housing developments in San Francisco that are providing on-site units affordable at low or moderate incomes.⁴

The model estimates that 9,130 units are probable through privately funded housing development over the RHNA period on parcels available for residential development in the city and not already accounted for in the residential development pipeline. The model developed by Blue Sky and Planning offers a more realistic approach to estimating capacity for RHNA than has been used in the past and accounts for existing uses as a potential barrier to housing development. For more information on the model please see Sites Inventory Appendix 2.

Designating Sites by Income Level

Just as the RHNA is divided into four income levels, the Sites Inventory must identify sites by income level per state law. The key distinguishing feature of sites designated as lower income is that they must be zoned to allow at least 30 units per acre. Additionally, sites that are less than half an acre or larger than 10 acres must demonstrate that they can realistically be developed as housing. In San Francisco, where land is costly, development of new housing for any income level is likely to be multifamily housing

3 The estimate of units enabled by SB 9 from the model is substantially below the 1,500 units initially assumed in the March, 2022 Draft of the Sites Inventory, which was based on trends in development on rezoned parcels but did not include the range of factors used in the model.

4 AB 2011, a new state law adopted in 2022, will likely affect density and potential heights on parcels in certain commercially zoned corridors in the city.

at densities greater than 30 units per acre and development on sites of less than half an acre is very common. For reference, a typical San Francisco residential parcel of 2,500-3,000 square feet zoned for two units would meet requirements to allow 30 units per acre.

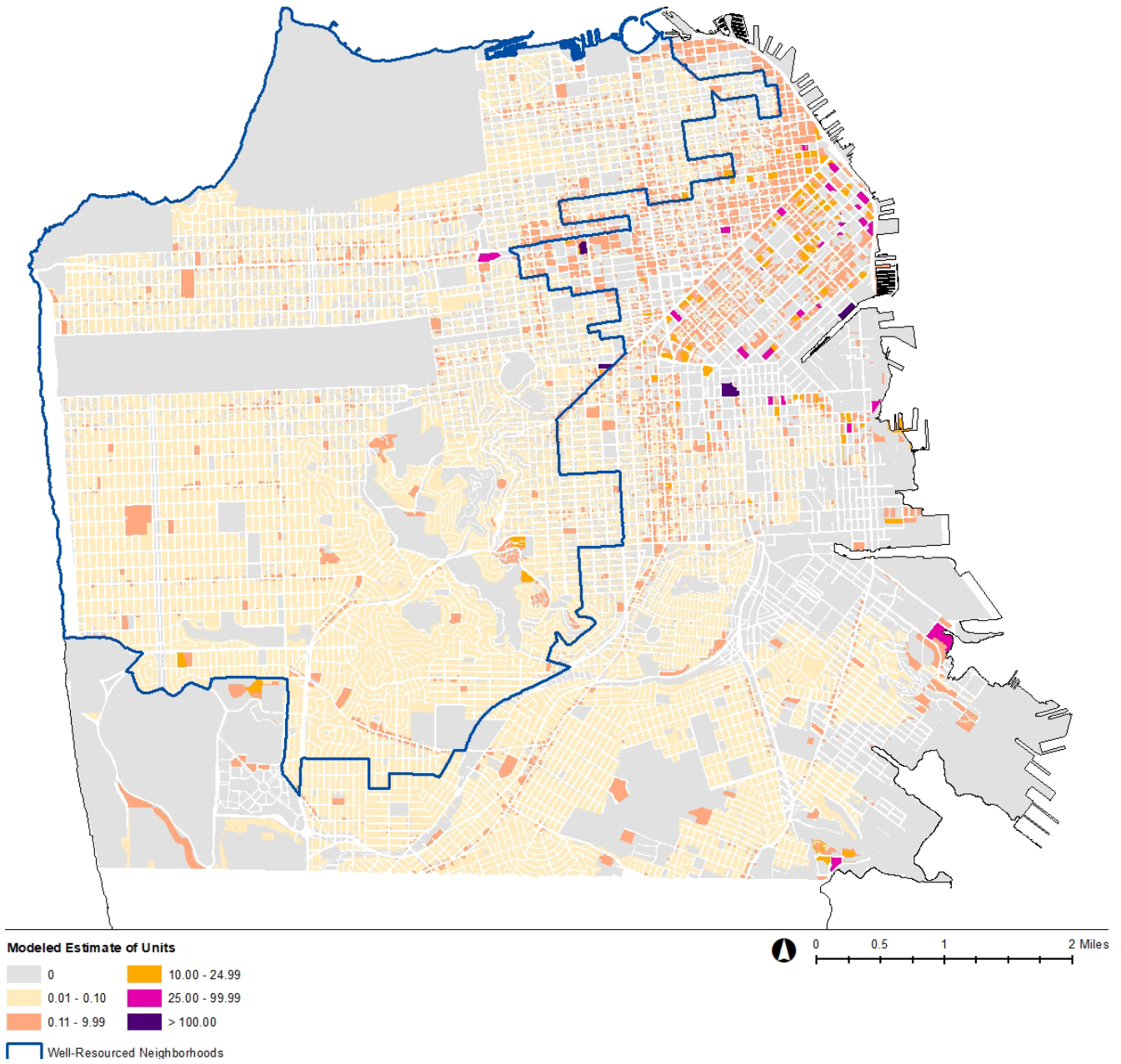
Sites designated as Low Income are not reserved for development as subsidized affordable housing; however, if sites designated as Low Income have been included in prior Housing Elements' Sites Inventories, they must be zoned to allow ministerial (by-right) permitting for housing developments that provide at least 20% of units as affordable at low incomes. Given this context and the intent of the Housing Element to support community-informed processes in Priority Equity Geographies, San Francisco identified the following criteria to designate underutilized and vacant sites to accommodate the lower income RHNA:

- a) Sites that have densities allowing at least 30 units per acre, allow at least 16 units on the site (consistent with the criteria for low income sites in rezonings for the Housing Element); and,
- b) Sites located outside of Priority Equity Geographies (areas with greater concentrations of vulnerable residents and communities of color that have also seen a greater share of recent housing development).

This criteria advances a key requirement of state Housing Element law and the 2022 Housing Element's policies to affirmatively further fair housing and expand housing choices in Well-resourced Neighborhoods and adjacent areas that offer greater opportunities and improved health outcomes. This approach to selecting low income sites also enables Priority Equity Geographies to continue to have input on project approvals processes (which is limited in ministerial processes).

San Francisco Planning conducted additional analysis on potential sites that met criteria provided by MOHCD to accommodate up to 2,160 units of subsidized affordable housing over the 2023-2030 RHNA period. This number is based on MOHCD's current budget to acquire and fund the development of approximately three sites per year with an average of 90 units each or 270 units per year distributed among family housing, senior housing, and supportive housing. These sites would be in addition to affordable projects already in the pipeline. The 2,160 units were distributed to parcels that met low income density requirements and are at least 10,000 square feet. The distribution of these 2,160 units was proportional to the probability of development and total unit capacity estimated by the Blue Sky model for sites that also met the low income and MOHCD criteria. State policies such as State Density Bonus law allows for greater densities for 100% affordable housing developments within a half mile of high-quality transit as well as up to three additional stories than allowed by local zoning, and the local voter-approved Proposition E similarly allows for greater density and additional stories for affordable and educator housing helping to facilitate affordable development on sites around the city. MOHCD's criteria emphasizes larger sites (typically at least 10,000 square feet) with sufficient height allowed to achieve a critical mass of units that will make development more cost effective and competitive for state and federal funding, including Low Income Housing Tax Credits (LIHTC) and Private Activity Bonds (PAB).

Figure 10. Analysis of Underutilized and Vacant Sites Capacity



For moderate and above moderate sites, the remaining Blue Sky capacity in Priority Equity Geographies and elsewhere in the city was divided between the moderate and above moderate income categories reflecting the policies of the Housing Element that seek to encourage both subsidized and privately funded housing affordable at moderate and middle incomes throughout the city. These sites offer a range of sizes and densities adequate for small and medium multifamily development that could serve a range of incomes.

Public Lands for Housing

Publicly owned lands have provided important sites for housing development in recent decades and will continue to do so over the 2023-2030 RHNA period. A number of large publicly owned sites where housing will be developed are described in the discussion of development agreements and large projects in the residential development pipeline section of the Sites Inventory. Federally owned land such as former naval bases at Treasure Island and Hunters Point Shipyard and locally owned sites such as the former Candlestick stadium or the Balboa Reservoir site are major housing development sites that will yield thousands of homes in multiple buildings over time.

Other public sites are also key housing development sites, particularly for affordable housing. Examples of public sites providing affordable housing development opportunities include the Laguna Honda Hospital Site and the Shirley Chisom Village affordable educator housing site (formerly Francis Scott Key school site) currently in the affordable housing development pipeline. Recently completed Affordable housing developments on public lands include former freeway Parcel O in the Hayes Valley neighborhood, which is now an affordable family housing project, or the former federal court parking lot at 1064 Mission Street that has been transformed into supportive housing.

Public lands re-used for housing are currently captured in the residential development pipeline for large projects as well as individual affordable housing developments funded by MOHCD. SF Planning is continuing to work with fellow City agencies to assess additional publicly owned sites that could yield housing opportunities and has included some information on potential additional opportunities during the RHNA period in the Rezoning Program section.

Sites Availability of Infrastructure and Environmental Constraints

All parcels included in the Sites Analysis are suitable for development in the current planning period, pursuant to zoning and building code requirements. None of the identified sites are subject to any environmental constraints that would preclude development. Most sites included in the inventory are well-served by public transit, and all have access to streets and freeways. In addition to its streets and freeways, the City of San Francisco has an extensive system of heavy rail, light rail, rapid bus, and bus transit to serve existing and forecasted residents, and additional transit infrastructure investments are planned. Planning for housing has emphasized development near existing or new public transportation infrastructure.

Parcels included in the inventory have sufficient connections to water, sewer, and dry utilities available to support housing development. Water, sewers, and other utilities are available throughout the City of San

Francisco as an urbanized area. The City's infrastructure capacity and availability are analyzed in the environmental analysis prepared for this Update to the Housing Element.

Sites included in the Sites Inventory are already zoned to accommodate housing development and were evaluated based on the suitability and availability of each site to accommodate residential development during the planning period. The methodology, aimed at discerning the likelihood that a given parcel is to be developed or re-developed, includes such factors as the parcel's size, allowable density, realistic capacity, zoning, existing use/ structure, and other key factors.

The City of San Francisco has various environmental features that could affect housing development, and sites located within those affected areas that preclude residential development were removed from the inventory. As such, development of the sites is expected to proceed without obstacles from environmental features such as flood plains, prohibitively steep slopes, or protected wetlands.

Each site will be granted its own development permit, which may require that some projects make improvements to existing infrastructure or incorporate resilience or adaptation measures into the building design. However, none of the City's environmental laws precludes residential development. A project proposed on any site in the Inventory would be allowed if consistent with the zoning provisions for that site and would be issued a permit by the Department of Building Inspection (provided no extraordinary site-specific health and safety circumstances were found to exist).

HOUSING ELEMENT IMPLEMENTATION

Rezoning Program

Purpose

According to the Housing Element Update 2022 Sites Inventory analysis, San Francisco does not have enough sites to meet the City's Regional Housing Needs Allocation for 2023-2031 (RHNA) overall, inclusive of a 15% buffer (36,282 units), and in specific categories of low income and moderate-income units. As shown in Figure 3 above, this Sites Inventory identifies a shortfall of 19,611 units for Lower Income households, 8,424 units for Moderate income households, and 7,531 units for Above Moderate-income households. The City would also be below 25-50% of buffered RHNA targets for low-income housing units in Well-resourced neighborhoods (as described above in the Sites Inventory), a proposed Housing Element policy to address Affirmatively Further Fair Housing (AFFH). Well-resourced neighborhoods are areas of the city with high and higher opportunity resources as defined by the State's Tax Credit Allocation Committee (TCAC) map. The Housing Element aims to increase mid-rise and small multi-family housing types in [Well-resourced Neighborhoods](#) and adjacent lower-density areas near transit to accommodate roughly half of the new units required to meet 115% of the RHNA target. As noted in the Sites Inventory above, the City of San Francisco seeks to accommodate a 15% sites surplus buffer on its RHNA targets as recommended by HCD.

Given the housing need and State requirements, this report puts forward a strategy for rezoning that will address this shortfall. This narrative describes the rezoning concepts that the City intends to pursue and a description of the applicable geographic areas. While this document and submittal include three comprehensive scenarios that include several rezoning strategies, the City will develop a final proposal for rezoning which meets the RHNA sites shortfall and other requirements to address AFFH through a public process and additional analysis following adoption of the Housing Element within the time required as per State law. Accompanying this narrative is a database (Appendix 4) listing the sites currently being considered in one of Rezoning Program scenarios, with information of potential additional housing capacity to be created by the rezoning action(s), including a breakdown of sites necessary to meet the RHNA gaps by affordability level.

While the Rezoning Program includes a detailed range of proposed rezoning elements, it will come as a separate proposal and legislative action after Housing Element adoption, informed and shaped into final form by extensive community outreach and analysis. The Rezoning Program will be completed within the three years after the Housing Element Update 2022 adoption, per State requirements, though San Francisco intends to leverage the considerable momentum and public feedback from the Housing Element to initiate a rezoning process immediately following adoption.

Adequate Sites and Rezoning Requirements

Housing Element law requires that jurisdictions identify and analyze the candidate sites that will be considered for the future rezoning required to meet RHNA and AFFH targets and include an analysis of suitability and availability. State law requires actions be adopted to make sites available with appropriate zoning, development standards, and infrastructure to accommodate the housing need. Following is the primary statute language governing the rezoning requirement:

California Government Code 65583(c)(1)(A)

Where the inventory of sites, pursuant to paragraph (3) of subdivision (a), does not identify adequate sites to accommodate the need for groups of all household income levels pursuant to Section 65584, rezoning of those sites, including adoption of minimum density and development standards, for jurisdictions with an eight-year housing element planning period pursuant to Section 65588, shall be completed no later than three years after either the date the housing element is adopted pursuant to subdivision (f) of Section 65585 or the date that is 90 days after receipt of comments from the department pursuant to subdivision (b) of Section 65585, whichever is earlier, unless the deadline is extended pursuant to subdivision (f). Notwithstanding the foregoing, for a local government that fails to adopt a housing element that the department has found to be in substantial compliance with this article within 120 days of the statutory deadline in Section 65588 for adoption of the housing element, rezoning of those sites, including adoption of minimum density and development standards, shall be completed no later than one year from the statutory deadline in Section 65588 for adoption of the housing element.

California Government Code 65583.2(h)

The program required by subparagraph (A) of paragraph (1) of subdivision (c) of Section 65583 shall accommodate 100 percent of the need for housing for very low and low-income households allocated pursuant to Section 65584 for which site capacity has not been identified in the inventory of sites pursuant to paragraph (3) of subdivision (a) on sites that shall be zoned to permit owner-occupied and rental multifamily residential use by right for developments in which at least 20 percent of the units are affordable to lower income households during the planning period. These sites shall be zoned with minimum density and development standards that permit at least 16 units per site at a density of at least 16 units per acre in jurisdictions described in clause (i) of subparagraph (B) of paragraph (3) of subdivision (c), shall be at least 20 units per acre in jurisdictions described in clauses (iii) and (iv) of subparagraph (B) of paragraph (3) of subdivision (c), and shall meet the standards set forth in subparagraph (B) of paragraph (5) of subdivision (b). At least 50 percent of the very low and low-income housing need shall be accommodated on sites designated for residential use and for which nonresidential uses or mixed uses are not permitted, except that a city or county may accommodate all of the very low and low-income housing need on sites designated for mixed

use if those sites allow 100 percent residential use and require that residential use occupy 50 percent of the total floor area of a mixed-use project.

As established in the statute, per above, sites identified to meet the lower-income RHNA need have distinct requirements. In particular, these sites (identified in Appendix 4 for each of the three Rezoning Program scenarios) must be zoned to permit code compliant multi-family use through a by-right planning process for 20% lower-income affordable housing and be zoned with a minimum density and development standards that permit at least 30 units per acre and 16 units per development site. As described further below, of the identified lower-income sites for rezoning virtually all are located on sites that both permit 100% residential use and limit principally permitted non-residential uses to small amounts, meeting the state requirements to locate more than 50% of Lower Income units on sites that are unlikely to be developed with primarily non-residential uses.

The Rezoning Program identifies the concepts and strategies that were used to identify candidate sites that have the potential to be rezoned for housing at different income levels within the planning period pursuant to subdivision (h) of Section 65583.2. The Rezoning Program is included in the Implementation Program as Action 7.1.1.

Key elements of the rezoning strategy have been informed by policies developed through the Housing Element process, the results of AFFH policies and analysis, and analysis of rezoning policies most likely to produce the needed housing. In general, the program emphasizes increasing access to Higher Resource areas of the city, particularly near neighborhood services, transit stations and along major transit, commercial and arterial corridors, and more broadly and flexibly permitting lower scale multi-family housing throughout Well-Resourced Neighborhoods. The Program also emphasizes the continued development of innovative strategies to deliver more affordable housing, stronger anti-displacement protections, rental and down payment assistance, and other community benefits.

The Rezoning Program Candidate Sites Inventory (Candidate Sites Inventory) (Appendix 4) identifies potential sites for future rezoning along with state-required information on each of the properties, including the realistic number of housing units that can be accommodated on each site. Sites were selected based on the criteria included in the Rezoning Program description. Because the Rezoning Program considers different combinations of strategies, the Rezoning Inventory includes the realistic potential capacity under rezoning for each scenario on each identified site.

Overview of Approach

Addressing Proposed Policies

This rezoning strategy is designed to support the shortfall described above and align with Housing Element's proposed goals and objectives, particularly in regard to Affirmatively Furthering Fair Housing, with the following key considerations:

- Creating more housing choice and variety of housing stock in Well-resourced neighborhoods to increase housing availability and access to opportunities for more households, particularly American Indian, Black, and other people of color, to live near good public services, transit, open space, schools, and local businesses.
- Increase housing that is affordable for low- and moderate-income households
- Increase housing types to accommodate households with a variety of needs, including seniors, those with disabilities, families with children, and those with fixed or workforce incomes.

Rezoning is specifically addressed in the following Housing Element Update 2022 policy and actions:

POLICY 20. Increase mid-rise and small multi-family housing types by adopting zoning changes or density bonus programs in Well-resourced Neighborhoods near transit, including along SFMTA Rapid Network and other transit, and throughout lower-density areas, by adopting zoning changes or density bonus programs.

- a. Increase the opportunity for mid-rise multi-family buildings through changes to height limits, removal of density controls, and other zoning changes along SFMTA's Muni Forward Rapid Network[1] and other transit lines such as California Street, Union Street, Lombard Street, Geary Blvd, Judah Street, Noriega Street, Ocean Ave, Taraval Street, Sloat Blvd, 19th Ave, Park Presidio Blvd, West Portal Ave, Junipero Serra Blvd, Church Street, Divisadero Street, 17th and Market/Castro, and Van Ness Ave. In areas that overlap with Priority Equity Geographies, such as the Japantown Cultural District, any potential zoning changes should come through community-led processes per Policies 18 and 29. (Planning, Mayor/BOS; Medium)
- b. Increase the opportunity to create more small multi-family buildings by replacing lot-based unit maximum zoning controls with form-based residential or mixed-use zoning in Well-resourced Neighborhoods near transit. (Planning, Mayor/BOS; Medium)
- c. Create a rezoning program to meet the requirements of San Francisco's Regional Housing Needs Allocation and Affirmatively Furthering Fair Housing laws, relying on a combination of strategies in actions (a) through and (b) above to accommodate about 36,282 new units in Well-resourced Neighborhoods. (Planning, Mayor/BOS; Medium)

- d. Engage with communities living in Well-resourced Neighborhoods to inform existing residents how locating new housing and permanently affordable housing in every neighborhood can address historic inequity and injustice and expand housing opportunities for local residents and their families while strengthening neighborhood vitality. (Planning; Short)

Key Strategies

Based on the proposed policies and actions in the Housing Element update and AFFH requirements, the Department is laying out a range of rezoning components that are combined in different ways to form three distinct rezoning scenarios, each of which is projected to exceed the RHNA Gap identified in the Sites Inventory Analysis above. Each of these three scenarios is also consistent with the analysis and impact findings for the Project Description contained in the Housing Element Update 2022 Environmental Impact Report (EIR). The proposed Rezoning Program focuses on areas identified as High and Highest Resource as defined by the California State Treasurer on their Opportunity Maps. It also includes a small number of parcels in immediately adjacent areas of Moderate Opportunity, to account for natural boundaries of neighborhoods not reflected in the census-tract based TCAC boundaries, and the fact that TCAC designations fluctuate year-to-year, especially at the margins (e.g. some areas designated in 2020 as Moderate are designated as Higher or High in 2022). The Rezoning Program will not include Priority Equity Geographies unless requested through community-led processes, which are the locations defined as Areas of Vulnerability by the San Francisco Department of Public Health. It does not assume the use of sites with public schools, parks, and other critical public infrastructure (i.e. hospitals, reservoirs), except in cases where public agencies have identified opportunities for housing development and where publicly subsidized affordable housing might be possible in underutilized public land. The Rezoning Program also aligns with existing and planned long-range transit network concepts identified in ConnectSF, an interagency vision for San Francisco's transportation system.

In general, across all three scenarios described here, the following Rezoning strategies are proposed to be mixed and matched to varying extents, and will be refined during the subsequent public engagement process following adoption of the Housing Element:

A. Increases to Height Limits Along Major Transportation and Commercial Corridors.

All scenarios include increased height limits around major transit stations and on major transit corridors, major arterial roadways, and along notable commercial corridors. In addition to subway stations such as Church, Castro, Forest Hill, West Portal and Glen Park, transit corridors considered generally are those that feature on the SFMTA's Transit Vision Five-Minute Network (featuring 5-min headway service on both rail and bus lines). These include but are not limited California, Geary, Fulton, Irving, Judah, Taraval, 19th Ave, West Portal, Market, Church, Ocean, Van Ness and Divisadero. Major arterials of citywide prominence include such roadways as Lombard, Junipero Serra, Sloat, and Brotherhood Way. Commercial corridors, most of which are also transit corridors, include Chestnut, Union, Clement, Noriega, and Haight.

The height increases will include all parcels along the corridor, both those that have mixed use zoning (e.g. Neighborhood Commercial) and those that presently allow only residential uses (e.g. RH, RM). In some scenarios, these height limit increases would also extend to immediately nearby blocks flanking the corridors, such as within 800' of the main street.

Presently prevailing height limits in most of these areas are 40' (i.e. four stories), with some areas currently allowing 50-85', and a few areas along Geary and Van Ness and immediately adjacent streets allowing up to 160'. The height limit increases proposed would generally allow at least 55' (i.e. five stories) on all corridors, with most allowing 65' (6 stories) or 85' (8 stories). A few locations along the Geary and greater Van Ness corridors would be considered for rezoning up to 140'-300'.

New height districts above 85' would be accompanied by typical massing controls limiting the breadth and floorplate of buildings above the height of the adjacent "streetwall" of the corridor, as well as ensuring adequate spacing between any tall buildings.

For all areas, existing controls for very large lots in other parts of the city would ensure new development creates a finer block pattern to enhance pedestrian and vehicular circulation, by requiring mid-block alleys.

B. Form-Based Density Controls

Form based controls means that project sponsors can flexibly accommodate the number of units that make sense for the allowed physical building envelope and performance standards (i.e. height, bulk, setbacks, open space, unit exposure) on any lot. Typically, applicable unit mix requirements would continue to ensure a mix of unit types, including family-sized units, are included in projects.

All scenarios include extensive removal of lot-based density regulations and the application of form-based based density controls on all sites receiving height limit increases. In some scenarios, Form-Based Density Controls without height increases would also be applied to parcels in a broader geography, including both areas flanking major corridors described in strategy (A).

C. Allowance for Small Multi-Family Buildings

In all scenarios, for all areas in the Well-Resourced areas that are not proposed for height increases and/or Form-Based Density Controls, every lot would be principally permitted for four units per lot. In some scenarios, corner lots would also be permitted to have up to six units per lot.

It is important to note that these densities and height allowances are assumed to be structured as bonus programs that are mutually exclusive with use of the State Density Bonus program, and that the parameters of the Rezoning Program are intended to stay within the general levels of development and variability anticipated by the analysis included in the Housing Element DEIR, as illustrated by the three Rezoning scenarios described below, all of which are consistent with the DEIR analysis.

Rezoning Program: Scenarios

Following is a description of the three example Rezoning scenarios illustrated in the 2022 Housing Element DEIR which have been analyzed for adequacy in meeting the identified Sites RHNA Gap. The projected capacity totals for each scenario represent net new housing projected on top of any parcel-level capacity for the same sites projected under existing conditions in the Existing Sites Inventory, discounted to reflect existing site conditions which may impact developable capacity. The detailed methodology for discounting and excluding sites for consideration follows this summary of the Rezoning Scenarios:

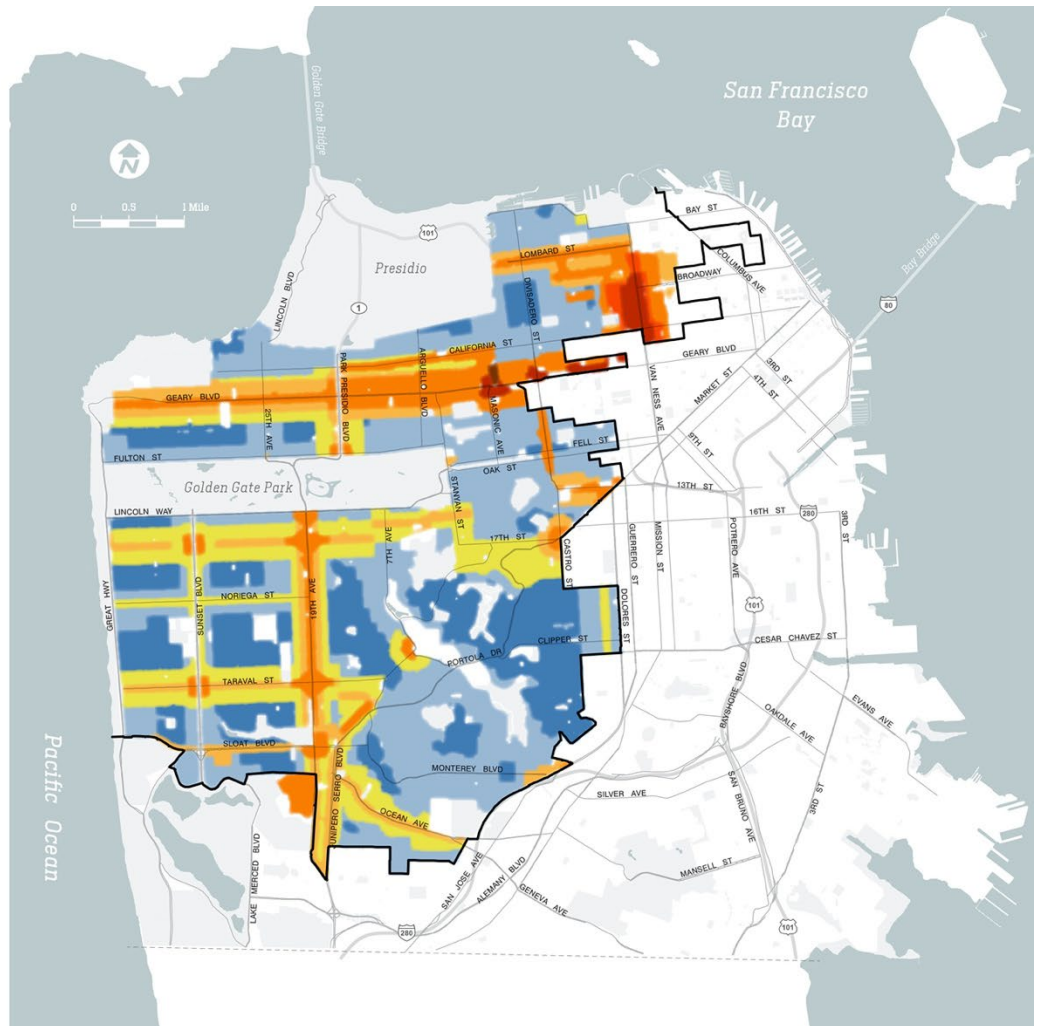
Figure 11. Rezoning Scenario A.

Housing Element Projected Heights and Density Shown in DEIR

This map represents one possible distribution of future housing development growth that could occur based on modeling conducted by the Planning Department to inform the programmatic environmental impact analysis presented in the EIR. It is an illustrative example of different zoning changes that could implement the policies of the Housing Element 2022 Update.

- Increased density up to four housing units with no height change
- Density decontrol with no height limit change
- 55 feet
- 65 feet
- 85 feet
- 140 feet
- 240 feet
- 300 feet
- 2020 Well-Resourced Neighborhoods Boundary

Areas that are proposed for increased heights would also receive density decontrol, if applicable (e.g., in zoning districts where unit density is limited by lot area).



Scenario A: 49,447 projected net units from rezoning⁵

Scenario A features height increases generally to 65' (six stories) and 85' (eight stories) on key transit and commercial corridors, including height increases within a similar range within an 800' radius around these corridors. Form-based density controls would apply to all areas with height changes, as well as broad areas within ¼-mile of other transit lines. Small pockets that fall outside of these areas would be rezoned to allow for 4 units per parcel. In total, 83,078 parcels would be rezoned as follows:

- 17,674 parcels rezoned to allow 4plex
- 34,758 parcels rezoned to form-based density without height increase
- 30,042 parcels rezoned to form-based density with height increase
- 604 parcels with height increase that currently have form-based density

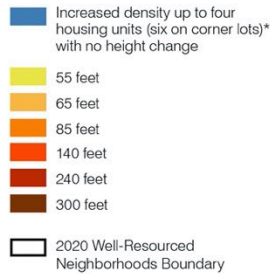
Though these 83,078 rezoned parcels have a theoretical net zoned capacity of 693,817 units, using our methodology of adjustments and exclusions, the Site Rezoning program submits 45,634 parcels with projected units totaling 49,447 net new units.

⁵ Project Heights and Density Shown in Housing Element DEIR.

Figure 12. Rezoning Scenario B.

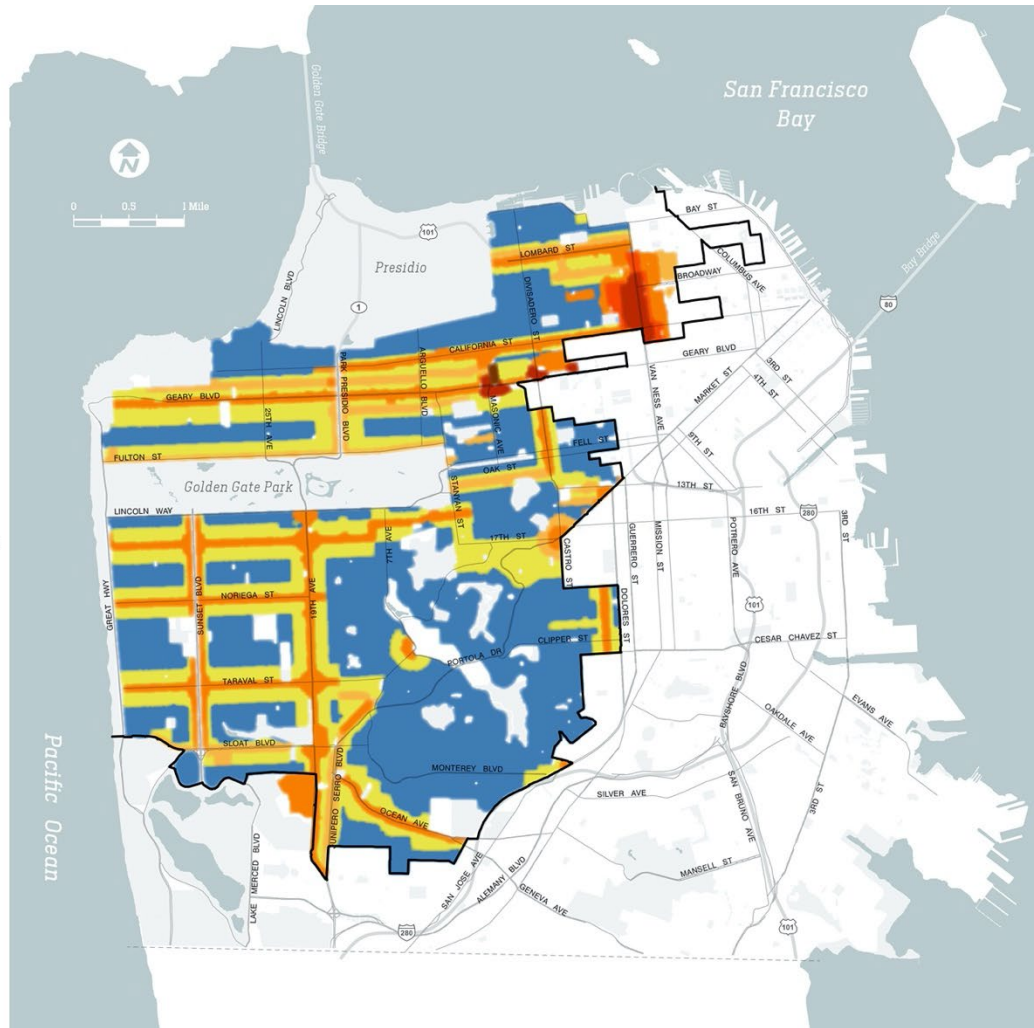
**Housing Element
Projected Heights
and Density Controls
Under the
Proposed Action:
Potential Example 1**

This map is an example of another possible distribution of future housing development growth that could occur based on modeling conducted by the Planning Department to inform the programmatic environmental impact analysis presented in the EIR. It is an illustrative example of different zoning changes that could implement the policies of the Housing Element 2022 Update.



Areas that are proposed for increased heights would also receive density decontrol, if applicable (e.g., in zoning districts where unit density is limited by lot area).

*The draft EIR identified a foreseeable change to increase allowable density limits in low-density areas to four housing units. This example would do the same, but also increase allowable density limits in low-density areas to six housing units on corner lots.



Scenario B: 55,232 projected net units from rezoning

Scenario B differs from Scenario A by concentrating height increases more uniformly on all major corridors throughout the Well Resource Areas, with 85' (8 stories) height limits prevailing on most major corridors, and more uniform but lesser height increases to generally not more than 55' (five stories) in an 800'-buffer around corridors. Form-based density controls would be restricted to the areas receiving height increases within the 800' distance from the major corridors. Additional transit and commercial corridors would receive height increases and form-based density not reflected in Scenario 1. All areas outside the 800' radius of the key corridors would be rezoned to permit 4 units per parcel and 6 units on corner parcels. In total, 83,392 parcels would be rezoned as follows:

- 44,679 parcels rezoned to allow 4 or 6-plex
- 0 parcels rezoned to form-based density without height increase
- 38,713 parcels rezoned to form-based density with height increase
- 0 parcels with height increase that currently have form-based density

Though these 83,392 rezoned parcels have a theoretical net zoned capacity of 564,963 units, using our methodology of adjustments and exclusions, the Site Rezoning program submits 54,123 parcels with projected units totaling 55,232 net new units.

**Housing Element
Projected Heights
and Density Controls
Under the
Proposed Action:
Potential Example 2**

This map is an example of another possible distribution of future housing development growth that could occur based on modeling conducted by the Planning Department to inform the programmatic environmental impact analysis presented in the EIR. It is an illustrative example of different zoning changes that could implement the policies of the Housing Element 2022 Update.

- Increased density up to four housing units (six on corner lots)* with no height change
- Density decontrol with no height limit change
- 55 feet
- 65 feet
- 85 feet
- 140 feet
- 240 feet
- 300 feet
- 2020 Well-Resourced Neighborhoods Boundary

Areas that are proposed for increased heights would also receive density decontrol, if applicable (e.g., in zoning districts where unit density is limited by lot area).

*The draft EIR identified a foreseeable change to increase allowable density limits in low-density areas to four housing units. This example would do the same, but also increase allowable density limits in low-density areas to six housing units on corner lots.

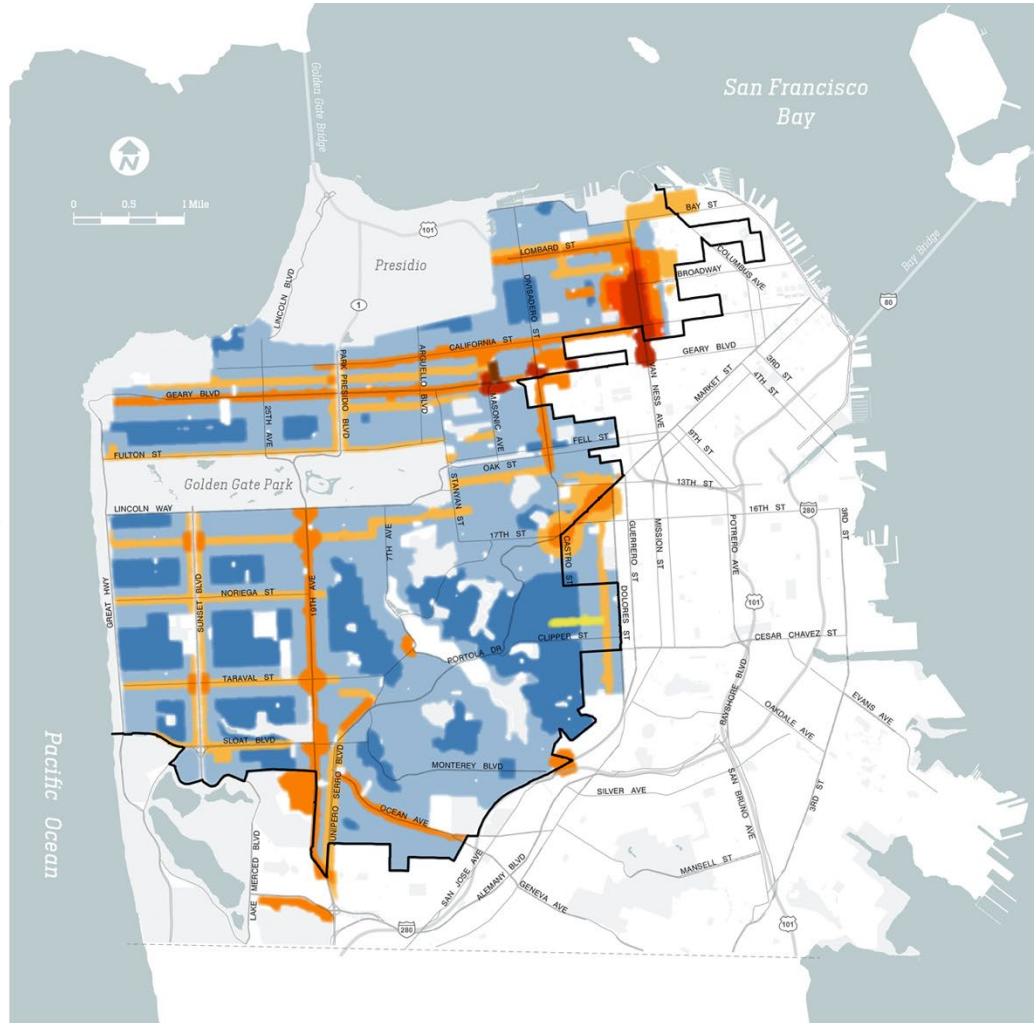


Figure 13. Rezoning Scenario C

Scenario C: 63,912 projected net units from rezoning

Scenario C would limit height increases to only those parcels *immediately fronting* key corridors and generally have somewhat lesser height increases on those corridors with a mix of 65’ and 85’. Off the corridors, all areas within 800’ of the transit network would be rezoned for form-based zoning generally *without* height limit increases, and with a limited number of residual areas being rezoned to 4- and 6-plexes. This scenario also adds additional pockets of parcels generally contiguous with or adjacent to those on the edges of the first two scenarios, both to ensure cohesive Rezoning application to contiguous neighborhoods and corridors, and in recognition that the hard boundaries of the Well-resourced Neighborhoods are based on census tract boundaries and may not fully reflect demographic or land use conditions in smaller geographies. Additionally,

Well Resource Area boundaries vary year-to-year based on fluctuating demographics state-wide; indeed, much of the added areas in this scenario are now included within the state's 2022 Well Resourced Neighborhoods boundaries. In total, 86,535 parcels would be rezoned as follows:

- 17,768 parcels rezoned to allow 4 or 6-plex
- 56,101 parcels rezoned to form-based density without height increase
- 12,542 parcels rezoned to form-based density with height increase
- 121 parcels with height increase that currently have form-based density

Though these 86,535 rezoned parcels have a theoretical net zoned capacity of 696,670 units above existing conditions, using our methodology of adjustments and exclusions, the Site Rezoning program submits 45,940 parcels with projected units totaling 63,912 net new units.

Summary of Scenarios

In general, the latter two scenarios feature greater projected unit capacity than Scenario A (initial DEIR scenario) despite superficially appearing to have less geographic area covered by greater height increases ($\geq 65'$). Aside from the fact that Scenario C includes a handful of additional parcels, this outcome is largely due to the fact that the latter two scenarios concentrate more height increases on commercial corridors and other parcels with less existing housing, while the first scenario spread greater height increases on parcels with existing residential units that are much less likely to be redeveloped (and thus their rezoned capacity is heavily discounted, as discussed below). Nonetheless, the projection for each of the three scenarios substantially exceeds the RHNA gap of about 36,282 units identified in the Existing Sites Inventory. The Planning Department expects to vet and refine these scenarios through the public process following adoption of the Housing Element into likely a blended version that combines elements of each scenario.

Public Lands for Housing

In addition to the Sites submitted in the above-described Rezoning Program, the City will pursue rezoning to enable housing development on a number of publicly-owned (and publicly zoned) sites within and adjacent to the geography covered by the above includes additional focused programs. The Sites submitted generally do not include publicly-owned sites and those that are zoned Public, since as a general rule, these sites are in active use with public facilities by various public agencies. However, a number of these sites are likely viable candidates for housing development, such as through joint development with the public facilities, and these sites will be considered alongside all of the others as indicated in the scenario maps and descriptions above for form-based density and height increases, despite not being individually submitted at this time with specific housing unit projections.

As described in the Adequate Existing Sites Inventory section above, the City has vigorously pursued housing development, especially projects with high levels of lower income housing, in recent years on publicly-owned land. This includes land under the control of the various agencies of the City and County of San Francisco, as well as supporting and collaborating with state and federal agencies on their own

housing efforts, including San Francisco Unified School District, the University of California, San Francisco State University, and former federal military properties.

The City has a Surplus Public Lands Ordinance codified in Administrative Code Chapter 23A, first adopted in 2002 and amended by the voters in 2016, that establishes an annual process of reporting and review of surplus and underutilized properties under the control of various city agencies. Chapter 23A establishes the city's compliance with CA state surplus lands requirements and creates a local process for reporting and review, and also establishes local priorities for the development of identified lands, particularly for housing for homeless, low income and moderate-income households. Various "enterprise" departments (including the Airport, SFMTA, Port, SF Public Utilities Commission, Recreation & Parks, and Fine Arts Museums) are not strictly bound by the requirements of the Ordinance. While some parcels identified through this process in the past have been pursued for housing development, most public lands that have or will be pursued for housing development in San Francisco have not and will not meet the definitions of "surplus" or "underutilized", since in this dense and highly-urbanized city, almost every piece of public land is being utilized by a public agency for a purpose generally consistent with its mission of delivering services or infrastructure. The few parcels currently on the list are primarily scraps of land alongside rights-of-way that are typically too small for affordable housing development on their own. The public lands that typically see housing development are the result of an active effort by agencies to seek joint development opportunities in tandem with replacement or expanded public uses or through consolidation or re-organization of existing facilities that free up land otherwise not available for housing. Implementation Program 1.2.6 calls for continuing and strengthening the Public Sites program.

While not currently submitted as sites or tabulated in the Rezoning Program, following is a sampling of the agencies with sites that may be pursued for housing opportunity in the RHNA period, some of which may require rezoning to enable housing. Generally speaking, these sites have not been included in either the Existing Sites or the Rezoning Program sites submittal.

San Francisco Municipal Transportation Agency: The SFMTA, which manages the city's streets and public parking facilities, and operates the city's public transit system, owns a number of properties on which it is contemplating pursuing housing development. The agency's currently proposed Potrero Bus Yards project, which includes over 500 units atop a new 3-story bus storage and maintenance facility, is counted in the Existing Sites Inventory and is one example of SFMTA site projects. Future projects may include similar joint development (with housing on top of transit maintenance facilities) on the 5.5-acre Presidio Bus Yards at the intersection of Geary Boulevard and Masonic, identified in the SFMTA's 2021 20-Year Capital Plan as being considered for joint development. Notably, the Proposed Rezoning Program identifies this site, which is within the Well-Resourced Neighborhoods, for potential significant height limit increase.

San Francisco Unified School District: SFUSD, the city's public school district, is presently constructing an educator housing project at Shirley Chisolm Village affordable educator housing site (formerly Francis Scott Key school site) in the Sunset district, as described in the Existing Sites inventory. In 2020 the Board of Education adopted a resolution (No. 1911-12A1) stating the district's intent to pursue additional affordable educator projects to build at least 550 units by 2030, identifying three potential sites in

SFUSD's real estate portfolio, including two sites in the Well-Resourced Neighborhoods (7th Avenue in the Sunset and Cook Street in the Laurel Heights/Anza Vista area) and one in the Bayview neighborhood on Middle Point Road.

San Francisco State University: SFSU, which is located immediately adjacent to the Well-Resourced Neighborhoods boundary in the southwest part of the city, published an ambitious long-range campus plan, called *Future State 2035*, in 2018. The plan, which does not contain specific implementation milestones, calls for the construction of significant new housing by 2035, including 850 new apartments for faculty and staff in addition to 9,000 new student beds. All of this housing would be on property currently owned by SFSU.

Port of San Francisco: The Port of San Francisco has developed numerous housing projects on properties it controls along the Bay waterfront. One project currently being considered and that is not yet included in the Existing Sites Inventory is Seawall Lot 330, a 2.3-acre parking lot located along the Embarcadero in the South Beach neighborhood. The site is currently undergoing review for potentially up to approximately 800 housing units, with anticipated approval in 2023.

Treasure Island Job Corps (U.S. Department of Labor): The Treasure Island/Yerba Buena Island development agreement project, originally approved in 2011 and now substantially under construction, is one of the city's largest housing development projects in the pipeline with 8,000 units planned. The islands were once a federal military base. The transfer of land to the City of San Francisco and the geography covered by the 2011 development plans excluded a sizable 36-acre "hole" on Treasure Island, which continues to be occupied by the US Department of Labor's Job Corps campus. The City and the Department of Labor are currently holding discussions to transfer much of the Job Corps property to the City for additional housing development in exchange for construction of new consolidated and modern Job Corps facilities. The potential for housing on this site, in keeping with the densities of the surrounding blocks in the approved plans and in consideration of the needs for replacement Job Corps facilities, is estimated at over 2,000 units. It is possible that these negotiations result in entitlement and initiation of housing construction on this land during the RHNA period.

Constraints Reductions and Process Improvements

A key companion to the Rezoning Program is adoption and implementation of a suite of measures at the local and state level to provide by-right, streamlined approvals for housing projects consistent with the Rezoning Program in the Well-resourced Neighborhoods. These measures will not only make the Rezoning more effective in delivering the projected units than existing zoning and processes, but also are partially necessary to comply with Housing Element law requirements to provide for “by-right” approval for sites that are re-used from prior the Housing Element and other conditions. The suite of these measures include:

Jump Start Efforts

The Governmental and Non-Governmental Constraints Report details the structural and systemic challenges facing San Francisco in serving the housing needs of its people. And while in many cities, allowing more zoning capacity would support enough housing opportunities to ensure the creation of the low, moderate, and above moderate units as required by RHNA, San Francisco has unique circumstances and histories that will take a wider immediate response.

First, without stabilizing people in vulnerable situations, the city will continue to experience the loss of the Black and American Indian population along with other communities of color, seniors, those with disabilities, workforce families. We will not be grounding those, such as refugees, recent immigrants, transgender and LGBTQ+ people, those formerly unhoused, who sought a gateway from places that threaten safety or other. Tenant stabilization and support comes first. **Change that the city needs must not harm people.**

Second, without planning for substantial and sustainable, permanently affordable housing funding and capacity across the city, the city’s current system will not be able to deliver the urgently needed housing to anchor our communities of color and low-income communities. This will take a collaborative process between City, non-profit, and private sector partners, with sustained dedication and commitment.

Third, without reducing the uncertainty in the project approval process, coming to agreement on key benefits, putting the rules and resources in productive places, reducing demands on affordable housing projects, and making San Francisco’s complex, multi-agency system simpler and effective, the non-profit sector will be burdened and the private sector increasingly specialized reducing their partnership in better outcomes. Such measures here are focused, place-based, and intentional, to open housing opportunities and choices in places that have been exclusive and out of reach for many of the city’s low-income communities.

As part of the Rezoning, the Housing Element Update 2022 includes a set of jump start efforts to support agencies, institutions, and companies hard at work already delivering housing for the next four years. It recognizes that the financial and labor conditions right now are especially difficult, and the city needs big changes to begin to approach the mid-cycle, so that we can deliver housing and comply with state requirements.

This is not a priority list of actions; they are a few key efforts with deadlines or sunsets that specifically support rezoning and signal San Francisco's functional urgency. The Implementation Program published in December 2022 provides the depth and detail of all the actions, resources, and responsible agencies and priorities will be set only with input from community voices, city leadership, and further study. The follow actions are intended to accompany the rezoning program:

Action 2.1.4

Increase funding to expand the services of community-based organizations and providers for financial counseling services listed under Action 1.7.5, as well as tenant and eviction protection services listed under Programs 2.1 and 2.2, to better serve vulnerable populations, populations in areas vulnerable to displacement, and Cultural Districts; tenant and eviction protection services include legal services, code enforcement outreach, tenant counseling, mediation, and housing-related financial assistance; expansion of such services should be informed by community priorities referenced under Action 4.1.3. Complete by completion of Rezoning Program or no later than January 31, 2026.

Action 2.2.5

Proactively enforce eviction protection and avoid predatory practices or tenant harassment by pursuing affirmative litigation models.

Action 1.1.1

By March 2023, convene City leadership, staff, policymakers, affordable housing advocates, and industry experts to collaborate on an Affordable Housing Implementation and Funding Strategy that provides specific recommendations and responsible parties to achieve and sustain the substantial public funding from local, state, and federal sources, that would join with public-private partnerships, needed to achieve the RHNA targets of over 46,000 units affordable at low- and moderate-incomes. Assign appropriate City staff to include a budget proposal for Fiscal year 2023-2024 and complete this effort by January 31, 2024.

Action 8.4.2

Establish local non-discretionary ministerial approval¹⁸ for housing applications in Well-resourced Neighborhoods outside of areas vulnerable to displacement that net two or more housing units, do not demolish existing rent-controlled units, and meet tenant protection, relocation, and replacement standards as recognized in the Housing Crisis Act of 2019, by Board of Supervisors or voter approval of a City Charter amendment.

Action 8.4.3

Adopt one or more Housing Sustainability Districts in Well-resourced Neighborhoods outside of areas vulnerable to displacement that include tenant protections, relocation, and replacement standards as recognized in Housing Crisis Act of 2019, by January 31, 2026. **Unless implementation of Action 8.4.2 has already occurred in the same geography and renders Housing Sustainability Districts (HSD) unnecessary, Housing Sustainability District(s) shall encompass at least 15% of the total land area of the city up to the maximum allowed by state law and shall not include parcels where residential uses are not permitted or are critical sites for City infrastructure, such as parks or utilities.**

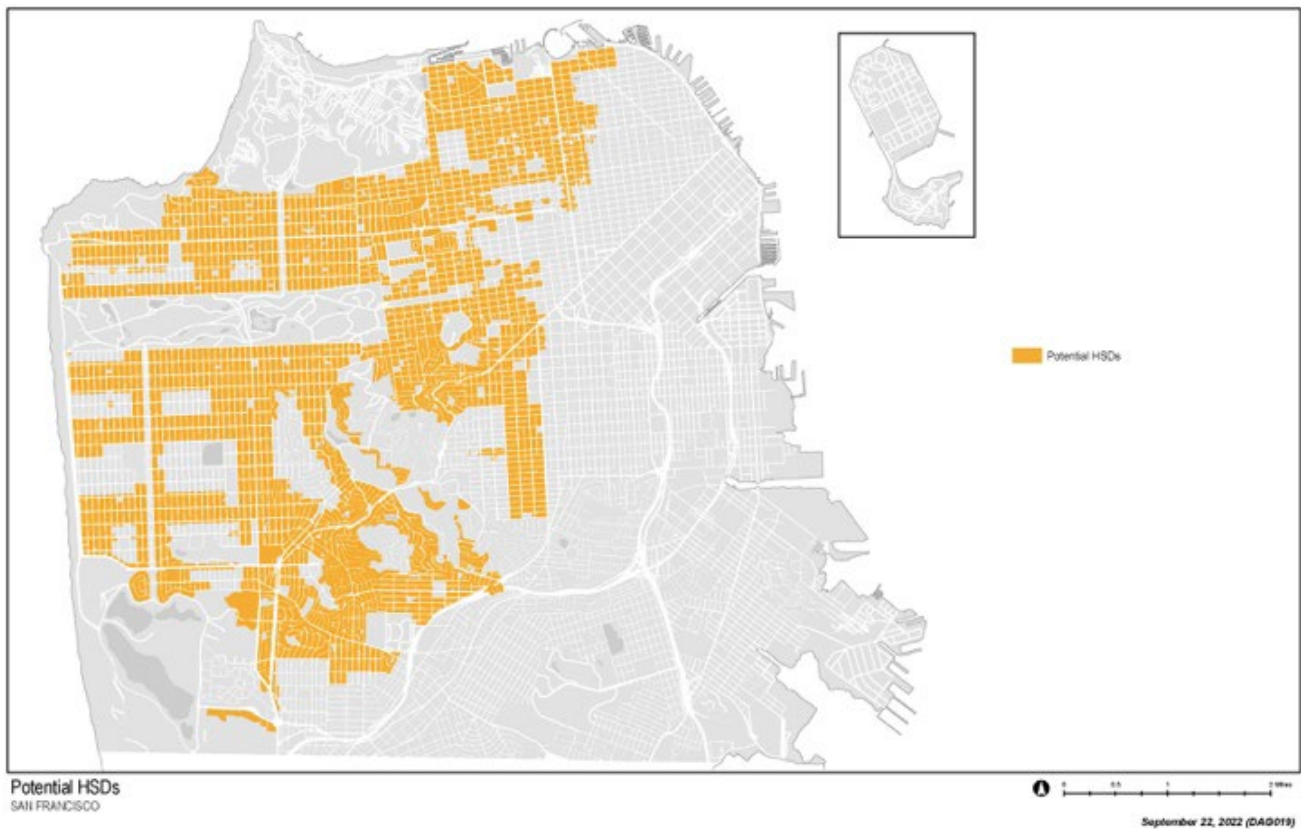
Action 8.4.5

Eliminate Commission hearings on any code-complying project in the Well-resourced Neighborhoods subject to the Housing Accountability Act by July 31, 2023 until January 31, 2027.

Housing Sustainability Districts

Enabled by AB73 enacted by the state legislature in 2017, HSDs enable local jurisdiction to provide for ministerial by-right approval for housing projects that meet certain labor standards. The districts must ensure at least 20 percent of all housing built in the district over 10 years is affordable and projects must meet certain construction labor standards. HSDs can cumulatively cover up to 30 percent of a city's land area and no individual district can occupy more than 15 percent. San Francisco was the first city in California to adopt an HSD, in the Central SoMa Plan area, in 2018. For parcels that are not otherwise eligible for AB2011, San Francisco intends to pursue adoption of two or more HSDs cumulatively covering most of the Rezoning program area in the Well Resource Area geography. To adopt an HSD, a jurisdiction must have completed an Environmental Impact Report on the HSD. The maximum cumulative potential HSD area analyzed in the Housing Element DEIR is 24% of the city land area, as shown in the below map.

Figure 14. Potential Housing Sustainability Districts



Implementation of AB2011

AB2011 applies to many parcels in the geography to be rezoned, particularly on Neighborhood Commercial District parcels on major corridors. Preliminary maps of applicable AB2011 zoning districts and parcels in San Francisco for both 100% affordable projects and mixed income projects are shown below, with both the 2020 and 2022 Well Resource Area boundaries indicated, indicating the general coverage of applicability to parcels in the Rezoning program area. AB2011 provides for by-right ministerial approval for housing projects that provide a certain level of on-site affordable units and whose construction meets certain labor standards. Many of the sites identified for Rezoning are eligible for AB2011, since the Rezoning program is heavily focused on sites in commercial corridors. Notably, project that are meeting San Francisco's inclusionary housing requirements (Planning Code Section 415) will generally already meet the affordability standards for AB2011. San Francisco Planning is already preparing public informational and application materials for project sponsors in anticipation of AB2011 taking effect on July 1, 2023.

Figure 15. Potentially Eligible Lots Under AB2011: 100% Affordable Housing Projects

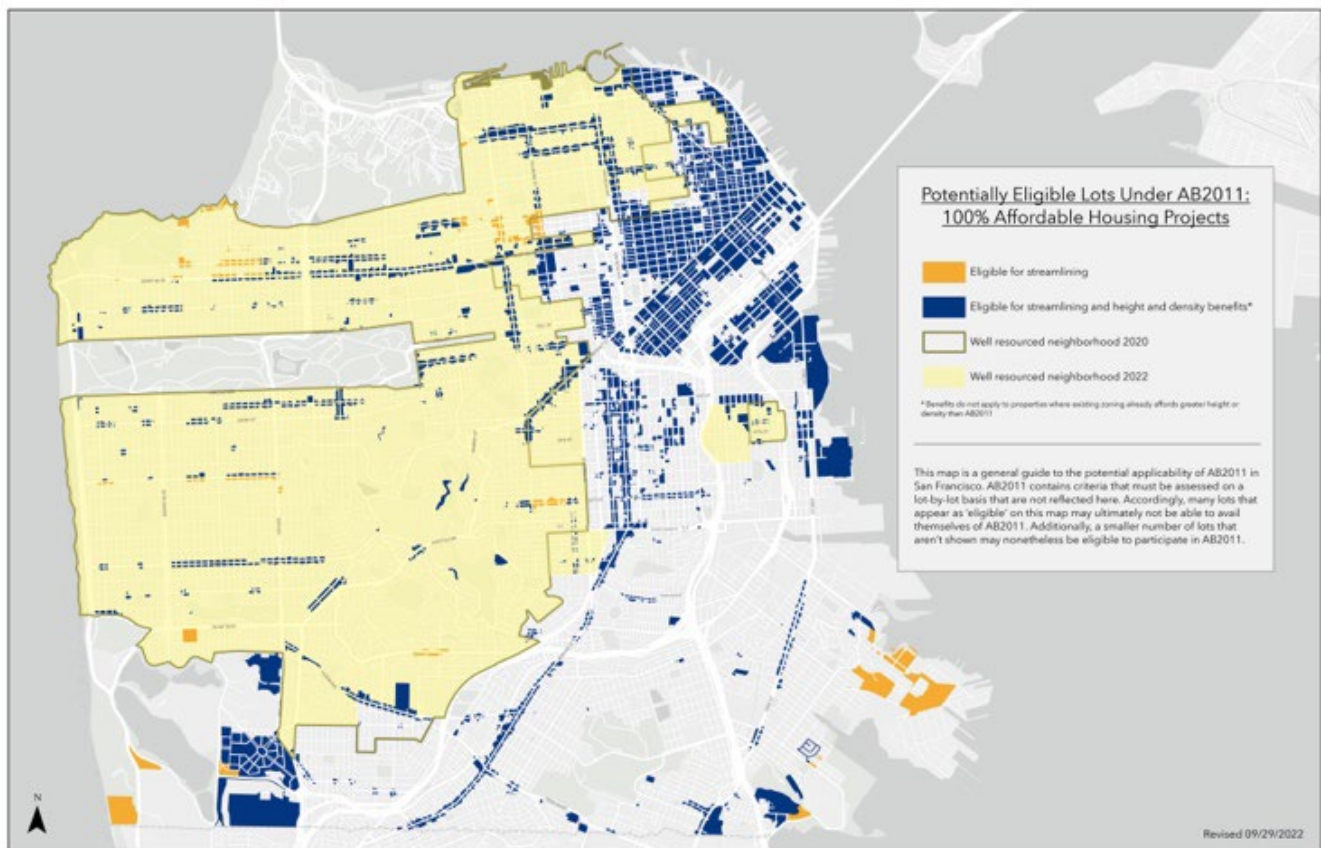
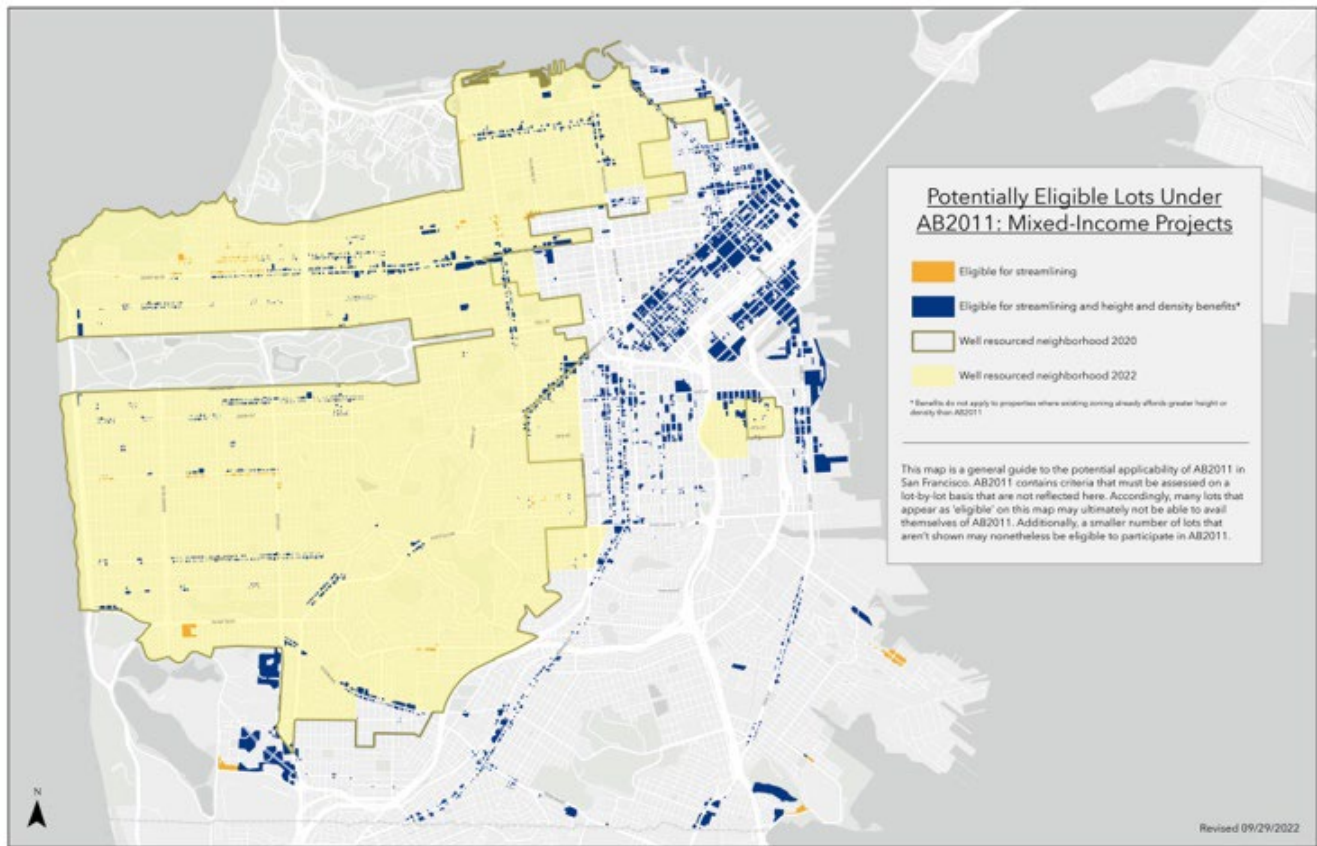


Figure 16. Potentially Eligible Lots Under AB2011: Mixed-Income Housing Projects



Assumptions and Methodology

The following section describes the assumptions that were developed to determine which sites to include and how the number of units (total capacity) were determined for the different types of sites in areas proposed for rezoning, including exclusions of certain sites and adjustments to total capacities of sites based on existing development and uses. Sites identified to meet the lower-income RHNA have separate requirements and therefore have their own individualized assumptions, which is described as well.

Given the size of San Francisco, the large rezoning need, and desire to include multiple pathways to achieve the RHNA goals, the Candidate Sites Inventory includes three rezoning scenarios, with totals of 46,000-54,000 sites that were selected for submittal based on a variety of criteria and with many different characteristics to assess site capacity and potential availability for development. All of the proposed sites already do allow or would be rezoned to allow for multi-family development and include as many site-specific characteristics into the development assumptions as possible to promote accuracy. In total, approximately 87,000 parcels would be rezoned across all three scenarios.

The sites have been analyzed to ensure they have sufficient water, sewer, and dry utilities available and accessible. In heavily urbanized San Francisco, no sites proposed for rezoning lack availability for basic infrastructure. The Rezoning program does not include sites in environmentally sensitive areas susceptible to sea level rise or located in zones that do not already allow for residential development (such as Open Space or Industrial (i.e. PDR) districts). Adequate water and sewer service is required to obtain building permits in San Francisco.

Because San Francisco is heavily urbanized and the densest city in California, it contains an extremely negligible number of developable “vacant” sites other than the rare surface parking lots. While San Francisco sees almost all types of sites turn into housing, this Rezoning site identification and capacity analysis is conservative, in that rather than including all parcels to be rezoned and counting potential housing capacity on all parcels using a probabilistic or discounting methodology, this analysis wholly excludes and counts as *zero capacity* thousands of parcels to be rezoned based on certain characteristics and levels of existing development. This method is conservative since it excludes sites with certain types of existing uses and buildings that, while as a general category are considered very unlikely to be redeveloped individually, could indeed be found to have example individual cases of housing added in the recent past. Most significantly, the analysis excludes sites where existing levels of development exceed a threshold of the Rezoned capacity. Some existing uses wholly excluded include hospitals, schools, buildings with residential condominiums, public facilities, as well as a variety of other uses (described in more detail below). Sites that contain pipeline development projects (even those not fully counted toward the Existing Sites Inventory for construction during the RHNA period due to longer-term phasing needs) were additionally removed as they cannot be counted twice and would presumably be unaffected by the Rezoning program. Properties that are individually listed on local, state or national historic registers have also been removed entirely, as described further below.

Non-vacant sites included in the Inventory are not precluded from being developed into housing at the capacities identified in Appendix 4 because existing barriers are being removed by the individualized

approaches taken by the Rezoning strategies, combined with the Housing Element's proposed program of Constraints Removal (see [Analysis of Government and Non-Government Constraints Report](#)). Moreover, the evidence in San Francisco shows that sites that are redeveloped typically develop at or higher than the maximum allowed density per the zoning. It is exceptionally rare for new housing developments on lots zoned for multi-family housing to be underbuilt per the density allowances. In recent years, increasing use of State Density Bonus and other local bonus programs has resulted in the average project being built to greater than 100% of the zoned capacity. Of the projects submitted between 2018-2021, more than half of all projects larger than 10 units have been utilizing the State Density Bonus or a local bonus program and receiving an average bonus of greater than 30%.

This Rezoning capacity methodology considers the extent to which existing uses may constitute an impediment by incorporating data from prior projects that have converted existing uses to higher density multi-family housing over an extended period, including market-based factors which fluctuate over time independent of regulatory constraints and factors. Two key adjustments and capacity reductions were made to account for the decreased likelihood of redeveloping non-vacant sites, with separate reduction or exclusion factors applied to sites with and without existing housing. Sites without existing residential uses that are already developed to more than 30% of their Rezoning capacity were conservatively excluded *entirely*, rather than simply adjusted downward. Sites with existing residential uses of any amount that have not otherwise been wholly excluded from the Rezoning capacity assessment were deemed to have very low reasonable likelihood of redevelopment and, as a result, had their net capacities reduced downward (generally by 98%, leaving only 2% of their theoretical capacity represented in the Rezoning capacity).

All of these exclusion and adjustment factors create the methodology used to determine overall development potential and are designed to account for the major factors that most impact suitability and availability – and therefore likelihood of new housing development. The factors are based on knowledge of local development trends and are informed in part by findings from the regression model used for the Existing Sites Inventory.

In addition to being informed by the overall set of more permissive regulatory standards proposed in the Rezoning Program, the capacity methodology is also influenced by the streamlining measures recently approved at the state level and that are proposed locally, including as part of this Housing Element Implementation program, as these would facilitate and expedite housing approvals and permitting at greater rates than the baseline condition from past years would suggest.

Characteristics Used to Determine Site Exclusions and Adjustments for Counting Adequate Sites Rezoning Unit Potential on Non-Vacant Sites

Full Exclusion:

1. Parcels with already-entitled development projects, described as the housing pipeline.
2. City Property/Public Buildings, Hospitals
3. University of San Francisco campus
4. Individually listed historic buildings on local, State and National Registers.

5. Parcels with residential condominiums
6. Parcels with likely residential rental buildings subject to Rent Stabilization, using as a proxy for existing buildings that have more than four residential units built prior to 1979.
7. Parcels smaller than 1,200 square feet
8. Parcels with any existing residential units and where the ratio of potential total units allowed under the rezoning to the number of existing units is less than five to one (5:1).
9. Parcels where the ratio of existing building square footage to potential square footage under the rezoning exceeds 30%.
10. Private right -of-way and other miscellaneous and unusual parcels that were reviewed by Planning staff and deemed undevelopable or extremely unlikely due to immutable restrictions or site conditions
11. For sites proposed to rezoned to allow 4-plexes, any parcel with more than 1 existing residential unit or an existing building built to greater than 1.5 FAR.

Adjustment:

For sites with one or more existing residential units that have not otherwise been excluded per the above Exclusions, the potential unit capacity is reduced by 98% (counting only 2% of zoned capacity) to account for the fact that the redevelopment of any particular existing residential properties is rare as an overall percentage of the housing stock. The vast majority of these parcels are single family residences, as most other existing residential properties are excluded from consideration due to factors #5-8. This discount factor is based on empirical data from the past decade in San Francisco on the percentage of lots with existing single-family residences in zoning districts zoned for at 4 units per parcel that were approved for redevelopment with 2 or more net new units.

Note that the above exclusions are used for the purpose of determining the most likely sites to yield units and their respective unit capacity to meet the RHNA Adequate Sites requirement. It is not a full list of all parcels intended to be rezoned as part of the proposed Rezoning Programs. The three scenarios contain between approximately 46,000-54,000 sites with likely unit capacity submitted for the rezoning program, though the proposed Rezoning would actually rezone approximately 87,000 parcels that would have a maximum zoned capacity of up to 700,000 net units above existing conditions. In other words, after conservatively accounting for the exclusions and adjustments above, the submitted sites' unit projection represents less than 10% of the theoretical zoned capacity of the area to be Rezoned under this Program. It would be anticipated that some development and new housing will be entitled and produced on parcels that would be rezoned but that are not being counted in this analysis because they are deemed unlikely pursuant to the above Exclusions.

Calculation of Theoretical Zoned Capacity

For all candidate sites within the universe of parcels in the Rezoning program, the base (i.e., existing) and maximum allowable number of units is calculated using the following assumptions at a parcel (Assessor Block/Lot) level.

For lots that are restricted by lot-based density limits (generally expressed as lot area per unit), the potential number of units is the lot size divided by the allowed density, checked against the volume

allowed by the parcel's height and bulk limits and yard/setback requirements to ensure the potential unit count does not exceed the permitted volume. This method would apply to parcels that would be rezoned to allow 4/6-plexes.

For lots, whether under existing zoning or Rezoning, that would not have density limited by lot area or limits on units per lot (i.e., "form-based density"), allowable units are calculated by dividing the permitted building envelope by the average unit size, informed by extensive experience and research into typical unit yields on projects in San Francisco. Local research on past projects shows that in areas with lot-based density limits, particularly prevalent in the Well-Resourced Areas that are the subject of the Rezoning program, typical unit sizes have been at or above 1,000 net square feet per unit, since unit count limits are more restrictive than the allowed building volume. However, in areas with form-based density controls, regardless of geography, the average unit sizes have tended to an average of 850 net square feet per unit.

The number of residential floors is assumed as the height limit minus 15' (to account for taller ground floors) and then divided by 10', with the result rounded down to the nearest whole number. In all cases, (for both density limited and form-based density districts) this calculation conservatively discounts (i.e. does not count) the entire ground floor (i.e. 15 feet of allowed height), which is assumed to typically be occupied by a combination of retail, parking and/or accessory support spaces. In 40' and 50' height districts, the calculation only deducts 10' to account for a somewhat shorter ground floor.

The form-based calculations for deriving unit capacity per lot are as follows:

Lots with Height Limit $\leq 85'$ (i.e. eight stories) and smaller than 1 acre: $Lot\ area * 0.75\ lot\ coverage * number\ of\ residential\ floors * 0.8\ building\ efficiency\ factor / 850\ net\ square\ feet\ per\ average\ unit.$

Lots with Height Limit $\leq 85'$ (i.e. eight stories) and greater than 1 acre: $Lot\ area * 0.55\ lot\ coverage * number\ of\ residential\ floors * 0.8\ building\ efficiency\ factor / 850\ net\ square\ feet\ per\ average\ unit.$ For these large lots, a lower lot coverage assumption is assumed due to the need for larger lots to create more extensive new public and private vehicular and pedestrian circulation spaces (e.g., new streets and alleys), larger common open spaces, in addition to lower inherent site efficiency (e.g., due to often irregular configurations of large lots, spacing of multiple buildings).

For form-based density lots with height limits taller than 85', the calculation adds together the unit potential of the building "podium" (i.e., volume below 85' in height) and the more restricted bulk of any "tower" portion (i.e., building volume above 85' in height). Sites larger than a certain acreage are assumed to have more than one tower depending on lot size, in consideration of common tower spacing standards and minimum practical tower footprints. Small sites are assumed to practically accommodate residential development up to no more than 12 stories (120') regardless of height limit due to both economic and spatial impracticalities of structural, vertical circulation and other factors of building skinny towers, as informed by evidence of such circumstances in recent years in San Francisco. These formulae are as follows:

Lots with Height Limit >85' and lot area smaller than 12,000 square feet: *Lot area * 0.75 lot coverage * number of residential floors limited at no more than 12 * 0.8 building efficiency factor / 850 net square feet per average unit*

Lots with Height Limit >85' and lot area between 12,000 and 45,000 square feet: *Base = (Lot area * 0.75 lot coverage * 7 residential floors * 0.8 building efficiency factor / 850 net square feet per average unit) + Tower = (12,000 gross square foot tower floorplate * 0.8 building efficiency factor * number of tower floors in excess of 85' height / 850 net square feet per average unit)*

As with lots with lower height limits, for lot sizes between one and 1.5 acres, the lot coverage is decreased to 55% as described above. For lots that are larger than 1.5 and 2.5 acres, a second and third towers are added respectively.

Distribution and Allocation of Lower Income Sites in Rezoning Program

State law requires that sites identified for Lower Income units be zoned to permit at least 30 units per acre and 16 units per site. All (100%) of the sites submitted under the Rezoning Program allow a residential density substantially exceeding 30 units per acre. All sites submitted are proposed to be rezoned to allow at least 4 units per parcel, which is equivalent to approximately 70 units per acre, given San Francisco's standard 2,500 square foot lot, though the submitted sites identified for Lower Income units are larger than the standard residential lot and in areas proposed for form-based density and typically more than 4-story height limits. Lower income units were allocated to sites in the Rezoning Program based on a minimum net capacity of at least 16 units per parcel and a lot size of greater than 5,000 square feet. These sites account for approximately 29,000-42,000 of the Rezoning net unit capacity (greater than 55% of the total), and is 148-214% of the 19,611 units identified RHNA gap for Lower Income units. For these sites, the units were distributed 50/50 between Very Low and Low Income categories. All of the remaining sites in the Rezoning Program were distributed 50/50 to Moderate and Above Moderate categories.

Across all three scenarios identified lower-income sites for rezoning, virtually all are located on sites that both permit 100% residential use and limit principally permitted non-residential uses to small amounts, meeting the state requirements to locate more than 50% of Lower Income units on sites that are unlikely to be developed with primarily non-residential uses. The only zoning district in the Rezoning that principally allows substantial amounts of non-residential uses is the C-2 district, whose net housing capacity under the Rezoning would represent not more than 2% of the proposed rezoning. The remaining 98% of parcels to be rezoned are in or would have zoning designations that permit either only 100% residential uses or only principally permit nominal amounts of non-residential (e.g. ground floor commercial or institutional use) except with discretionary approval by the Planning Commission. None of the parcels in the Rezoning program are in, or would be designated with, the primary mixed-use zoning districts that more broadly permit non-residential uses like office, hotel and large retail uses, such as the C-3 (downtown commercial) or MUO (Mixed Use Office) districts.

Pending Rezoning Legislation

There are two current local rezoning proposals pending at the Board of Supervisors that intersect with the Sites Inventory and Rezoning Program. If one or both these are adopted by the Board of Supervisors and signed by the Mayor this fall with enough time to adjust the analysis before final submittal of the Housing Element and Sites Inventory in January 2023, it will raise the number of available sites in sites inventory output and lower the anticipated shortfall and potential rezoning proposal accordingly. The Department does not anticipate that the adoption of either or both of these ordinances would change the Existing Sites projections enough for the City to meet RHNA goals and for it to no longer require a Rezoning Program, though each could potentially enact some of the elements contained in the Rezoning Program, depending on final contours of these ordinances.

Board File 210866 Sponsored by Supervisors Mandelman and Melgar - “Fourplex”

In July 2022, the Board of Supervisors adopted an ordinance to allow fourplexes (six units on corners) on RH-zoned parcels citywide currently zoned for 1-3 units. While Mayor London Breed subsequently vetoed the legislation, several versions of the legislation had been duplicated during initial Board process, and the Board of Supervisors is now deliberating on a revised version of the legislation, as of late September 2022, in hopes of addressing outstanding concerns and adopting a new version during Fall 2022. A consistent element that appears in all of the Rezoning Program scenarios, and one that has been implemented in a growing number of cities nationally, is the rezoning of single-family and other low density residential districts to allow flexibility to provide up to 4 units on all lots in small-scale multi-family dwellings and up to six units on corner lots, which is characteristic of many historic residential neighborhoods in San Francisco. However, other than recent allowances for ADUs, many neighborhoods, particularly in the Well-Resourced Neighborhoods, have been restricted to one or two units per parcel. While SB9 theoretically allows at least four units per parcel, this is dependent on the ability to subdivide existing larger lots to build two duplexes, which is typically not practical in San Francisco where the typical lot is only 25' wide with limited street frontage. In contrast, this rezoning would allow a more efficient four-unit building on all existing lots without need for subdivision or building multiple structures and is seen as more likely to produce units on a broader scale and in more contexts.

Board File No. 211092 Sponsored by Mayor Breed - “Automotive Uses and Housing Density”

Mayor Breed introduced legislation in October 2021, that is currently pending at the Board of Supervisors as of September 2022. This legislation was recommended for approval by the Planning Commission in December 2021. This proposed legislation would (1) eliminate discretionary Conditional Use requirements to eliminate gas stations and (2) remove density limits and allow for form-based density controls on most lots citywide that already permit multi-family housing and currently contain any “auto-oriented uses”, such as parking lots and garages and other automotive uses (e.g., auto repair, sales or rental). A number of the eligible lots under this ordinance would represent a subset of those that would be rezoned under the proposed Rezoning program above and would likely account for several thousand of the projected units on submitted sites. Lots eligible under this legislation that would not otherwise be rezoned to the same or greater density in the above-described Rezoning Program would primarily be found in the northeastern portion of the city, generally east of Polk Street and north of Market Street, as well as along the outer Mission Street corridor and a smaller handful of sites in the far southeastern parts

of the City. This legislation would also allow up to four units per lot on such lots with auto-oriented uses in RH districts.

Affirmatively Furthering Fair Housing (AFFH) Analysis

The Sites Inventory, along with other portions of the Housing Element, must include analysis and determination of consistency with Affirmatively Furthering Fair Housing (AFFH) requirements as set forth in California Assembly Bill (AB) 686. AFFH means:

Taking meaningful actions, in addition to combating discrimination, that overcome patterns of segregation and foster inclusive communities free from barriers that restrict access to opportunity based on protected characteristics. Specifically, affirmatively furthering fair housing means taking meaningful actions that, taken together, address significant disparities in housing needs and in access to opportunity, replacing segregated living patterns with truly integrated and balanced living patterns, transforming racially and ethnically concentrated areas of poverty into areas of opportunity, and fostering and maintaining compliance with civil rights and fair housing laws. (Government Code Section 8899.50(a)(1))

In order to comply with AFFH requirements, the Sites Inventory must identify sites to accommodate housing development throughout the City in a manner that affirmatively furthers fair housing opportunities. HCD has advised that this means that sites identified to accommodate the lower-income portion of the RHNA should not be concentrated in lower-resource areas as defined by the State's Opportunity Map, which assesses each census tract in the state based on key metrics linked to well-being and life outcomes, particularly for children (including education, employment, income, health, and environmental indicators). Sites identified to accommodate the lower income RHNA must be distributed throughout the community in a manner that affirmatively furthers fair housing, for example in [Well-resourced Neighborhoods](#).

The policies proposed by the Housing Element include a target to build between 25% and 50% of the City's new permanently affordable housing within [Well-resourced Neighborhoods](#), which cover nearly half the city, over the next two RHNA cycles (Figures 8 and 10). The plan also includes a goal of increasing mid-rise and small multi-family housing types in [Well-resourced Neighborhoods](#) with a target of about 36,282 new units, which could result in roughly half of the city's 115% of RHNA target being constructed in high opportunity areas. Increasing housing production, particularly affordable housing production, in [Well-resourced Neighborhoods](#) will be an important change from prior development patterns. Since 2005, only 10% of all housing produced in San Francisco, including affordable housing, has been in these areas.

Unfortunately, as shown in the table below, only 11% of the City's overall RHNA target (inclusive of the 115% buffer), 9% of its low-income target, and 11% of moderate-income target in the Existing Sites Inventory are currently accommodated on sites in [Well-resourced Neighborhoods](#). This will not allow the

city to meet its AFFH targets without rezoning and policy interventions. This is the result of the few number of sites available to accommodate units in [Well-resourced Neighborhoods](#), as shown in maps of both the residential development pipeline and the underutilized or vacant sites (Figures 8 and 10). A key reason why there are few sites available in [Well-resourced Neighborhoods](#) is that the existing zoning restricts additional housing, particularly the multifamily housing that is more likely to produce units affordable to low and moderate income people. Given the overall shortfall of capacity to accommodate RHNA as well as the low percentage of units accommodated in [Well-resourced Neighborhoods](#), the city will undertake the Rezoning Program described above to accommodate more housing, particularly to allow multifamily housing that will provide housing affordable at low and moderate incomes.

Figure 17. Analysis of Sites Capacity in Well-resourced Neighborhoods

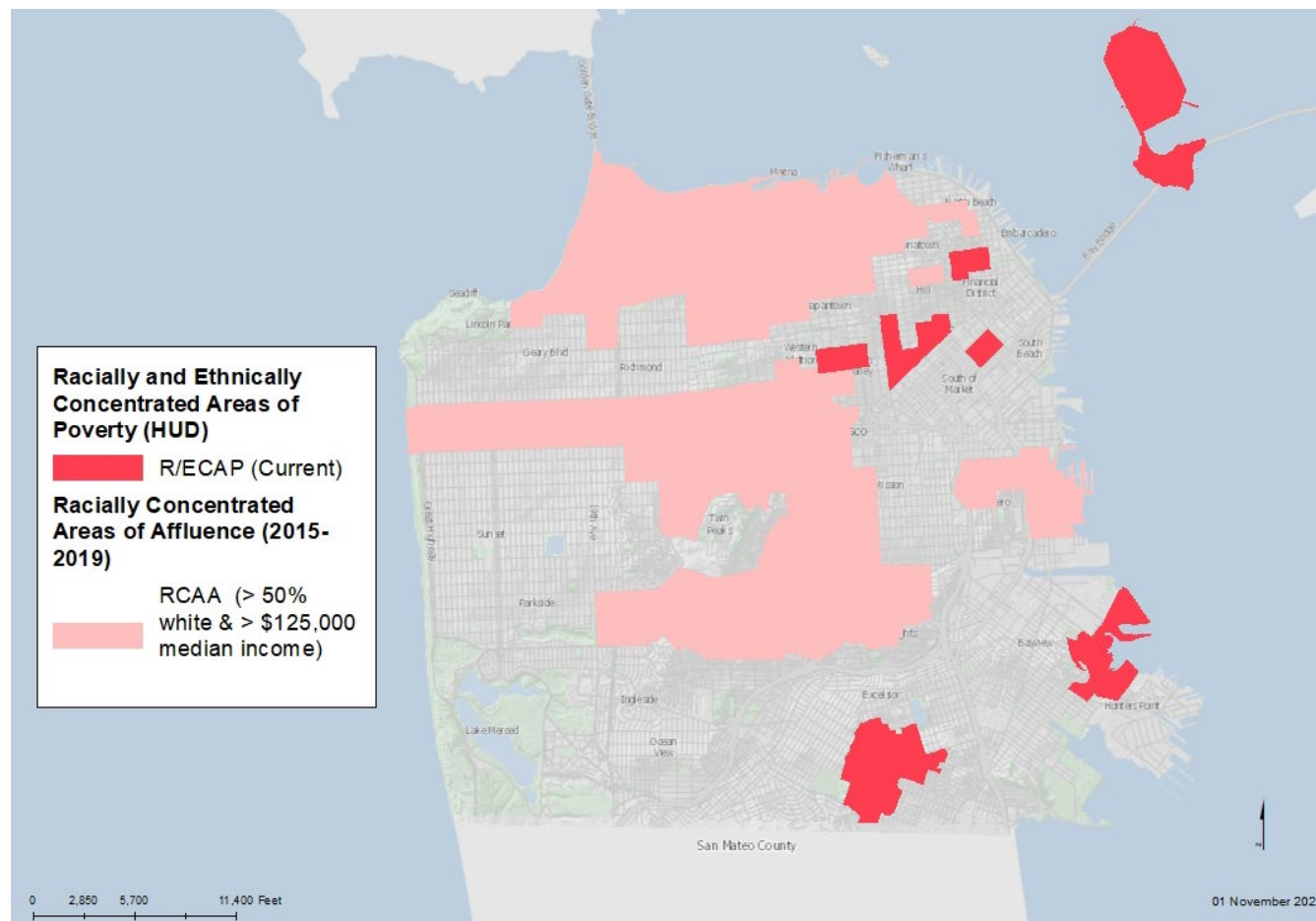
	<i>Lower Income</i>	<i>Moderate Income</i>	<i>Above Moderate Income</i>	<i>Total Units</i>
Development Pipeline Sites				
DAs/ Large Projects Entitled	516	220	1,108	1,844
DAs/ Large Projects Not Yet Entitled	0	0	0	0
Privately funded Developments (non-DAs)	369	136	3,447	3,952
100% Affordable Publicly Funded (non-DAs)	543			543
Affordable Preservation Rehab & Acquisitions	0			0
Non- Site Specific Means of Meeting RHNA				
ADU estimate	0	900	100	1,000
Preservation- Acquisitions	842	74	74	916
Underutilized and Vacant Sites	0	0	0	0
Modeled Estimate of Units	575	388	388	1,351
Sites meeting Low Income Criteria	457			457
Total Units on Sites in Well-resourced Neighborhoods	3,302	1,718	5,117	10,063
Percent of RHNA target of 115%	9%	11%	13%	11%

Methodology

To evaluate the location and concentration of sites identified through the Adequate Sites Inventory and the Rezoning Program, the AFFH Analysis consists of two key steps. First, the analysis presents an examination of current conditions, as reflected in the components of the Adequate Sites Inventory, as well as recent development trends and existing residential zoning patterns. Second, the analysis presents an examination of the proposed Rezoning Program, and evaluates how existing conditions are anticipated to be improved as a result to improve conditions related to fair housing, segregation, and access to opportunity. Data sources used to conduct the analysis include U.S. Census American Community Survey data, including household level demographic data and data on protected classes, such as population by race, disability, and familial status.

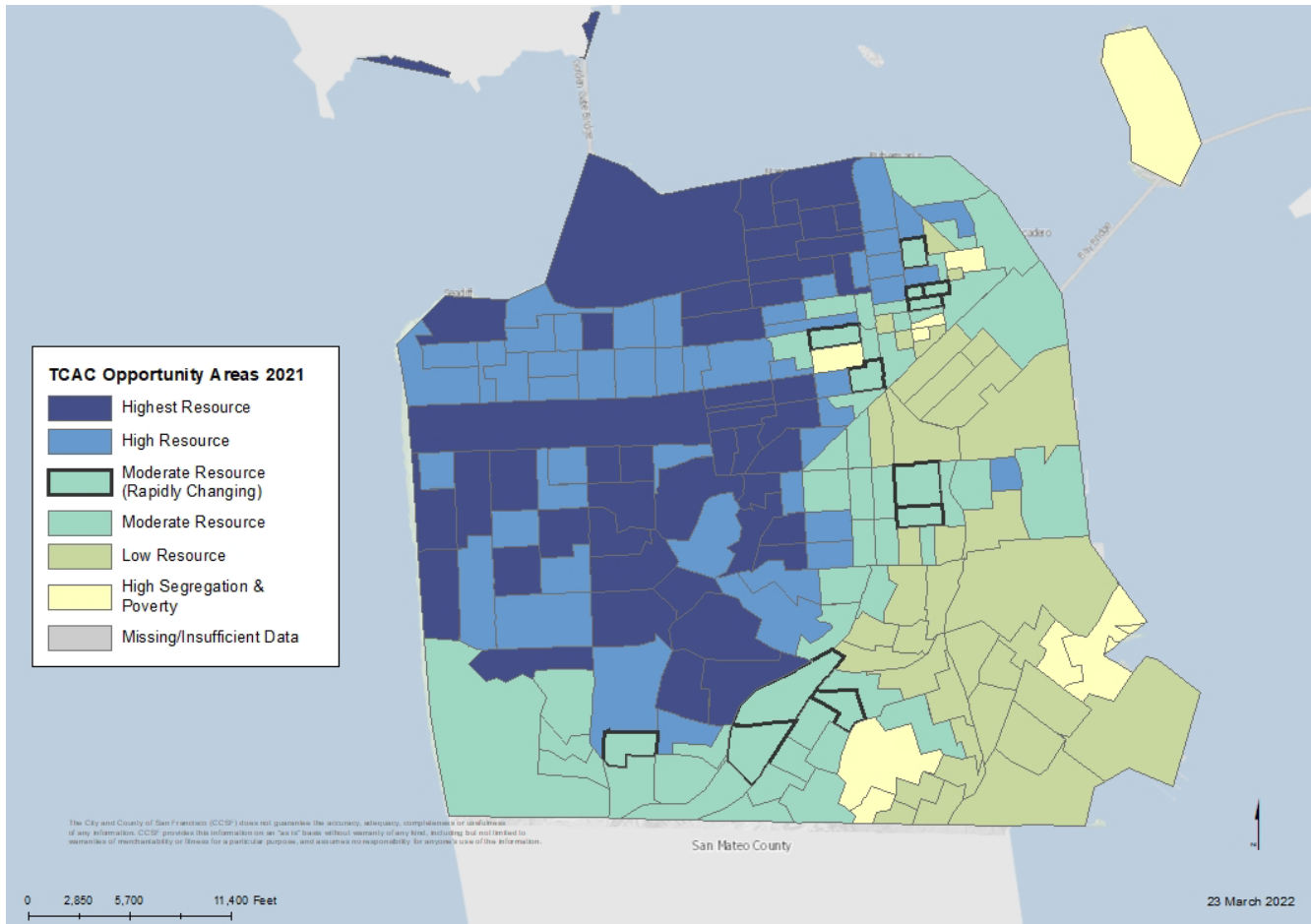
As required by Housing Element law, the analysis also includes an assessment of the share of identified development potential in Racially/Ethnically Concentrated Areas of Poverty (R/ECAPs) and Racially Concentrated Areas of Affluence (RCAA). Racially/ Ethnically Concentrated Areas of Poverty (R/ECAP) is a category of neighborhood defined by the U.S. Department of Housing and Urban Development (HUD) to measure neighborhoods that experience both racial and ethnic concentration as well as high rates of poverty. According to HUD, R/ECAP Census Tracts must meet two criteria: (1) have a majority non-white population of over 50%, and (2) have 40% or more of individuals living at or below the poverty line, or have three or more times the average tract poverty rate for the metropolitan/micropolitan area, whichever threshold is lower. At the time of publication, HCD had not finalized how to define RCAA. Thus, in this analysis RCAAs are defined as census tracts with a median income greater than \$125,000 and with more than a 50% share of white population. In the guidance for the Fair Housing Assessment, HCD references the RCAA definition by scholars at the University of Minnesota Humphrey School of Public Affairs: census tracts with an 80% or more white population share and a \$125,000 or more median income. Given that San Francisco is a very diverse city, this analysis uses 50% share for the white population as the threshold instead. The Housing Needs Assessment document contains a more detailed analysis and explanation of the racial and income nuances of the RCAA analysis as well as further detail on demographics of the R/ECAPs. As shown here in Figure 18, R/ECAPs are primarily located on the east and southeast side of San Francisco, including pockets of the Western Addition, Tenderloin, Chinatown, Treasure Island, South of Market, Hunter's Point, and Visitacion Valley neighborhoods, while RCAAs are primarily located on the north-central City, including Telegraph Hill, Russian Hill, Marina, Cow Hollow, Pacific Heights, Laurel Heights, Jordan Park, Presidio, and Sea Cliff neighborhoods, and the central part of the city encircling Twin Peaks in a broad swath, including the North of Panhandle, Haight Ashbury, Alamo Square, Duboce Triangle, Castro, Noe Valley, Twin Peaks, Diamond Heights, Glen Park, West Portal, St. Francis Wood, and Monterey Heights neighborhoods.

Figure 18. Racially and Ethnically Concentrated Areas of Poverty and Racially Concentrated Areas of Affluence



The analysis also utilizes the 2021 California Tax Credit Allocation Committee (TCAC)/ California Department of Housing and Community Development (HCD) Opportunity Map, which is shown in Figure 19. The TCAC/HCD Opportunity Map is developed by the state as a way to measure and visualize place-based characteristics linked to critical life outcomes, such as educational attainment, earnings from employment, and economic mobility. The Opportunity Area categories are assigned based on a composite score that considers indicators from three domains: economic, environmental, and education. The data and mapping tool are updated annually by the state. This Housing Element generally uses the combination of the Highest and High Resource designations on the TCAC map to denote the “Well Resourced Neighborhoods”. Additional information on the methodology used to create the map can be accessed at <https://www.treasurer.ca.gov/ctcac/opportunity.asp>

Figure 19. TCAC Opportunity Areas (2021)



Existing Conditions: Analysis of Adequate Sites Inventory

The following analysis relates to the existing development potential that is found in the Inventory of Adequate Sites to accommodate a portion of the RHNA. The AFFH Analysis of existing conditions was conducted by considering locations and concentrations of the total expected development potential identified in the Adequate Sites Inventory, as well as the locations and concentrations of the lower-income development potential. This analysis includes locations and concentrations of development potential that resulted from the vacant and non-vacant site analysis. To analyze data compared to Census data, expected development potential was aggregated from all individual sites identified within a Census Tract boundary. Census tracts were then categorized based on their total expected unit potential into three categories, from the lowest capacity neighborhoods to the highest, as shown in Figure 20. In general, the distribution of lower-income development potential is consistent with the overall distribution of total expected development potential, and thus the findings presented in this section are applicable to the locations of lower-income development potential as well.

Figure 20. Existing Sites Census Tract Categories by Expected Unit Capacity

<i>Capacity Category</i>	<i>Total Unit Capacity</i>	<i>Total Lower Income Unit Capacity</i>
Low Capacity Neighborhoods	0 to 20	0 to 3
Medium Capacity Neighborhoods	>20 to 75	>3 to 20
High Capacity Neighborhoods	>75	>20

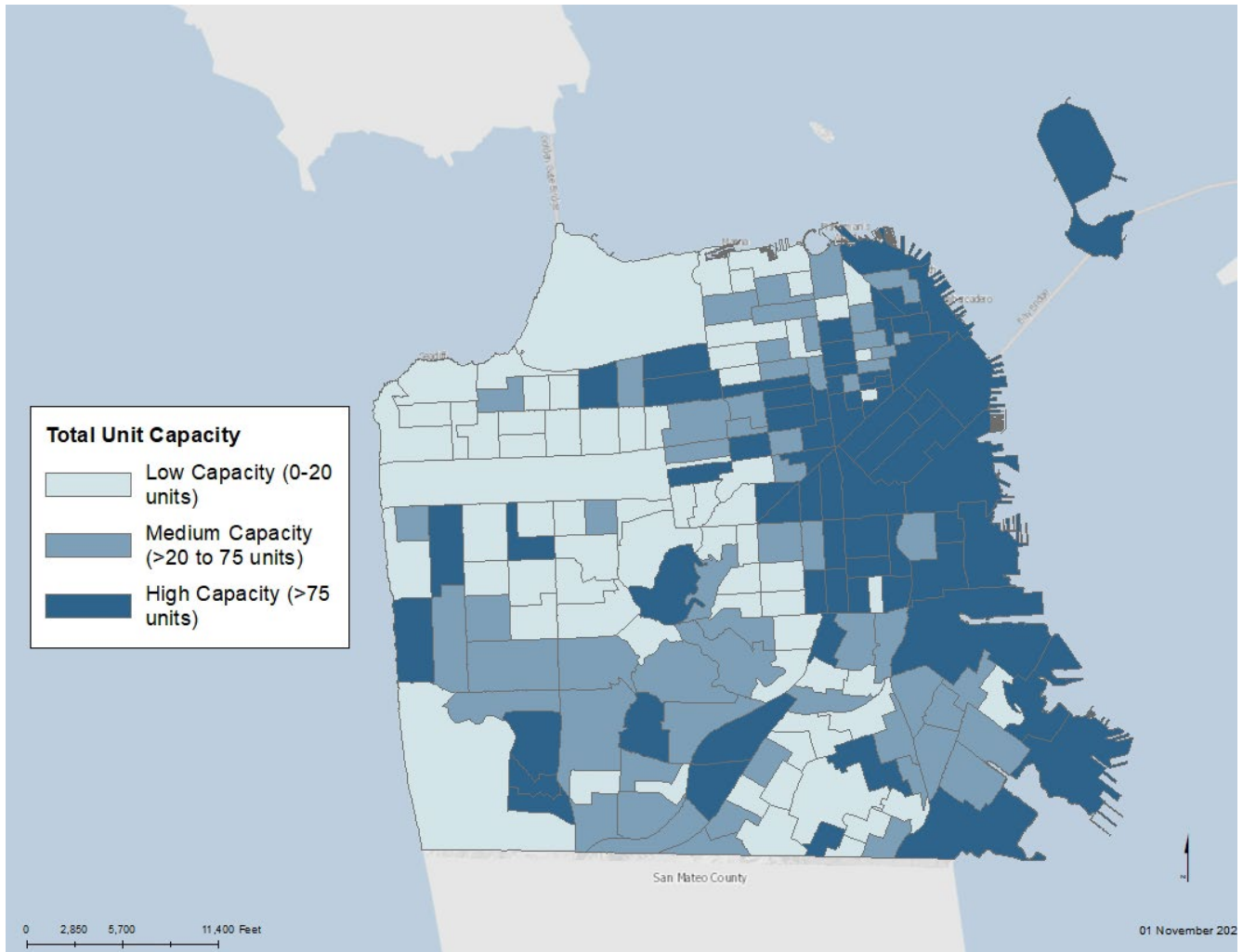
Concentration of Development Potential

Figure 21 shows a summary of the share of census tracts assigned to each category based on total existing development potential, as well as their respective share of the total expected unit potential identified in the Adequate Sites Inventory. Most of the expected development potential identified in the Adequate Sites Inventory is concentrated in a small proportion of the city, with the higher capacity sites heavily concentrated on the eastern side of the city as illustrated in Figure 22. The higher capacity neighborhoods account for 94% of the city’s expected production of new units, despite comprising just 34% of the total census tracts in the city. Meanwhile, the low-capacity neighborhoods comprise a similar share of the city’s geography (36%) but have very little expected development potential (2%).

Figure 21. Existing Sites Concentration of Overall Unit Potential

<i>Capacity Category</i>	<i>Percent of Total SF Census Tracts</i>	<i>Percent of Total Unit Capacity</i>
Low Capacity Neighborhoods	36%	2%
Medium Capacity Neighborhoods	30%	4%
High Capacity Neighborhoods	34%	94%

Figure 22. Existing Sites Total Housing Unit Capacity by Census Tract



When considering only the lower-income unit potential identified in the Adequate Sites Inventory, this trend is similarly pronounced. Figure 23 shows the respective share of the total expected unit potential identified in the Adequate Sites Inventory for each Census Tract category. The neighborhoods with the highest capacity for lower-income housing account for just under 97% of the city’s expected production of new units, despite comprising just 33% of the total census tracts in the city. Meanwhile, the neighborhoods with the lowest capacity for lower-income housing comprise a similar share of the city’s geography (36%) but have close to zero potential for lower-income housing (0.3%).

Figure 23. Existing Sites Concentration of Lower Income Unit Potential

<i>Capacity Category</i>	<i>Percent of Total SF Census Tracts</i>	<i>Percent of Total Lower Income Unit Capacity</i>
Low LI Capacity Neighborhoods	36%	0.3%
Medium LI Capacity Neighborhoods	31%	3%
High LI Capacity Neighborhoods	33%	96.7%

Race/Ethnicity

Figure 24 shows the share of total population in each group of census tracts that identify as American Indian, Black/African American, Latinx, Native Hawaiian/Pacific Island, Asian, or Non-Hispanic White compared to citywide racial/ethnic demographics. With the city’s current zoning designations, this analysis shows that neighborhoods with the lowest identified development potential have a higher share of white residents compared to the city. By contrast, the neighborhoods with the highest share of identified development potential have a higher share of population of American Indian, Black/African American, and Latinx residents, compared to the rest of the city. Asian and Native Hawaiian/Pacific Island residents are relatively dispersed throughout.

Figure 24. Existing Sites Neighborhood Racial Composition

<i>Capacity Category</i>	<i>Am. Indian or Al. Native</i>	<i>Black or African American</i>	<i>Hispanic or Latino(a,e)</i>	<i>Nat. Hawaiian or PI</i>	<i>Asian</i>	<i>Non-Hisp. or Latino(a,e) white</i>
Citywide	0.4%	5.2%	15.2%	0.4%	34.4%	40.5%
Low Capacity Neighborhoods	0.3%	3.9%	12.5%	0.4%	34.6%	44.1%
Medium Capacity Neighborhoods	0.2%	5.4%	15.2%	0.3%	35.0%	40.3%
High Capacity Neighborhoods	0.5%	6.2%	17.7%	0.4%	33.7%	37.5%

Racially/Ethnically Concentrated Areas of Poverty and Affluence

These trends are more evident when considering the share of identified development potential located in Racially/Ethnically Concentrated Areas of Poverty (R/ECAPs), compared to that within Racially Concentrated Areas of Affluence (RCAAs). Figure 25 shows that, compared to the overall area of the city located within a R/ECAP (7%), the total development potential (19%) and lower income capacity (17%) is disproportionately located in these areas, whereas the RCAA areas contain a much smaller share of both (11% and 10%) though they account for a much larger area of the city (31%).

Figure 25. Existing Sites Share of Development Potential in RCAA or R/ECAP

Capacity Category	RCAA		RECAP			
	Percent of Total SF Census Tracts	Percent of Total Unit Capacity	Percent of Total Lower Income Unit Capacity	Percent of Total SF Census Tracts	Percent of Total Unit Capacity	Percent of Total Lower Income Unit Capacity
Citywide Capacity	31%	11%	10%	7%	19%	17%
Low Capacity Neighborhoods	15%	1%	0.1%	1%	0.02%	0.01%
Medium Capacity Neighborhoods	11%	1%	1%	1%	0.04%	0.2%
High Capacity Neighborhoods	5%	9%	9%	5%	19%	16%

Concentration of Rent Burden, Overcrowding, and Extremely/Very Low Income Populations

Figure 26 shows the distribution of households and population meeting a number of key metrics regarding economic and housing vulnerability. The census districts with highest share of housing development capacity in the Adequate Sites Inventory generally have higher concentrations of each of these categories of households than those districts with less capacity.

Figure 26. Existing Sites Concentrations of Rent Burden, Overcrowding, and ELI/VLI Populations

Capacity Category	Percent of Rent-Burdened Households	Percent of Severely Rent-Burdened Households	Percent of Overcrowded Households	Percent of Severely Overcrowded Households	Percent of ELI and VLI Population
Citywide	18%	17%	3%	4%	32%
Low Capacity Neighborhoods	17%	15%	2%	2%	26%
Medium Capacity Neighborhoods	17%	16%	3%	3%	30%
High Capacity Neighborhoods	20%	19%	3%	7%	39%

Concentration of Populations With Special Needs

Figure 27 shows the distribution of households and population with special housing needs, including people with disabilities, seniors, and households with children. Somewhat in contrast to the patterns of rent burden, overcrowding and income, areas with higher capacity for housing development in the Adequate Sites Inventory generally do not have higher shares of these populations with the distribution of capacity more evenly distributed relative to these population characteristics.

Figure 27. Existing Sites Concentrations of Populations with Special Housing Needs

<i>Capacity Category</i>	<i>Percent of the Population with a Disability</i>	<i>Percent of Seniors</i>	<i>Percent of Female-Headed Households with Children</i>	<i>Percent of Households with Children</i>	<i>Percent of Large Family Households</i>
Citywide	10%	15%	2%	19%	6%
Low Capacity Neighborhood	9%	16%	2%	21%	6%
Medium Capacity Neighborhood	9%	16%	2%	20%	8%
High Capacity Neighborhood	12%	14%	3%	16%	4%

Opportunity Areas

Table 28 shows the distribution of the total existing development potential and total lower-income development potential by TCAC/HCD Opportunity Area compared to land area. The High/Highest Resource Areas (“Well Resourced Neighborhoods”) are substantially underrepresented in terms of share of total and lower income capacity as compared to land area, and the Low Resource and High Segregation & Poverty areas are substantially overrepresented in share of capacity. The City’s Priority Equity Geography areas, which substantially overlaps with the lower resource TCAC categories, also is overrepresented in the share of capacity relative to land area.

Figure 28. Existing Sites Concentration by TCAC/HCD Opportunity Area

	<i>Percent of Total SF Census Tracts</i>	<i>Percent of Total Unit Capacity</i>	<i>Percent of Total Lower Income Unit Capacity</i>
High and Highest Resource	48%	12%	13%
Moderate Resource	29%	35%	34%
Low Resource	18%	36%	39%
High Segregation & Poverty	5%	17%	14%
Priority Equity Geographies	38%	59%	48%

Analysis of Rezoning Program

The AFFH analysis of the Rezoning Program explores the performance of the areas subject to proposed rezoning, including the distribution of new capacity enabled by the proposed rezoning, relative to the various categorizations included above for race, income, special needs and described above, including comparing the Rezoning Program to the existing sites in the Adequate Sites Inventory. Not surprisingly, and by intention, since the areas proposed for the Rezoning Program are almost exclusively in the Well-Resourced Neighborhoods, the rezoning areas perform much better from an AFFH standpoint than the Existing Sites and are heavily skewed toward areas with higher concentrations of affluence and white populations and lesser concentrations of populations with special needs, rent burden, and overcrowding.

Racially/Ethnically Concentrated Areas of Poverty and Affluence

In contrast to the distribution of the Existing Sites, the Rezoning Program is heavily concentrated in Racially Concentrated Areas of Affluence (RCAAs) and has zero overlap with the Racially/Ethnically Concentrated Areas of Poverty (R/ECAPs). As shown in Figure 29, over half (51%) of the proposed Rezoning area is within the RCAAs, while the Existing Sites is less than one-third (31%), and just under 40% of the total housing capacity and lower income unit capacity in the Rezoning would be in RCAAs compared to 10-11% for the Existing Sites. The Existing Sites have substantial capacity in RECAP areas (17-19%) while the proposed Rezoning has zero.

Figure 29. Proposed Rezoning and Existing Sites Distribution in RCAA and RECAP

Capacity Category	RCAA			RECAP		
	Percent of Total Census Tracts	Percent of Total Unit Capacity	Percent of Total Lower Income Unit Capacity	Percent of Total Census Tracts	Percent of Total Unit Capacity	Percent of Total Lower Income Unit Capacity
Sites Inventory	31%	11%	10%	7%	19%	17%
Rezoning Area	51%	38%	39%	0%	0%	0%

Opportunity Areas

Figure 30 shows the distribution of the Rezoning area, including total existing development potential and total lower-income development potential, by TCAC/HCD Opportunity Area compared to land area as well as the city’s Priority Equity Geographies. In keeping with the explicit policy guidance of the Housing Element, the proposed Rezoning is almost exclusively focused on the “Well-Resourced Neighborhoods” composed of the Highest and High Resource TCAC categories. While less than half (48%) of the Existing

Sites are distributed in Highest and High Resource areas and accommodate only 12-13% of housing capacity, including lower income units, the proposed rezoning is 99% located in the Highest and High Resource areas, representing 98% and 97% of overall and lower income housing capacity respectively. The proposed Rezoning area similarly includes little to no areas in the Moderate, Low, and High Segregation & Poverty areas, as well as little overlap with the city's Priority Equity Geographies.

Figure 30. Proposed Rezoning and Existing Sites Distribution by TCAC/HCD Opportunity Area

		<i>Percent of Total Census Tracts</i>	<i>Percent of Total Unit Capacity</i>	<i>Percent of Total Lower Income Unit Capacity</i>
Highest + High Resource	Sites Inventory	48%	12%	13%
	Rezoning Area	99%	98%	97%
Moderate Resource	Sites Inventory	29%	35%	34%
	Rezoning Area	1%	2%	3%
Low Resource	Sites Inventory	35%	36%	39%
	Rezoning Area	2%	0%	0%
High Segregation & Poverty	Sites Inventory	5%	17%	14%
	Rezoning Area	0%	0%	0%
Priority Equity Geography	Sites Inventory	38%	59%	48%
	Rezoning Area	6%	3%	14%

Race/Ethnicity

Figure 31 shows the share of total population in the proposed Rezoning area that identify as American Indian, Black/African American, Latinx, Native Hawaiian/Pacific Island, Asian, or Non-Hispanic White compared to citywide racial/ethnic demographics. This analysis shows that the areas identified for proposed Rezoning have higher concentrations of White residents and lower concentrations of all other racial/ethnic groups compared to the city's overall demographics.

Figure 31. Proposed Rezoning Area Racial Composition

<i>Capacity Category</i>	<i>Am. Indian or Al. Native</i>	<i>Black or African American</i>	<i>Hispanic or Latino(a,e)</i>	<i>Nat. Hawaiian or PI</i>	<i>Asian</i>	<i>Non-Hisp. or Latino(a,e) white</i>
Citywide	0.4%	5.2%	15.2%	0.4%	34.4%	40.5%
Rezoning Area	0.1%	2.6%	8.8%	0.2%	32.1%	51.3%

Rent Burden, Overcrowding, and Extremely/Very Low Income Populations

Figure 32 shows the distribution of households and population meeting a number of key metrics regarding economic and housing vulnerability in the proposed Rezoning area relative to the city as a whole. The proposed Rezoning areas have lower concentrations of each of these categories of households as compared to the overall city's population.

Figure 32. Proposed Rezoning Area Rent Burden, Overcrowding, and ELI/VLI Populations

<i>Capacity Category</i>	<i>Percent of Rent-Burdened Households</i>	<i>Percent of Severely Rent-Burdened Households</i>	<i>Percent of Overcrowded Households</i>	<i>Percent of Severely Overcrowded Households</i>	<i>Percent of ELI and VLI Population</i>
Citywide	18%	17%	3%	4%	32%
Rezoning Area	15%	14%	1%	2%	22%

Populations With Special Needs

Figure 33 shows the concentration of households and population with special housing needs, including people with disabilities, seniors, and households with children, in the proposed Rezoning areas as compared to the city as a whole. As is the case for the Existing Sites Inventory, the proposed Rezoning area generally does not have higher shares of these populations than the city as a whole, with these populations generally evenly distributed.

Figure 33. Proposed Rezoning Area Populations with Special Housing Needs

<i>Capacity Category</i>	<i>Percent of the Population with a Disability</i>	<i>Percent of Seniors</i>	<i>Percent of Female-Headed Households with Children</i>	<i>Percent of Households with Children</i>	<i>Percent of Large Family Households</i>
Citywide	10%	15%	2%	19%	6%
Rezoning Area	8%	16%	2%	19%	5%

Sites Inventory Appendix B1: Development Agreements and Large Project Profiles and Research

November 2022

Prepared as Part of the
San Francisco Planning Department's

Housing Element Update 2022



San Francisco
Planning

Introduction and Summary

Development agreements and other large projects make up the majority of San Francisco's residential development pipeline, including the overwhelming majority of housing units approved and entitled by the Planning Commission. Each of these developments contains hundreds or thousands of approved units and together they have the potential to provide tens of thousands of homes affordable at different income levels to help accommodate the 8-year Regional Housing Needs Allocation (RHNA) as part of the Sites Inventory for the city's Housing Element for 2023-2030. These developments include projects that are already well underway, including Mission Rock by the Giants ballpark, or the Plumber's Union site near 12th and Market streets, as well as sites that are in early preparation for development, such as Candlestick Point.

Just a few large projects were approved up until 2011, but the number of approved projects more than doubled from 2015 through 2020. More recently approved projects tend to be smaller in scale. Each project is fully entitled, with a binding bi-lateral contract agreed to by private developers and City agencies and approved by elected officials, or in a few cases, actively under negotiation. These agreements differ from standard housing development entitlements in multiple ways, most notably that the agreement sets the duration (term) of the entitlement, typically lasting from 10 to 30 years depending on the scale of the project, in contrast to a standard development entitlement that has a duration of three years before expiring if a project sponsor has not commenced construction. This long entitlement period for DAs is important because typically these projects are exceptionally large by local standards and involve many buildings that must be built in phases, in often in tandem with new infrastructure, streets and other improvements. As such, development may take up

to one to three decades due to need for major infrastructure or site improvements or because development must be planned around existing residential or commercial uses.

Typically these agreements allow the sponsor to proceed with construction at their own discretion based on market demand and economic conditions (subject to a phasing plan in the agreement), though some projects on public land do contain performance timelines for implementation with provisions for adverse or unforeseen macroeconomic conditions (e.g. a pandemic). In general, these large projects have an expected ramp-up time after entitlement before units start being delivered due to the need to do detailed design and construction of key horizontal infrastructure. Then, once that work is well underway, housing units can begin to be delivered with much greater speed and at a regular pace assuming stable market conditions. To accurately estimate the potential for these developments to accommodate part of the city's RHNA for the Sites Inventory, each project must be looked at individually to understand its unique timeline.

San Francisco's Planning Department (Planning) worked with the Office of Housing Delivery (OHD), which is tasked with tracking and facilitating the development of these large projects, to compile the information on developments in this appendix. OHD in turn worked with project managers at the City agencies that coordinate with developers on the implementation of these developments including the Office of Community Investment and Infrastructure (OCII), the Port, the Office of Economic and Workforce Development (OEWD), and the Treasure Island Development Authority (TIDA) to develop an estimate of housing likely to be developed over the 8-year RHNA period.

Each development profile in this appendix is presented in order of year entitled (see summary table on next page), includes a project description and site plan, estimated units to be built by affordability level by year, and an explanation of the basis for the estimates. This explanation focuses on key infrastructure improvements or phasing plans that shape the development timeline. Construction of housing also depends on economic factors that are difficult to predict, such as construction costs or rents or prices and so the amount of housing in these developments ultimately built over the 8-year period may vary from estimates. The City can also look to adopt policies and programs to speed the construction of housing in these and other projects, such as helping to support infrastructure development.

Based on the project-level research in this appendix, the number of units estimated to be built in these developments over the 8-year RHNA period is 24,600 units, including 1,762 very low income, 4,650 low income, 1,610 moderate income, and 16,579 above moderate income units (see Table 1 for a summary of project numbers on following page). This represents less than half of the total units approved or under negotiation as part of these developments, meaning that more than 25,0000 units in development agreements are anticipated to be built beyond 2030. The City is monitoring progress of building at these developments and can look to implement additional policies and programs should construction of housing not keep up with these estimates over the initial four years of the RHNA period.

Table 1. San Francisco Development Agreements & Large Projects Units Anticipated 2023 through 2030

<i>Project</i>	<i>Year Entitled</i>	<i>Very Low Income</i>	<i>Low Income</i>	<i>Moderate Income</i>	<i>Above Moderate Income</i>	<i>Total Units</i>
Mission Bay South and North	1998	-	980	0	21	1,001
Hunters Point Shipyard Phase 1	2003	-	327	60	409	796
Transbay	2005	131	339	156	377	1,003
HOPE SF: Hunters View	2008	92	25	-	101	218
Hunters Point Shipyard and Candlestick Phase 2	2010	-	330	104	986	1,420
Treasure Island	2011	-	559	67	2,810	3,436
Parkmerced	2011	0	130	0	2,111	2,241
Schlage Lock	2015	252	-	-	1,427	1,679
5M	2016	-	-	-	400	400
HOPE SF: Potrero	2017	251	1	-	-	252
HOPE SF: Sunnydale	2017	354	114	-	189	657
Plumbers Union	2017	-	7	-	53	60
Pier 70	2018	90	90	102	777	1,059

Mission Rock	2018	0	135	122	421	678
India Basin	2018	-	79	315	1,181	1,575
3333 California	2019		185		559	744
Potrero Power Station	2020	89	90	-	832	1,011
Balboa Reservoir	2020	214	185	151	550	1,100
UCSF Plan by 2030	2022		189	189	253	631
Total Units	-	1,473	3,765	1,266	13,457	19,961

Table 2. San Francisco Development Agreements Under Negotiation Anticipated 2023 through 2030

	<i>Very Low Income</i>	<i>Low Income</i>	<i>Moderate Income</i>	<i>Above Moderate Income</i>	<i>Total Units</i>
Freedom West	0	301	150	1,554	2,005
Plaza East	193	292	0	270	755
Potrero Yards	96	96	96	287	575
Stonestown	0	196	98	1,011	1,304
Total Units	289	885	344	3,122	4,639

Development Agreement Profile

Mission Bay

Located on OCII property, the Mission Bay redevelopment area includes 6,535 new residential units – both rental and ownership – including 1,916 affordable units on the 303-acre site. The project also includes 41 acres of parks, over 25,000 square feet of commercial, and land dedicated to both a new SFUSD public elementary school and a new police/fire facility. Most of the planned units are built out with mostly low income affordable units remaining.

The completions in 2026 are for 21 market-rate homeownership units, which are entitled as part of the Golden State Warriors' Mixed-Use Hotel/Residential Project. There is no start date yet scheduled for these units, and as such, their delivery is uncertain. The completions in 2029 are for remaining affordable housing parcels in the

project area. OCII is putting forward state legislation that will increase the density of the remaining 2 affordable housing parcels in the project area by up to 815 units (for a total of 980). If the current affordable housing bond and tax credit funding environment continues to disadvantage San Francisco projects due to high costs and limited availability of bond financing these projects are more likely to deliver approximately 591 units by 2030. The state legislation allowing for the increased density is slated to go forward in the next legislative session in 2023. The entitlement process for these units will also require local approvals at the CII Commission, CII Oversight Board and Board of Supervisors level, including an amendment of the redevelopment plan and associated governing documents.

Figure 1. Eight-Year Projection Table for Mission Bay

Year	Units up to 50% AMI	Units 50%-80% AMI	Units 80%-120% AMI	Units above 120% AMI	Total Units	Replacement units (if any)
2023						
2024						
2025						
2026				21	21	
2027						
2028						
2029		980			980	
2030						
Total	0	980	0	21	1,001	



Hunters Point Shipyard Phase I

Located on OCII property, and lead by Lennar as the developer, the first phase of development at the Hunter’s Point Shipyard will consist of 1,428 residential units, including 409 affordable units, on the 75-acre site. The project will also provide 1.2 acres of lots to be developed into community facilities, and 24 acres of new public parks and open space. New public infrastructure will include new street networks with bike parking and street trees.

Estimates above based on Hunters Point Shipyard Phase 1 DDA and current status of development. We receive monthly updates from developer and

permits are in process for 423 units. The 183 units between 50-80% AMI to be completed in 2025 are all OCII-funded 100% affordable developments at 50% AMI and below with site permits issued. OCII is putting forward state legislation that will increase the density of the remaining 2 affordable housing parcels in the project area by up to 111 units. The unit completions in 2030 reflects that increase. The entitlement process for these units will also require local approvals at the CII Commission, CII Oversight Board and Board of Supervisors level, including an amendment of the redevelopment plan and associated governing documents.

Figure 2. Eight-Year Projection Table for Hunters Point Shipyard Phase I

Year	Units up to 50% AMI	Units 50%– 80% AMI	Units 80%–120% AMI	Units above 120% AMI	Total Units	Replacement units (if any)
2023						
2024			27	223	250	
2025		183	15	73	271	
2026			18	113	131	
2027						

2028						
2029						
2030		144			144	
Total	0	327	60	409	796	



Transbay

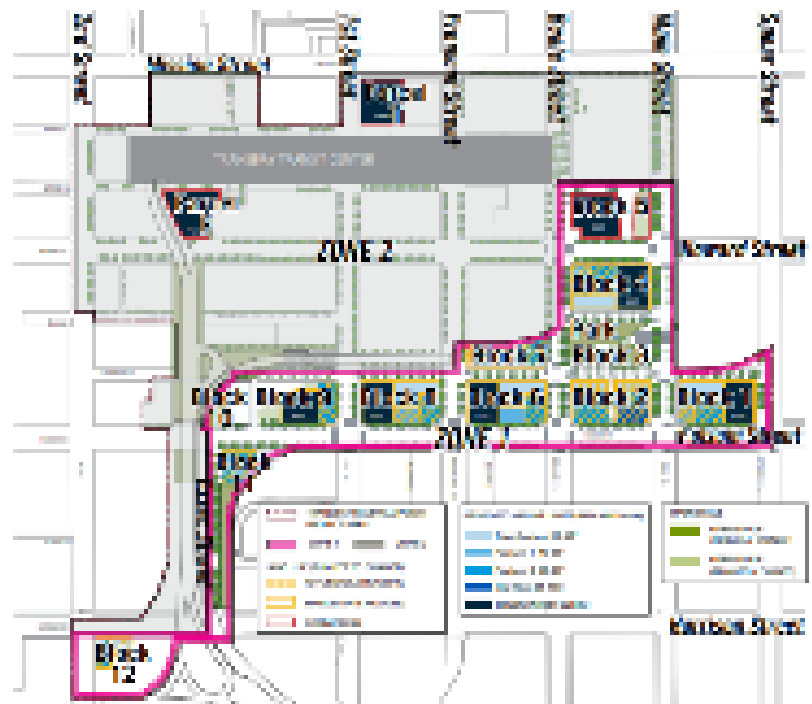
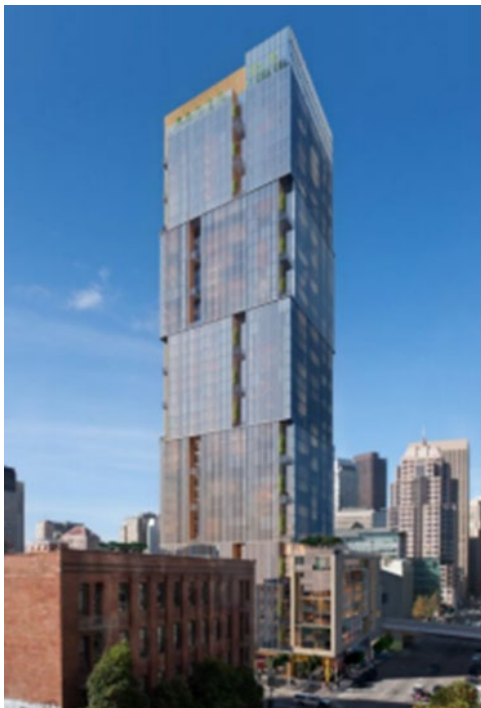
Located on 10 acres of OCII property in the South of Market neighborhood, the Transbay project was planned provide approximately 3,200 new rental and homeownership units, including approximately 1,350 affordable units. The plan includes 3.5 acres of parks and open space. The project area includes the Salesforce Transit Center, which was partially funded by the OCII sale of formerly State-owned parcels.

The completions in 2025 are Transbay Block 2E and 2W and are based on schedules of performance from the affordable developers. We update these projections monthly. The only delay we foresee with these projects is related to competitive nature of CDLAC and TCAC financing which currently disadvantages San Francisco

projects due to their high cost. The City anticipates it may need to apply in multiple rounds to secure funding, though the expected delay is no more than 1-2 years. The completions in 2027 are the Transbay Block 4 mixed income development and the dates are based on the Disposition and Development Agreement that was approved by OCII Commission on June 21, 2022. We anticipate there could be delays due to market conditions related to securing financing for the overall project and due to CDLAC and TCAC issues for the affordable portion as described above but would still expect the Project to be built by 2030. The above totals do not include the 165 units in Parcel F, which is in Transbay Zone 2 and under the Planning Department's jurisdiction.

Figure 3. Eight-Year Projection Table for Transbay

Year	Units up to 50% AMI	Units 50%- 80% AMI	Units 80%-120% AMI	Units above 120% AMI	Total Units	Replacement units (if any)
2023						
2024						
2025	91	229		2	322	
2026						
2027	40	110	156	375	681	
2028						
2029						
2030						
Total Units	131	339	156	377	1,003	



Hunter's View

The San Francisco Housing Authority is working with a development team lead by the John Stewart Company to redevelop the 22-acre site. The project consists of 569 housing units, 404 of which will be permanently affordable, including 267 public housing replacement units most of which are complete. The project will create a new street grid that eliminates dead-end streets and reconnects the neighborhood with the rest of San Francisco. It will also create all new utility infrastructure that utilizes PG&E power. The project will provide approximately 18,000 square feet of space for community facilities and amenities, as well as 2.5 acres of new parks and open space.

Developer issued a Notice to Proceed for the infrastructure/horizontal portion of Hunters View Phase 3 (e.g. construction of future public streets and utilities, and mass grading for affordable and

future market-rate parcels) in June 2022, which will be the final infrastructure phase. State and federal funding for affordable housing projects remain highly competitive with a number of shovel-ready projects competing for limited financing availability. The California Dept. of Housing and Community Development Accelerator award for the Hunters View Phase 3 affordable project in July 2022 did not occur although HV Phase 3 scored high on the Accelerator's ranking list. MOHCD has applied for tax-exempt construction bond financing and tax credits through CDLAC and TCAC which will be awarded in November 2022. If state and federal financing is secured in Fall 2022 then construction will be able to begin in early 2023 for the affordable Blocks 14 (42 units) and 17 (76 units). The market-rate parcels are currently on hold due to rising interest rates and unstable market conditions related to COVID-19.

Figure 4. Eight-Year Projection Table for Hunter's View

Year	Units up to 50% AMI	Units 50%- 80% AMI	Units 80%-120% AMI	Units above 120% AMI	Total Units	Replacement units (if any)
2023						
2024						
2025	92	25		101	218	53
2026						
2027						
2028						
2029						
2030						
Total Units	92	25	0	102	218	53



Hunter's Point Shipyard Phase II

Phase II of the Hunters Point Shipyard project, located on 693 acres of OCII property, will provide 10,672 dwelling units, including 3,363 affordable units. Lead by development partner FivePoint, the project will include a new bus rapid transit (BRT) line connecting the neighborhood to downtown San Francisco, as well as improvements to other bus lines in the area. The project will also include 338 acres of parks and open spaces, and up to 65,000 square feet of community facility space. Estimates above based on Hunters Point Shipyard Phase 2 and Candlestick Point DDA and current status of development, which is on hold.

OCII updates housing delivery estimates monthly based on the status of negotiations and existing entitlements and design stage. 509 units to be delivered in 2028 (including 46 affordable to house holds between 80% and 120% AMI) are entitled and have schematic design approval, but are on hold. 579 units to be delivered in 2028 (including 58 affordable to house holds between 80% and 120% AMI) are in the schematic design stage, but are also on hold. 330 units between 50-80% AMI to be completed in 2029 are all OCII-funded 100% affordable developments with schematic design approval and site permits issued.

Figure 5. Eight-Year Projection Table for Hunters Point Shipyard Phase II

Year	Units up to 50% AMI	Units 50%-80% AMI	Units 80%-120% AMI	Units above 120% AMI	Total Units	Replacement units (if any)
2023						
2024						
2025						
2026						
2027						
2028			104	984	1,088	
2029		330		2	332	
2030						
Total	0	330	104	986	1,420	



Treasure Island and Yerba Buena Island

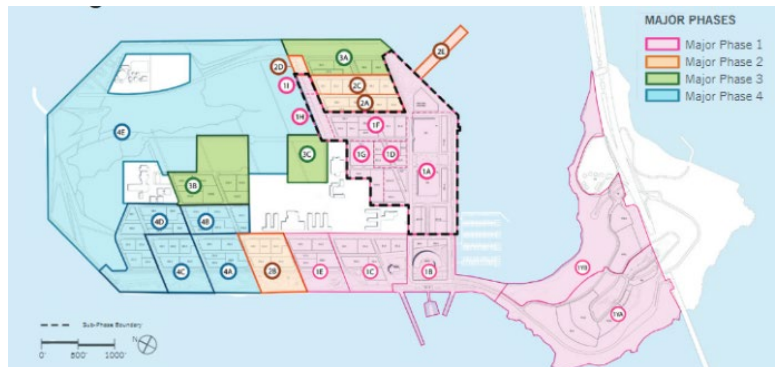
The project, located on 465 acres, will generate up to 8,000 new housing units, including 2,173 affordable units. It will also include 290 acres of parks and open spaces, a new SFUSD public school, and a combined police and fire station. The project will provide a number of transportation amenities, including a new ferry terminal with service to San Francisco.

The project anticipates a total of 8 stages. After three years post-entitlement of CEQA litigation and then necessary ramping up geotechnical and

other work to prepare the islands for housing construction, the first phases of housing construction are now well underway. Within Stage 1 and YBI, Maceo May and Mercy Housing Project (TIDA Authority Lots), and YBI Townhomes and Flats currently under construction. The First stage has 1,900 units, with the remaining 6,100 of market rate, inclusionary, and Authority units allocated across future stages. By 2029, it is anticipated that the Project will have delivered all 1,900 units in Stage 1 and YBI, approximately 1,000 units in Stage 2, and approximately 350 units in Stage 3.

Figure 6. Eight-Year Projection Table for Treasure Island and Yerba Buena Island

Year	Units up to 50% AMI	Units 50%-80% AMI	Units 80%-120% AMI	Units above 120% AMI	Total Units	Replacement units (if any)
2023			0		0	
2024		24	7	441	472	
2025		15	12	504	531	
2026		110	0	0	110	
2027		180	12	665	857	
2028		0	13	620	633	
2029		230	23	580	833	
2030		0	0	0	0	
Total		559	67	2,810	3,436	



Parkmerced

The project, located on 152 acres in southwest San Francisco, consists of adding 5,679 dwelling net new units, including 851 below market rate units, to the existing Parkmerced site. Additionally, 1,538 rent-controlled dwellings will be replaced with newly-constructed units. The project will include extensive street reconfiguration and new bike paths, as well as green infrastructure for onsite stormwater treatment. The developer will also be providing 68 acres of parks and open spaces.

The project's start was initially delayed for nearly 3-1/2 years due to CEQA litigation through the end

of 2014. Subphases 1A and 1B (1,013 combined units) have approved Final Maps, approved site permits, and infrastructure is permit-ready for construction. Construction on subphases 1A and 1B was expected to begin in 2020, but was delayed due to the impacts of the COVID pandemic. Construction is now projected to start in 2023 following completion of subdivision actions for subphases 1C and 1D. Construction on subphases 1C and 1D (891 combined units) is then expected to begin in 2025. Construction on subsequent phases would occur after 2030.

Figure 7. Eight-Year Projection Table for Parkmerced

Year	Units up to 50% AMI	Units 50%-80% AMI	Units 80%-120% AMI	Units above 120% AMI	Total Units	Replacement units (if any)
2023						
2024						
2025		48		853	901	56
2026						
2027		36		523	559	166
2028						
2029		46		735	781	132
2030						
Total		130		2,111	2,241	354

Note: replacement units are not counted toward total units for RHNA or the Sites Inventory.



Schlage Lock

Located on the 20-acre site of the former Schlage Lock factory, the project will generate 1,679 new residential units, including 252 affordable units. The new street network will improve connection both within the neighborhood, and to other parts of San Francisco, and will provide substantial bike and pedestrian infrastructure. The project will create 2 new acres of open space, and preserve the historic Schlage Lock office building, 25% of which will be allocated for community use.

The project was expected to start construction in 2020 but experienced delays due to market

conditions and the COVID pandemic. The developer has permit-ready infrastructure plans for the first phase of development (~557 units) and has restarted vertical design work with a design review application pending City review as of July 2022. Rehabilitation of the historic office building for community use is complete. Construction on the first phase is currently anticipated to begin in 2023 and complete in 2025, with remaining phases of the project to be completed by 2030, when the term of the project's Development Agreement ends.

Figure 8. Eight-Year Projection Table for Schlage Lock

Year	Units up to 50% AMI	Units 50%-80% AMI	Units 80%-120% AMI	Units above 120% AMI	Total Units	Replacement units (if any)
2023						
2024						
2025	39			221	260	
2026	45			252	297	
2027	39			221	260	
2028	39			221	260	
2029	45			256	301	
2030	45			256	301	
Total Units	252	0	0	1,427	1,679	



5M

The project, which sits on a four-acre site owned by Hearst, the publisher of the San Francisco Chronicle newspaper, in the South of Market Neighborhood, will provide up to 702 on-site housing units, 91 of which will be affordable. The developer will also provide funding for youth development programs, schools, childcare facilities, and improvements to public transit and pedestrian safety. The project will include up to 331 off-street parking spaces, as well as 496 bicycle parking spaces.

302 units of housing were completed in 2022. Infrastructure improvements were also completed in 2022. Due to the current economic climate and continued high construction costs, the developer, Hearst, is not currently planning to begin work on the N1 building (400 market rate condo/ownership units) of the 5M project during 2022. The economic factors impacting the project are regularly reviewed and it is anticipated that this final phase of residential construction will be permitted prior to 2030.

Figure 9. Eight-Year Projection Table for 5M

Year	Units up to 50% AMI	Units 50%-80% AMI	Units 80%-120% AMI	Units above 120% AMI	Total Units	Replacement units (if any)
2023						
2024						
2025						
2026						
2027						
2028						
2029						
2030				400	400	
Total Units	0	0	0	400	400	



Potrero HOPE SF

The project is a public-private partnership wherein Bridge Housing is leading a redevelopment of a large site of public housing in Potrero Hill. After the project’s completion, the 38-acre site will contain 1,700 units of housing, including 774 public and affordable units. The street grid will be comprehensively re-imagined, with improved connections to other parts of San Francisco. The site will also receive 3.5 acres of new parks and open space, as well as 30,000 square feet of community facilities, including a childcare facility.

Construction for the vertical component of the Phase II (Block B) portion of the redevelopment will take place over 24 months starting in August 2022 which is receiving \$145M via a combination of City and State financing including \$18M from MOHCD, \$20M from the Affordable Housing & Sustainable Communities Program, \$94.8M from the California Dept. of Housing and Community Development Housing Accelerator Program, and \$11.6M from the Infill Infrastructure Grant. Block B was fortunate to receive a wide range of state funding to proceed, which was necessary due to the very high cost to develop at this site, which is challenged with steep topography and naturally-occurring asbestos in the serpentinite bedrock. With increasingly competitive state and federal resources future affordable housing phases will be similarly challenged to receive the necessary financing to move forward to construction. Phase 2

infrastructure improvements began in February 2021 and are expected to be completed in Spring 2023. Residents from Phase 3 will have a choice to relocate to Block B or another HOPE SF off-site. Once the relocation of Phase 3 residents is complete, construction will begin on Phase 3 infrastructure. This includes demolishing existing public housing units, improving streetscapes, and undergrounding utilities. It is estimated that horizontal improvements will take approximately 1.5 to 2 years to complete with 6 months of overlap with vertical construction activities. The subsequent affordable developments, Blocks Q & R, will have a 22-month construction period. The remaining development phases (Phases 4 & 5) will follow the same schedule: resident relocation, demolition of public housing, infrastructure and vertical construction. Construction of all phases is estimated to be complete in 2034, however, due to increasing costs and the challenges of the existing topography and need for resident relocation, future phases may require division into subphases, which will increase time and cost. Further, market instability and rising interest rates are creating challenging conditions for the disposition of market-rate development parcels needed to off-set the cost of the development of the affordable housing parcels. The Developer is working with the City on strategies to market these market-rate sites during these challenging times via solicitation of brokerage firms.

Figure 10. Eight-Year Projection Table for Potrero HOPE SF

Year	Units up to 50% AMI	Units 50%- 80% AMI	Units 80%-120% AMI	Units above 120% AMI	Total Units	Replacement units (if any)
2023						
2024	156	1			157	117
2025						
2026						

2027						
2028	95				95	71
2029						
2030						
Total Units	251	1	0	0	252	188

Sunnydale HOPE SF

The project is a public-private partnership wherein Mercy Housing and Related California, with support from the City, are leading a redevelopment the Sunnydale public housing projects. The 50-acre site will include 3.6 acre of open space, a community center, and 30,000 square feet of community-serving retail space. A new street grid will improve connections to the rest of San Francisco, and transportation improvements will include bicycle safety measures, realignment of public transit, and bicycle share opportunities.

It centers on the redevelopment of the Sunnydale public housing community. The DA comprises approximately 1,770 units including approximately 1,000 affordable units (deed restricted) and the remaining market rate (not deed restricted). The numbers above are dependent on the progress of three infrastructure phases and funding through the

state and city to finance the affordable housing. As of September 2022, the project has secured public financing for Blocks 3A (80 affordable units) and 3B (90 affordable units) in the current Phase 1A3 which will allow for construction to start in early 2023; infrastructure construction started in May 2022. The following major Phase 4 is the combination of two phases and is set to start infrastructure construction in Fall 2023 and set to deliver 255 units across Blocks 2, 47, 7 8A, 8b, and 9). A market-rate development pad was graded and established in the project's first major phase 1A1 + 1A2 which can accommodate 20 units, but market instability and rising interest rates are creating challenging conditions for the disposition of market-rate development parcels across the HOPE SF sites, which are needed to offset the cost of the development of the affordable housing parcels.

Figure 11. Eight-Year Projection Table for Sunnydale HOPE SF

Year	Units up to 50% AMI	Units 50%-80% AMI	Units 80%-120% AMI	Units above 120% AMI	Total Units	Replacement units (if any)
2023						
2024	128	42			170	128
2025						
2026	53	17			70	53
2027	72	23		70	165	72

2028	101	32			133	101
2029				119	119	
2030						
Total Units	354	114	0	189	657	354



Plumbers Union

The 2.2-acre project site, located in Civic Center, will provide 595 dwelling units, including 103 affordable units, across six buildings. The project will include 109 parking spaces, as well as 273 bicycle parking spaces. Public benefits will include a half-acre open space, as well as improvements to the adjacent streets of Colton, Brady, and Stevenson.

The project preserved 66 affordable units at the South Beach Marina Apartments via affordable housing fee credits administered by MOHCD and Planning which satisfied the project's inclusionary housing requirements in addition to the completion of 96 permanent supportive housing units in 53 Colton (a joint venture between Strada and HomeRise, completed in July 2022) and 7 affordable units that will be a part of Building C (renovation of the Civic Center Hotel, which will begin building permitting in Fall 2022 and construction start in 2023 with a completion expected in 2024-2025). Permitting for the in-kind

privately owned publicly accessible open space (Joseph P. Mazzola Gardens) will begin in Fall 2022. Building A or One Brady Street (190 units) will be completed in Fall 2022 with a partial TCO as of July 2022. 1125 Stevenson was completed in September 2022. Construction is underway on Building B or 1629 Market Street (185 units) with infrastructure improvements under construction.



Figure 12. Eight-Year Projection Table for Plumbers Union

Year	Units up to 50% AMI	Units 50%-80% AMI	Units 80%-120% AMI	Units above 120% AMI	Total Units	Replacement units (if any)
2023						
2024				60	60	
2025						
2026						
2027						
2028						
2029						
2030						
Total Units	0	0	0	60	60	

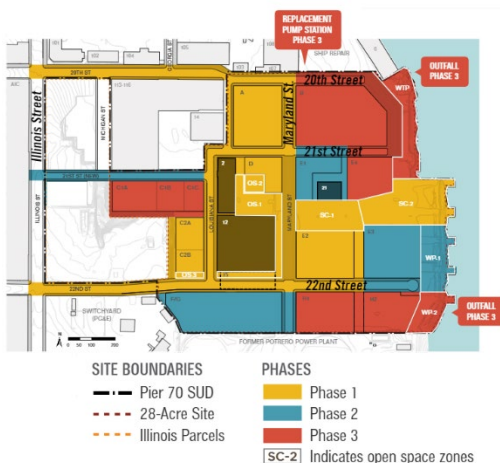
Pier 70

The 28-acre development agreement site is situated within the larger 70-acre publicly (Port of SF) owned Pier 70 complex. The project will generate up to 2,150 dwelling units, 30% of which will be affordable. The development will include sea-level rise adaptation measures to improve the resiliency of the site. Public benefits will include 6.5 acres of waterfront parks and open space, two childcare facilities, a 90,000 square foot arts facility, and improvements to the street grid to better connect the site to the rest of San Francisco.

This schedule is based on the vertical development schedule distributed to the City in April 2022 by the Developer, Brookfield. However, it is subject to change based on market conditions. Phase 1 of the Pier 70 project is currently in down market delay as permitted by the agreements, so Developer is not required to move forward with Phase 1 vertical projects until market conditions improve. Parcel C2A (MOHCD) is contingent on availability of in-lieu fees and Jobs Housing Equivalency Fees from Phase 1 to provide gap financing.

Figure 13. Eight-Year Projection Table for Pier 70

Year	Units up to 50% AMI	Units 50%-80% AMI	Units 80%-120% AMI	Units above 120% AMI	Total Units	Replacement units (if any)
2023						
2024						
2025			56	225	281	
2026				67	67	
2027	50	50		166	266	
2028			46	319	365	
2029	40	40			80	
2030						
Total Units	90	90	102	777	1,059	



Mission Rock

The site is 28-acres of publicly Port-owned land on the waterfront, adjacent to the San Francisco Giants stadium in the South Beach/Mission Bay neighborhood. The project will generate up to 1,300 housing units, 40% of which will be affordable. The development process will include resiliency measures such as sea level rise adaptation. The project will include 8 acres of open space, direct connections to the new Central Subway, extensive bicycle and pedestrian infrastructure, and the payment of a \$50 million transportation sustainability fee.

Currently, there are 537 units under construction at Mission Rock, with 283 expected to be complete in 2023 and 254 expected to be complete in 2024. 358 units are estimated to be constructed in Phase 2 of Mission Rock. 320 units are estimated to be constructed in Phase 4 of Mission Rock. Please note that Phase II and IV are in early planning stages (currently not under construction) and are subject to change.

Figure 14. Eight-Year Projection Table for Mission Rock

Year	Units up to 50% AMI	Units 50%-80% AMI	Units 80%-120% AMI	Units above 120% AMI	Total Units	Replacement units (if any)
2023						
2024						
2025						
2026		135	47	176	358	
2027						
2028						
2029			75	245	320	
2030						
Total Units	0	135	122	421	678	



India Basin

The project will generate 1,575 dwelling units – with 40% of the 394 affordable units subject to Neighborhood Resident Housing Preference. The 29-acre site will include 14 acres of open space, up to 209,000 square feet of commercial space, a grocery store, and a childcare facility. The developer will also conduct extensive shoreline and wetlands restoration, as well as other resilience and sea level rise adaptations. The project will also include dedicated bikeways and pedestrian walkways, bike share stations, and funding for SFMTA to make off-site improvements to public transit in the area.

By early 2022, the project obtained required permits from regional, state and federal agencies including the RWQCB, Army Corps, and BCDC. In June 2022, the project achieved a major milestone with the completion of a Public Trust Exchange Agreement with the State of California and City of San Francisco and the closing of a series of land conveyances to prepare the site for development. Approval of a sitewide Tentative Subdivision Map is expected in July 2022. The project is currently working on infrastructure design and permitting for the first phase of development and will begin grading work in late 2022. Vertical construction on the first phase of development is currently anticipated to begin in late 2023.

Figure 15. Eight-Year Projection Table for India Basin

Year	Units up to 50% AMI	Units 50%-80% AMI	Units 80%-120% AMI	Units above 120% AMI	Total Units	Replacement units (if any)
2023						
2024						
2025		20	78	293	391	
2026		12	47	177	236	
2027		19	78	292	389	
2028		9	38	142	189	
2029		15	60	224	299	
2030		4	14	53	71	
Total Units	0	79	315	1,181	1,575	0



Potrero Power Station

The project, located on a 29-acre site in the Central Waterfront neighborhood will generate up to 2,601 dwelling units, including 780 affordable units. Historic infrastructure of the power station will be preserved to showcase the area’s industrial past. The project will include 6.9 acres of open space, as well as sea level rise adaptation measures and other green infrastructure. Additional community benefits will include a recreation center and two childcare facilities.

The project was entitled in Spring 2020 and since then has been developing and finalizing detailed design for Phase 1 streets and horizontal infrastructure, open spaces, and residential/commercial buildings. During that time, the project has received permits to construct horizontal infrastructure and streets and has

completed all necessary subdivision mapping. Significant site clearance and remediation has taken place since entitlement in preparation for horizontal and vertical construction. The project will break ground on horizontal infrastructure and streets to serve the project in September 2022. Block 8, the project's first residential building, will start construction in Q4 2023. Site and building permits, and the financing necessary for Block 8's construction will be secured prior to Q4 of 2023. All permits and financing will be secured prior to commencing construction on any other buildings as well. The project has a 30 year development agreement; as such, approximately 1,700-1,800 residential units are anticipated to be constructed and ready for occupancy after 2030.

Figure 16. Eight-Year Projection Table for Potrero Power Station

Year	Units up to 50% AMI	Units 50%- 80% AMI	Units 80%-120% AMI	Units above 120% AMI	Total Units	Replacement units (if any)
2023						
2024						
2025				348	348	
2026	44	45		273	362	
2027						
2028						
2029	45	45		211	301	
2030						
Total Units	89	90	0	832	1,011	



Balboa Reservoir

The project, located on a 17-acre parcel formerly owned by the SF Public Utilities Commission (SFPUC) in the Ingleside neighborhood, will generate 1,100 housing units, 50% of which will be affordable. The structures themselves will achieve net-zero greenhouse gas emissions in construction and operation, with an added goal of providing electric vehicle charging stations for 100% of off-street parking. The project will provide 4 acres of parks and open space, as well as a childcare facility with 50% of slots reserved for low-income families.

Balboa Reservoir is split into 2 phases. In Phase 1 is the necessary infrastructure, Building E (traditional affordable rental housing), Building F

(moderate income rental housing for educators) and Building C/D (market rate rental housing). In Phase 2 there will be another small round of infrastructure in addition to Building A (traditional affordable rental housing), Building B (traditional affordable rental housing and affordable for-sale housing), and Building G (market rate rental housing). In addition to this, 100 market rate townhomes will be constructed in 2024 to help finance the affordable housing. Since 2020 the team has been assembling funding sources to help finance the infrastructure and affordable housing. The project was awarded more than \$50 Million from the Department of Housing and Community Development and these funds need to be dispersed in the next few years, ensuring that housing units will begin to come online in 2024.

Figure 17. Eight-Year Projection Table for Balboa Reservoir

Year	Units up to 50% AMI	Units 50%- 80% AMI	Units 80%-120% AMI	Units above 120% AMI	Total Units	Replacement units (if any)
2023						
2024				100	100	
2025	54	74	151	250	529	
2026						
2027	160	111		200	471	
2028						
2029						
2030						
Total Units	214	185	151	550	1,100	



Freedom West

The Freedom West 2.0 project is currently in the pre-entitlement stage with anticipated approval hearings occurring in late 2023 or early 2024. The project sponsor has submitted a PPA and PRJ application and has initiated environmental review for the project. Full build out of the project is expected to occur 7 years after entitlement (est. completion in 2030). The 382 co-op replacement units would be constructed in the first phase of the project. The specific affordable housing plan for the project is currently being developed, and so

the requirements of the City's on-site inclusionary affordable housing ordinance have been assumed as a baseline for this analysis. The analysis assumes an overall 22.5% inclusionary rate, with approximately 2/3 of those units at 50-80% of AMI and 1/3 of those units at 80-120% of AMI. Co-op replacement units are included only in the replacement units column of the table below and are not counted toward the Sites Inventory for the Housing Element.

Figure 18. Eight-Year Projection Table for Freedom West

Year	Units up to 50% AMI	Units 50%-80% AMI	Units 80%-120% AMI	Units above 120% AMI	Total Units	Replacement units (if any)
2023						
2024						
2025						
2026						
2027						
2028						
2029						
2030		301	150	1,554	2,005	382
Total Units	0	301	150	1,554	2,005	382



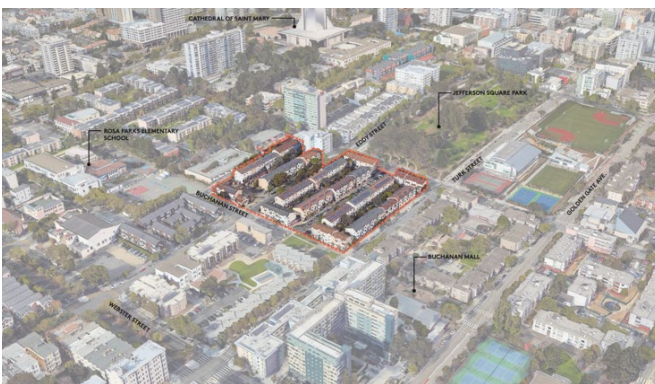
Plaza East

The development team has undertaken an extensive 18-month community engagement process to identify resident priorities as part of the effort to transform and improve Plaza East, which is the only 100% public housing property in San Francisco that has not received major capital improvements in its lifetime. Informed and driven by this resident feedback, the project proposes replacement housing for all current residents, as well as 292 additional affordable units and 270 market rate units. On-site amenities will include childcare, community rooms, and fitness facilities, as well as substantial open space, and 185 parking spots.

The Plaza East project is currently in the pre-entitlement stage with anticipated approval hearings in 2024. The project sponsor submitted a Preliminary Project Application (PPA) in September 2022, and the numbers included above are reflective of that proposal. The project proposes to rebuild the existing public housing site currently containing 193 Very Low Income units with 700 total units, including 1:1 replacement units, an additional 292 Low Income affordable units, and 270 market rate units. Full build out of the project is expected to be complete by 2030 but a more detailed schedule is not available.

Figure 19. Eight-Year Projection Table for Plaza East

Year	Units up to 50% AMI	Units 50%-80% AMI	Units 80%-120% AMI	Units above 120% AMI	Total Units	Replacement units (if any)
2023						
2024						
2025						
2026						
2027						
2028						
2029						
2030	193	292		270	755	193
Total Units	193	292	0	270	755	193



Potrero Yards

The SFMTA has issued developer solicitation documents for a bus maintenance and storage yard project that would include housing above the bus facility. The RFP asks for a maximum of 575 units in the project with a minimum of 50% affordable units. The project is planned to be complete by 2030 in order to meet the SFMTA's capital facilities need for bus storage based on planned fleet replacement and expansion. This data is reflective of the program that is included in the RFP and being analyzed in an ongoing CEQA review. Developer selection is anticipated in fall 2022 and the final program may change. This analysis assumes an equal breakdown of units across the three AMI levels.

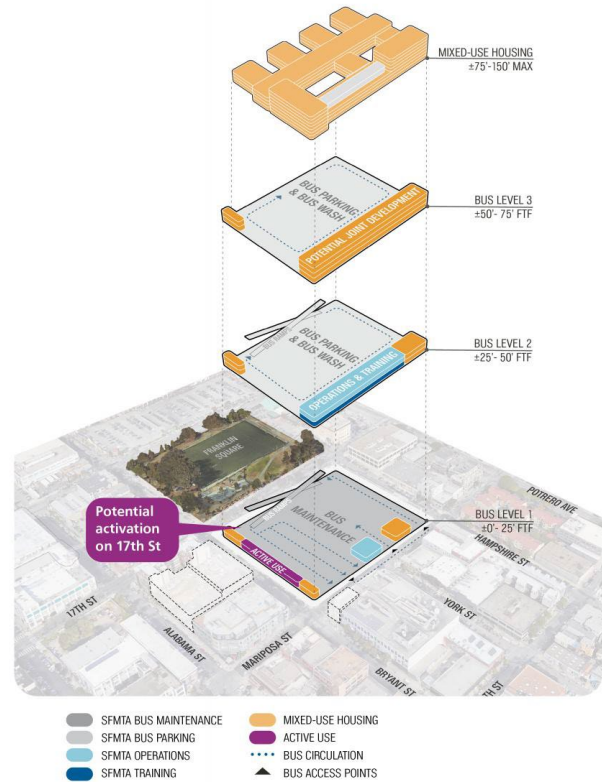


Figure 20. Eight-Year Projection Table for Potrero Yards

Year	Units up to 50% AMI	Units 50%-80% AMI	Units 80%-120% AMI	Units above 120% AMI	Total Units	Replacement units (if any)
2023						
2024						
2025						
2026						
2027						
2028						
2029						
2030	96	96	96	287	575	
Total Units	96	96	96	287	575	0

Stonestown

The 40-acre project site is currently a shopping mall, which would remain part of the future development. The project will include improvements to the street network to create connections with the rest of San Francisco, and would also provide office space and other community amenities.

The Stonestown project is currently in the pre-entitlement phase and anticipated to hold approval hearings in 2023 or 2024. This analysis anticipates

that phases 1 and 2 of the project would be complete by 2030, which represents 1,304 units. The specific affordable housing plan for the project is currently being developed, and so the requirements of the City's on-site inclusionary affordable housing ordinance have been assumed as a baseline for this analysis. The analysis assumes an overall 22.5% inclusionary rate, with approximately 2/3 of those units at 50-80% of AMI and 1/3 of those units at 80-120% of AMI.

Figure 21. Eight-Year Projection Table for Stonestown

Year	Units up to 50% AMI	Units 50%-80% AMI	Units 80%-120% AMI	Units above 120% AMI	Total Units	Replacement units (if any)
2023						
2024						
2025						
2026						
2027						
2028						
2029						
2030		196	98	1,011	1,304	
Total Units		196	98	1,011	1,304	0

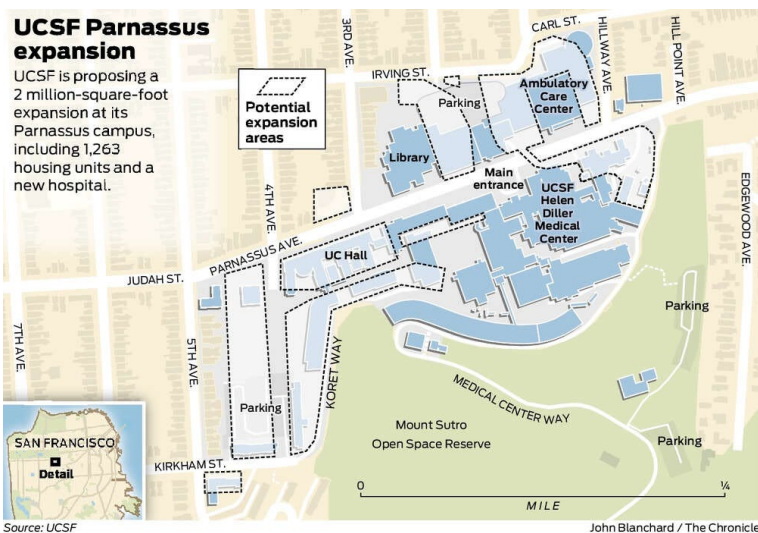


UCSF

As part of UCSF's planned Parnassus Campus expansion, UCSF has committed provide 631 units of employee housing affordable at low, moderate, and above moderate income levels to be completed by 2030. The units may be added on or near the Parnassus Campus or in other parts of San Francisco.

Figure 22. Eight-Year Projection Table for UCSF

Year	Units up to 50% AMI	Units 50%-80% AMI	Units 80%-120% AMI	Units above 120% AMI	Total Units	Replacement units (if any)
2023						
2024						
2025						
2026						
2027						
2028						
2029						
2030	0	189	189	253	631	
Total Units	0	189	189	253	631	



3333 California

The proposed project will generate up to 744 new residences, 185 of which will be designated as affordable housing for seniors, at the 10-acre site of the former UCSF Laurel Heights campus. Up to three stories will be added to the site's two existing buildings, while 13 additional buildings, ranging from 4-story townhouses to 6-story apartment buildings, will be constructed throughout the site. More than two acres of open space will be included in the project, as will office space, childcare, and 35,000 square feet of retail space. The project will also include 857 parking spaces.



Figure 22. Eight-Year Projection Table for 3333 California

Year	Units up to 50% AMI	Units 50%- 80% AMI	Units 80%-120% AMI	Units above 120% AMI	Total Units	Replacement units (if any)
2023						
2024						
2025						
2026						
2027						
2028						
2029						
2030	0	185	0	559	744	
Total Units	0	185	0	559	744	

Sites Inventory Appendix B2: Modeling Development on Non-Vacant and Vacant Sites

FINAL DRAFT - November 2022

Prepared as Part of the
San Francisco Planning Department's

Housing Element Update 2022



San Francisco
Planning

Technical Appendix: Modeling Development on Non-Vacant and Vacant Sites

Contents

Introduction	3
Period of Study	4
Current Zoned Capacity and Historical Development Activity	4
Methodology	6
Most Important Factors Contributing to Multifamily Housing Development	6
Testing Alternative Specifications	6
Data Sources	7
Data Overview	8
Senate Bill 9 and the State Density Bonus	8
Results	9
Interpreting the Regression Coefficients	9
Distribution of Development Probabilities	11
Analysis of Prior Land Uses	12
Requirements in Government Code Section 65583.2	13

Introduction

Much of the development expected to occur in San Francisco over the coming 8 years is anticipated as part of the residential development pipeline as well as in projects that are subject to development agreements and a smaller number of units to be built as ADUs¹. This appendix describes the methodology employed by San Francisco to estimate the likely extent of development on the remaining sites in the City.

Changes to State Housing Element law (particularly Assembly Bill 1397 passed in 2017) have strengthened requirements that sites included in the inventory be realistically assessed for their development potential within the 8-year RHNA planning period. When the sites inventory includes more than 50% non-vacant sites, existing uses are presumed to impede development unless substantial evidence is provided that the use is likely to be discontinued. In San Francisco nearly all land available for residential development is not vacant and the approach to assessing development potential to accommodate RHNA must realistically address this fact.² While San Francisco has ample examples of non-vacant sites redeveloping as housing, the methodology used to identify realistic development potential must consider factors such as existing uses, past development trends, market conditions, and other factors relevant to whether sites can realistically be redeveloped as housing.

The approach employed by San Francisco involves analyzing past development activity (including on non-vacant sites) and identifying the parcel characteristics and housing market and economic conditions that prevailed at the time of development in order to develop a model to estimate the likelihood of development on individual sites going forward. Specifically, in order to estimate the impact of housing policies and market conditions on the extent and location of new housing development in San Francisco, the Planning Department contracted with the Blue Sky Consulting Group to conduct an analysis of San Francisco housing development trends as part of the Housing Affordability Strategies (HAS) project completed in 2020. This analysis was updated in 2022 for purposes of using these results in the preparation of this report. The housing market analysis was conducted using a logistic regression in which the likelihood of market-rate multifamily housing development was estimated based on a series of explanatory variables, including construction costs, housing prices, and parcel-specific characteristics including contemporaneous zoning category, current residential use or historical designation, current permissible building size (envelope), and development potential (ratio of permissible to existing building size). Results of the regression analysis are presented in Figure 4 on page 10, which shows that each of the key explanatory variables was highly statistically significant.

Large project areas, such as Treasure Island or Mission Bay, were estimated separately by Planning in collaboration with the Office of Housing Delivery, other City agencies, and developers based on the specifics of the development agreements covering these projects. Projects already in the development

1 Note: the ADU estimates exclude any impacts stemming from SB 9, which are modeled as part of underlying analysis.

2 See Appendix 3 for a series of case studies of sites that developed as housing.

pipeline, (non-inclusionary) affordable units, and accessory dwelling units were also estimated by Planning separately.^{3,4}

Period of Study

The Blue Sky Consulting Group analyzed housing development during the period 2001-2018. Data for the period 2019-2021 were incorporated into the analysis for purposes of identifying new residential development that occurred during this period, capturing any changes to zoning or parcel characteristics, and incorporating current construction cost and price data to reflect current economic conditions driving housing production. The underlying statistical relationships used to derive the model results were not re-estimated due to the likely confounding effects of the COVID 19 pandemic.

Current Zoned Capacity and Historical Development Activity

San Francisco's current zoned capacity could more than accommodate the entire 8-year RHNA target (if all sites developed). As shown in Figure 1, the zoned capacity on sites covered by this analysis (i.e. any site not part of a development agreement, in the current project pipeline, or otherwise excluded due to the low likelihood of future development of housing, such as historical sites) is almost 640,000 units if the maximum state density bonus is applied to all eligible parcels, and over 570,000 units when the bonus is applied consistent with historical patterns.⁵

Figure 1. Zoned Capacity

	< 10 Units	%	10 – 50 Units	%	> 50 Units	%	Total
At Maximum Development Potential:							
Parcels	141,033	95.4%	5,069	3.4%	1,686	1.1%	147,788
Net Units	288,076	45.1%	82,983	13.0%	268,061	41.9%	639,120
At Modeled Development Potential:							
Parcels	141,245	95.6%	5,135	3.5%	1,408	1.0%	147,788
Net Units	289,166	50.5%	74,191	13.0%	209,078	36.5%	572,434

Notes: Data include only parcels used in the estimation model.

Maximum Development Potential is estimated using 50%state density bonus for all eligible parcels, while the model relies on historical patterns to apply a 40% density bonus to 60% of eligible parcels.

3 Development of subsidized affordable housing was analyzed separately but was not included in the model developed by the Blue Sky Consulting Group as the characteristics of these projects and the market conditions that can make them feasible are distinct in many respects from the factors that drive market rate or privately financed development.

4 Parcels in the development pipeline with a non-residential planned use were also excluded from the model as these parcels are unlikely to be a source of future housing development during the RHNA period.

5 Over the past several years, approximately 60 percent of multi-family projects have used the state density bonus.

Zoned capacity, however, will not necessarily translate into actual housing units to the extent market conditions make development infeasible or regulatory barriers or other housing policies prevent development from occurring. During the period 2001 – 2022, for example, approximately 2,700 housing units were added annually in San Francisco, as shown in Figure 2. The average over the past 10 years was somewhat higher, with nearly 3,500 units added annually.

Figure 2. San Francisco Housing Trends

<i>Year</i>	<i>Net Units Authorized</i>	<i>Units Completed from New Construction</i>	<i>Units Demolished</i>	<i>Net Units Gained or Lost from Alterations</i>	<i>Net Change in Number of Units</i>
2001	2,380	1,619	99	259	1,779
2002	1,478	2,260	73	221	2,408
2003	1,845	2,730	286	52	2,496
2004	2,318	1,780	355	62	1,487
2005	5,571	1,872	174	157	1,855
2006	2,332	1,675	41	280	1,914
2007	3,281	2,197	81	451	2,567
2008	2,346	3,019	29	273	3,263
2009	752	3,366	29	117	3,454
2010	1,209	1,082	170	318	1,230
2011	2,033	348	84	5	269
2012	3,888	794	127	650	1,317
2013	3,168	2,330	429	59	1,960
2014	3,834	3,454	95	155	3,514
2015	4,083	2,435	25	503	2,913
2016	2,642	4,895	30	212	5,077
2017	4,629	3,954	18	182	4,118
2018	4,587	2,309	53	316	2,572
2019	4,549	4,402	139	373	4,636
2020	3,165	3,957	352	438	4,043
2021	2,093	4,081	12	564	4,633
Total	62,183	54,559	2,701	5,647	57,505
<i>Annual Average</i>	<i>2,961</i>	<i>2,598</i>	<i>129</i>	<i>269</i>	<i>2,738</i>
<i>Average Past 10 Years</i>	<i>3,664</i>	<i>3,261</i>	<i>128</i>	<i>345</i>	<i>3,478</i>

Sources: 2020 and 2021 San Francisco Housing Inventory Reports.

Methodology

Examining the characteristic of the parcels that developed and the market conditions prevailing at the time of development can provide a basis for identifying likely sites for future development of multifamily housing from within the larger group of parcels with additional zoned capacity.

In order to identify the characteristics of the parcels and economic conditions that resulted in development of privately financed multifamily units in San Francisco, the project team (the Blue Sky Consulting Group and Planning) developed a database consisting of all the approximately 150,000 parcels in San Francisco, including parcel specific characteristics as well as measures of the housing market conditions and economic circumstances at the time of development.

These data were analyzed using a logistic regression model that estimates the likelihood of development based on several key explanatory variables. Logistic regression is used to model the probability of a discrete, binary outcome (i.e., a parcel develops as multifamily housing or it does not) in which the dependent variable takes on the value of 0 or 1. Explanatory variables include factors that may be correlated with the likelihood that a parcel develops as multifamily housing, including housing prices, construction costs, site specific land use and zoning characteristics, and the “development potential” of individual sites measured as the ratio of potential building size to current size. The model developed offers a comprehensive way to estimate the probability of housing development and the likely number of units on parcels in the City based on both parcel characteristics and current economic trends, addressing requirements that the analysis of non-vacant sites realistically assess housing capacity.

Most Important Factors Contributing to Multifamily Housing Development

While there are many factors that ultimately determine whether a specific parcel develops as housing, empirical analysis and economic theory indicate that the parcel size and “development potential” are important explanatory factors. That is, larger sites were found to be more likely to develop as housing, likely due to the economies of scale for developers in pursuing development projects, with numerous fixed costs for land acquisition and obtaining planning approval, among other factors. In addition, sites that are “under-developed” (i.e., have a high ratio of development potential to current building size) are also more attractive to developers, as these sites tend to generate less in the way of current revenues for property owners relative to the revenue potential associated with residential development for the site.

In addition to these important factors, the prices that developers can charge new residents are also highly important, as the higher the prices, the higher the returns to developers, other things equal. Similarly, lower construction costs are also associated with a higher likelihood of development, as lower costs translate into higher returns for developers, other things equal.

Finally, because it can be difficult to obtain approval for development of sites that have a current residential use or historical designation, variables identifying these sites were included in the model (and found to be statistically significant).

Testing Alternative Specifications

Several alternative models or specifications were tested in the development of the final model, including models that included measures of stock market performance and local unemployment rates (both in San

Francisco and the broader Metropolitan Statistical Area), alternative measures of housing prices and construction costs, and neighborhood designation. In addition, a version of the model was tested using land use designations from the assessor's office; however, these data were found to be both (a) correlated with zoning designations such that including land use in addition to the zoning categories did not add to the explanatory power of the model, and (b) incomplete or missing for many parcels analyzed, resulting in many observations being excluded from the logistic regression.

Data Sources

In order to conduct this analysis, data for each of the more than 150,000 parcels in San Francisco were collected from Planning and other publicly available sources. For each parcel, information was collected regarding the existing land use, zoning, and the potential for future development (i.e., the ratio of allowable building size to current building size). Where factors have changed over time (for example with respect to zoning) data were collected for each year of the study period. To create the development potential variable, a potential building envelop measure was constructed for each parcel in each of the model years. This variable used information about parcel area, setback requirements, density limits, and maximum allowable building height to construct the measure used in the regression model. Finally, the amount of additional development capacity was calculated by dividing the building envelope by the greater of the square footage of the existing building(s) on the parcel for that year or the land area of the parcel if there were no buildings or the information was missing. In addition, information about housing prices and construction costs were included in the model data set for each of the study years. Specifically, the data included in the analysis consisted of the following:⁶

1. **Parcel-Specific Data.** Data for every parcel in San Francisco were collected for each year of the study period.⁷ This information includes attributes that did not change over time such as the parcel's land area and neighborhood, as well as characteristics that may have changed, such as the parcel's zoning designation or maximum allowable building height. Archived annual files for zoning, height and bulk districts, planning districts, special use districts, and land use were used to capture the historical annual data for each parcel and account for any changes over time. In addition, Planning provided information on the maximum allowed density, parking requirements, and setback requirements associated with different planning areas and zoning designations over time. Finally, because parcel identifiers may change over time as parcels are combined or divided, Planning also provided a file that recorded parcel identifier changes over time.
2. **Annual Economic Data.** Measures of housing prices and construction costs were also collected and integrated to account for economic changes that would have a direct impact on the San Francisco housing market over time, as well as changes in general economic conditions that may influence the amount of housing developed. Housing prices were measured using a San Francisco housing price index published by Zillow, adjusted for inflation using the San Francisco MSA's CPI;

6 Note that models including prior land use, economic and demographic data for individual census tracts, and national economic conditions were also tested for inclusion in the regression model; ultimately, these factors were found not to add meaningfully to the explanatory power of the model and were excluded.

7 Note that the unique identifier used in this analysis is the "Map Block Lot Number."

construction costs were measured using the Federal Reserve’s real cost index for multifamily residential structures.

3. **Historical Market-Rate Housing Development Data.** Finally, data for market-rate multifamily housing developments completed in San Francisco from 2001 to 2022 were integrated. This list was prepared from Planning’s annual Housing Inventory reports. The dataset included the parcel identifier(s) for each project, the year the project was completed, and the number of market-rate and below market-rate (BMR) units for each project.

These data sources were combined to form a single data set for the regression analysis, with one record per year for each of the City’s approximately 150,000 parcels over the study period.

Data Overview

Analysis of the resulting database reveals that a relatively small share of the total parcels in San Francisco are suitable for larger scale multifamily development. As shown in Figure 3, more than 85% of the parcels covered by this analysis are zoned for smaller scale residential uses. These parcels zoned RH-1, RH-2 and RH-3 can generally accommodate 1-4 units (including the impact of SB 9, which allows greater density on sites zoned RH-1). Other zoning designations, however, while accounting for a smaller share of parcels, have the capacity to accommodate larger multifamily structures. For example, parcels zoned Office/Commercial can accommodate, on average, just over 49 units while parcels with the redevelopment area designation can accommodate on average more than 90 units.

Figure 3: Parcels by Zoning Designation - Modeled Sites Only

<i>Zoning Category</i>	<i>Parcels</i>	<i>% of Parcels</i>	<i>Estimated Potential Net Units</i>	<i>% of Units</i>	<i>Average Net Units per Parcel</i>
Office / Commercial	1,956	1.3%	96,417	16.8%	49.3
Density Restricted Multifamily	11,357	7.7%	80,592	14.1%	7.1
Form Based Multifamily	5,719	3.9%	77,303	13.5%	13.5
Industrial / Production, Distribution & Repair	1,660	1.1%	0	0.0%	0.0
Public / Open Space	180	0.1%	51,091	8.9%	283.8
Redevelopment Area	39	0.0%	3,603	0.6%	92.4
Residential Single Family (RH-1)	74,673	50.5%	220,590	38.5%	3.0
Residential 2-Family (RH-2, or 2 Units per Lot)	35,157	23.8%	20,844	3.6%	0.6
Residential 3-Family (RH-3) or Res Mixed	17,047	11.5%	21,994	3.8%	1.3
Total	147,788	100.0%	572,434	100.0%	3.9

Senate Bill 9 and the State Density Bonus

The model results presented below incorporate the likely impact of recent changes to the housing development landscape due to the passage of Senate Bill 9 and changes to the state density bonus contained in Assembly Bill 2345. Specifically, the relationship between development potential and current building size (among other factors, including lot area, construction costs and prices) was used to

estimate the likelihood of development of sites zoned RH1 (single family). In addition, the state density bonus was applied to eligible parcels to estimate an effective increase in development potential for those sites, which resulted in an increase in the probability of development and expected units developed. Specifically, for parcels that had a base zoned capacity for more than 10 units, the maximum building envelope was increased by 40 percent (rather than the statutory maximum of 50 percent) above the currently zoned maximum. Further, eligible parcels were assumed to use the density bonus 60 percent of the time, based on the fact that in recent years approximately 60 percent of projects have chosen to use the density bonus.

Results

The regression-based model provides an estimate of the total number of units that would be expected to be developed over the eight-year RHNA period given the characteristics of each parcel and broader economic trends and conditions. For each included parcel, a probability of development was estimated and multiplied by the potential number of units that could be constructed at that site to arrive at an estimated number of units.

The model estimates the probability of development based on a series of parcel specific characteristics as well as city-wide measures of housing prices and construction costs. As shown in Figure 4, the included variables were highly statistically significant.⁸

While the model provides a parcel-level estimate of units to be produced, the results are best interpreted in aggregate. Planning has used the model results to estimate that 9,186 units are probable through privately funded multifamily housing development over the RHNA period on parcels available for residential development in the city and not already accounted for in the residential development pipeline or included in a development agreement.

Interpreting the Regression Coefficients

By basing the estimates of likely future development on historical observations of actual development projects, the model developed by the Blue Sky Consulting Group offers a more realistic approach to estimating capacity for RHNA than has been used in the past.

For each parcel in the City where housing is allowed, the model estimates the likely number of units based on the regression results, calculated as the probability of development for the site multiplied times the number of units allowed on that site.

⁸ Statistical significance for the Logit model is indicated by the value in the column "Prob>ChiSq." A small value in this column indicates that the result is very unlikely to be due to random chance. All of the variables, with the exception of the "Zoning = Public/Open Space" variable, were significant at the 95% confidence level or above.

Figure 4. Logistic Regression Analysis Results

Explanatory Variables - Descriptions	Values for Selected Model	
	coeff	Prob>Ch Sq
Intercept	(10.2835)	0.0000
Parcel has Historic Status (Dummy Variable)	(0.5213)	0.0000
Parcel has Existing Residential Use (Dummy Variable)	(1.1345)	0.0000
SF Housing Price Index (Zillow), Real	0.0511	0.0000
Federal Reserve Multifamily Housing Index, Real	(0.0391)	0.0000
Potential Building Envelope in 1000 sq ft	0.0007	0.0199
Potential Building Envelope / Existing sq ft	0.0763	0.0000
Zoning Dummy Variables:		
Zoning = Office/Commercial	3.2714	0.0000
Zoning = Density Restricted Multifamily	2.7671	0.0000
Zoning = Form Based Multifamily	3.6281	0.0000
Zoning = Industrial / Production, Distribution & Repair	2.2291	0.0000
Zoning = Public/Open Space	(1.4265)	0.1561
Zoning = Redevelopment Area	3.6509	0.0000
Zoning = Residential 2-Family (2 Units per Lot)	1.3510	0.0000
Zoning = Residential 3-Family or Residential Mixed-1 (1/800 sqft)	1.4429	0.0000

Note: Omitted zoning variable is RH1 (Residential Single Family); coefficients shaded in yellow are statistically significant at the 95 percent level.

Larger, positive coefficient values (as presented in Figure 4) indicate that the variable is associated with a higher likelihood of development while smaller or negative values are associated with a lower likelihood of development. These model estimates align with intuitive expectations and economic theory. For example, larger sites with no existing structures or small existing structures and where greater numbers of housing units are allowed (as measured by the “Potential Building Envelope/Existing sq ft” variable) are likely to have more estimated units in the model (coefficient of 0.0763). Conversely, parcels with an existing residential use (“Parcel Has Existing Residential Use”) are less likely to be a site for future development, as demonstrated by its negative coefficient value (coefficient value of -1.1345).

Housing prices (a key component of developer return) were measured through the “SF Housing Price Index” variable, based on data collected by Zillow on the prices for multifamily housing in San Francisco. The coefficient of 0.0511 indicates that higher prices are associated with an increase in the likelihood of development. Construction costs were measured with the inclusion of a construction cost index (“Federal Reserve Multi Family Housing Index”). The regression coefficient of -0.0391 indicates that higher construction costs are associated with a lower likelihood of development.

Among the various zoning designations, parcels currently zoned “Form Based Multifamily” and “Redevelopment Area” are the most likely to be developed as multi-family residential, all else equal; parcels zoned for open space or small residential are the least likely to be developed as multifamily housing.

Figure 5 presents the expected number of units to be produced by zoning category. As shown in Figure 5, parcels zoned as “Form Based Multifamily” (i.e., residential zoning with height restrictions and setback requirements but no specific density limits) are anticipated to produce 4,223 units over the 8-year RHNA period. The much larger number of sites zoned RH1, RH2, or RH3, in contrast, are expected to generate just over 550 net units over this period.

Figure 5. Estimated Units by Zoning Designation

<i>Zoning Category</i>	<i>Parcels</i>	<i>Forecast Net Units</i>	<i>Percent</i>
Office / Commercial	1,956	2,845	31.0%
Density Restricted Multifamily	11,357	1,389	15.1%
Form Based Multifamily	5,719	4,223	46.0%
Industrial / Production, Distribution & Repair	1,660	0	0.0%
Public / Open Space	180	58	0.6%
Redevelopment Area	18	114	1.2%
Residential Single Family (RH-1)	74,673	454	4.9%
Residential 2-Family (RH-2, or 2 Units per Lot)	35,157	40	0.4%
Residential 3-Family (RH-3) or Res Mixed	17,047	63	0.7%
Total	147,768	9,186	100.0%

Distribution of Development Probabilities

According to the model results, most parcels in San Francisco have a low likelihood of development as multifamily housing; given that there are approximately 150,000 parcels in the city, but just a handful of multifamily residential projects each year, this is the expected result. Nevertheless, while the vast majority of parcels will not be developed as multifamily housing in a given year (and will produce zero new units), some parcels will develop each year and will produce more than their probability-adjusted “expected number” of units. Therefore, by aggregating the results across parcels, a realistic estimate of the total number of units expected to develop over the study period can be estimated. Figure 6 presents data regarding the distribution of the probability of development. As shown in Figure 6, the probability of development over the 8-year period across all parcels is just 0.40%. The probability varies by zoned capacity for the parcel; parcels with zoned capacity below 10 units average just 0.32% probability of development over the 8-year RHNA period, while those that can accommodate 10 to 50 units or more than 50 units averaging 2.12% and 2.42% probability of development, respectively. Overall, 90% of all parcels have less than a one percent probability of development.

Figure 6. Probability of Development by Zoned Capacity

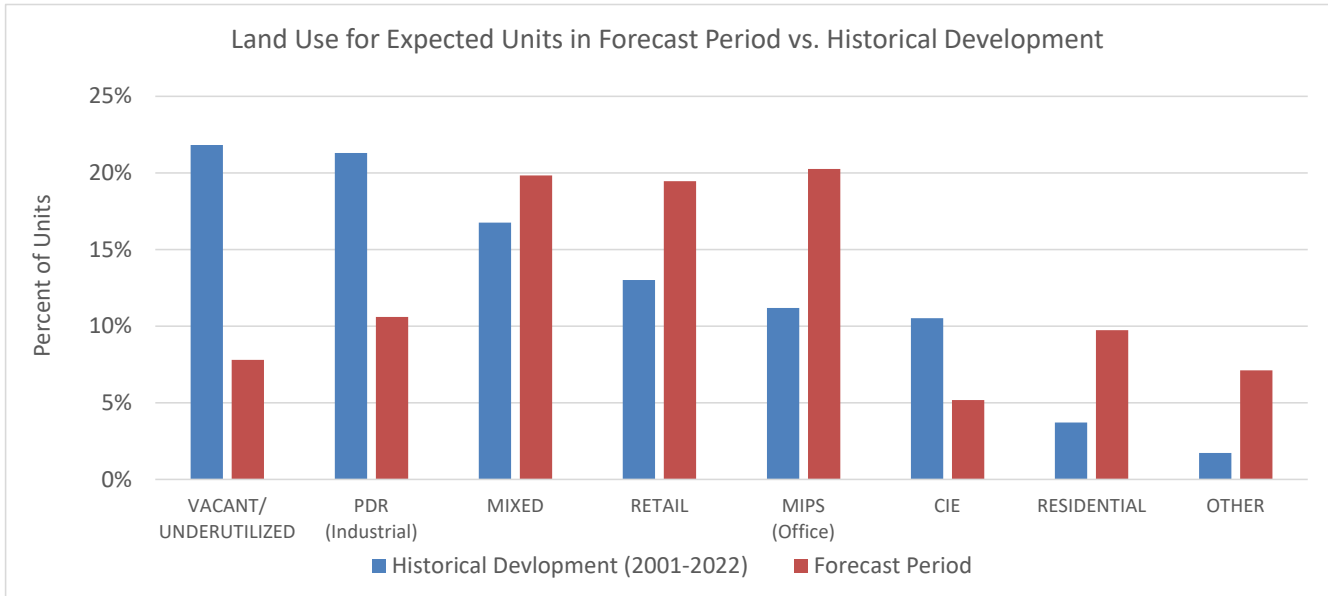
Percentiles	All Parcels in Model	By Zoned Capacity		
		< 10 Units	10 - 50 Units	> 50 Units
1st	0.10%	0.10%	0.13%	0.02%
5th	0.11%	0.11%	0.35%	0.03%
10th	0.16%	0.16%	0.48%	0.12%
25th	0.17%	0.17%	0.81%	0.91%
50th	0.20%	0.20%	1.53%	1.93%
75th	0.21%	0.21%	2.79%	3.17%
90th	0.73%	0.64%	4.63%	4.96%
95th	1.68%	1.03%	6.31%	5.75%
99th	3.84%	2.34%	7.73%	8.25%
Mean	0.40%	0.32%	2.12%	2.42%
Parcels	147,768	141,237	5,131	1,400

Analysis of Prior Land Uses

Figure 7, below, shows the prior land use associated with development that occurred during the study period as well as the expected development during the 8-year RHNA period according to the regression model results. Previously underutilized or vacant sites were the most common type of prior land use historically at around 22% of the sites where multifamily housing was developed and are expected to account for approximately 8% of the units over the 8 year RHNA period.⁹ In addition to previously vacant/underutilized sites, residential development occurred on sites that had a previous industrial use (denoted as Production, Distribution and Repair or PDR). Other common prior uses include mixed use, retail, and office (designated as “MIPS” or Management, Information or Professional Services). New multifamily development also occurred (to a lesser extent) on sites that had a previous residential use or were designated cultural, institutional or educational (CIE); model results indicate that some development will likely occur on such sites going forward, though to a lesser extent than on sites with other existing uses such as office (MIPS), retail or mixed use.

⁹ The results presented in Figure 7 exclude housing developed pursuant to a development agreement or on parcels designated as redevelopment areas.

Figure 7. Land Use Prior to Development



Requirements in Government Code Section 65583.2

Government Code Section 65583.2 imposes certain requirements on a local government’s inclusion of sites designated as suitable for residential development. Specifically, Section 65583.2 requires that for designated sites “the city or county shall specify the additional development potential for each site within the planning period and shall provide an explanation of the methodology used to determine the development potential. The methodology shall consider factors including the extent to which existing uses may constitute an impediment to additional residential development, the city’s or county’s past experience with converting existing uses to higher density residential development, the current market demand for the existing use, an analysis of any existing leases or other contracts that would perpetuate the existing use or prevent redevelopment of the site for additional residential development, development trends, market conditions, and regulatory or other incentives or standards to encourage additional residential development on these sites.”

Each of these factors has been addressed by the current methodology, as identified below:

1. “the additional development potential for each site” has been addressed through the inclusion in the regression model of the calculated zoned capacity for each site relative to the size of the current structure on each site. In fact, this ratio (the development potential) is the key instrument variable included in the model and is highly statistically significant.
2. “the extent to which existing uses may constitute an impediment to additional residential development” and “the city’s or county’s past experience with converting existing uses to higher density residential development” has been addressed by an analysis of the land use existing on sites that developed as privately financed multi-family housing during the study period (see

“Analysis of Prior Land Uses” on page 12). In addition, prior land use in terms of residential use and historically protected sites was included in the regression analysis through the residential and historical designation variables. See Appendix 3 for a series of case studies documenting residential housing development on previously non-vacant sites in the City.

3. “the current market demand for the existing use” is addressed through the inclusion of the price variable in the regression model, which is correlated with market demand and the potential return for developers.
4. “an analysis of any existing leases or other contracts that would perpetuate the existing use or prevent redevelopment of the site for additional residential development” is addressed by an analysis of lease duration, which shows that the duration of leases did not change significantly during the study period.¹⁰
5. “development trends, market conditions, and regulatory or other incentives or standards to encourage additional residential development” is addressed through the regression model by inclusion of construction cost and market price variables as well as the adjustments for SB 9 and the state density bonus.

10 Although limited data are available, see CBRE, “How does the economic cycle influence the length of office leases?” which found that “Generally, lease term lengths have been quite stable over the past 35 years.”

Sites Inventory Appendix B3: Non-Vacant Site Residential Development Case Studies

FINAL DRAFT - November 2022

Prepared as Part of the
San Francisco Planning Department's

Housing Element Update 2022



**San Francisco
Planning**

Summary of Non-Vacant Site Residential Development Case Studies

The City of San Francisco is home to many successful redevelopments of non-vacant sites into housing. Non-vacant sites are sites that have an existing use, either residential or commercial, including parking and sites with vacant buildings. Strategic Economics selected case studies, presented in this appendix, which are representative of the range of contexts in which developments into housing – including affordable housing – occurred based on the following factors: site size (including sites smaller than a half-acre), number of units, geographic distribution, and affordability levels. These case studies represent projects that were built between 2018 and early 2022.

San Francisco's Inclusionary Housing Program requires that all residential projects with ten or more units contribute to the program through one of the following options: 1) reserve a percentage of units in the new building to be rented or sold at a below market rate 2) reserve a percentage of units in another building they build to be rented or sold at a below market rate 3) pay a fee 4) dedicate land that will become affordable housing 5) a combination of the options. Redevelopment projects that have produced housing run the spectrum of affordability, and the case studies include projects that are completely market rate but which fulfilled their inclusionary housing obligations through a fee payment, on-site inclusionary units, and 100 percent affordable housing.

Strategic Economics identified case studies by matching the locations of demolitions to the locations of housing production utilizing demolition permit data and housing production data provided by the City of San Francisco. Regardless of when the demolition occurred, only sites that had new housing construction since 2018 were considered as potential case studies to reflect recent trends. Potential case studies were identified using both addresses and parcel numbers, and details regarding development locations were verified using the City's property information portal. Strategic Economics identified over 120 potential case studies, but due to incomplete data, including occasional address and parcel number changes, this is likely an undercount of how many non-vacant sites have had a development project to new housing since 2018. Strategic Economics chose 27 of the 120 potential case studies to demonstrate the various contexts in which non-vacant site development has occurred. The location of the chosen case studies is demonstrated in Figure 1.

Many of the largest redeveloped sites identified as potential case studies are centrally located in neighborhoods closer to Downtown, reflecting the general concentration of housing development which is clustered in areas such as the Financial District as well as SoMa, the Mission, and Mission Bay. In addition there are also example development case studies with a broader geographic distribution at various levels of intensity throughout the city. A limited number of the redeveloped sites are within Well-Resourced Neighborhoods (WRN), as designated by the State Department of Housing and Community Development, and most of the other sites are within areas designated by the City of San Francisco as Priority Equity Geographies (PEG); both geographies have served as spatial points of reference for this analysis. This document also refers to "Transition Areas" which are areas that are neither designated as

Well-Resourced Neighborhoods nor as Priority Equity Geographies. Major corridors, such as Van Ness Avenue and Market Street, have seen substantial development of non-vacant sites to housing. Developments have generally followed areas better served by transit, and many have been in areas with mixed-use or transit-oriented zoning designations.

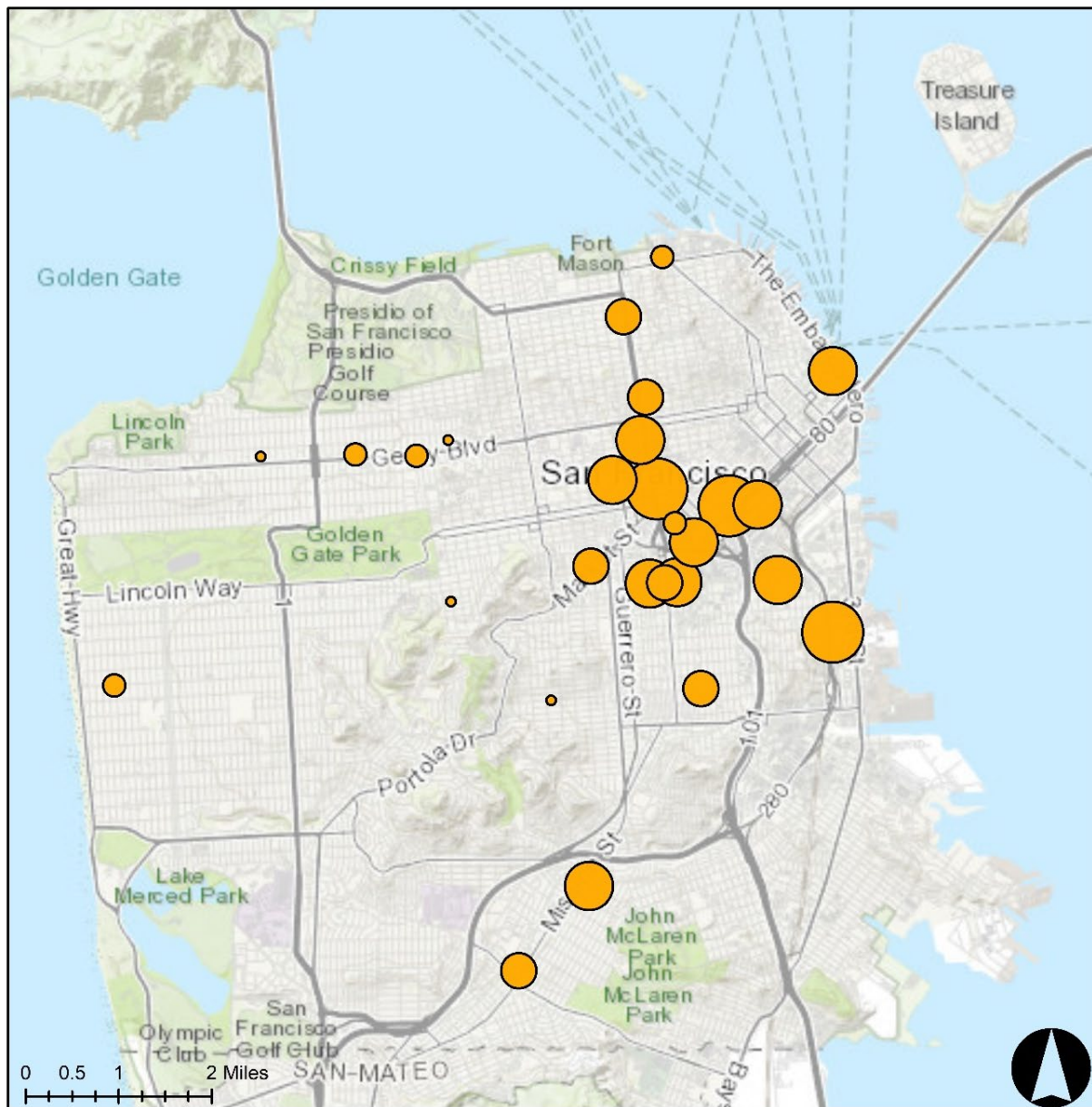
Over 82 percent of the redeveloped sites that were identified for this analysis were on sites smaller than one-half acre. All developments profiled in these case studies had densities well in excess of 30 units per acre except for one single-family and one two-family project. Redeveloped sites that were previously industrial, retail, and auto-oriented uses tended to produce the highest intensity housing. Auto-oriented uses, such as gas stations, parking, and auto repair shops, accounted for a sizable amount of the redeveloped sites, indicating ongoing shifts from auto-oriented uses to higher intensity housing in mixed-use, transit-oriented, and walkable neighborhoods.

The case studies in this appendix are organized into three: market rate projects with more than 10 units that are subject to the City's Inclusionary Housing Program, market rate projects with less than 10 units that are not subject to Inclusionary, and 100 percent affordable housing. Each case study includes the following project information:

1. Address and project name
2. Short description of the development, including method for fulfilling inclusionary housing requirement if applicable
3. Neighborhood
4. Site size
5. Prior use
6. Year that the demolition permit was requested
7. Year that the housing construction was completed
8. Number of units
9. Density per acre
10. Number of stories of project
11. Zoning district
12. Other area designations, such as a cultural district
13. Pictures pre- and post- housing construction¹

¹ All photos in this document are from Google Maps Street View.

Figure 1. Case Study Locations by Number of Units



Non-Vacant Sites Case Studies

Net Units

- 1 - 5
- 6 - 20
- 21 - 81
- 82 - 198
- 199 - 431

Source: City of San Francisco 2022, Strategic Economics 2022



Market Rate Developments with More Than 10 Units

CASE STUDY

1

150 Van Ness Avenue – Van Ness Hayes

This site produced the greatest total number of units of the potential case studies identified for this analysis, and it provided on-site inclusionary units. The project is also the largest conversion of office space to housing built during this time period. This development demonstrates the ability to build on-site inclusionary units in PEG neighborhoods which are subject to multiple pressures creating neighborhood change.

Neighborhood:

Tenderloin

Site Size:

1.08 Acres

Prior Use:

Office

Demolition Permit Request Year:

2015

New Residential Construction Completed Year:

2018

Number of Units:

431

(381 market rate, 50 inclusionary)

Density per Acre:

400 units/acre

Number of Stories:

13

Zoning District:

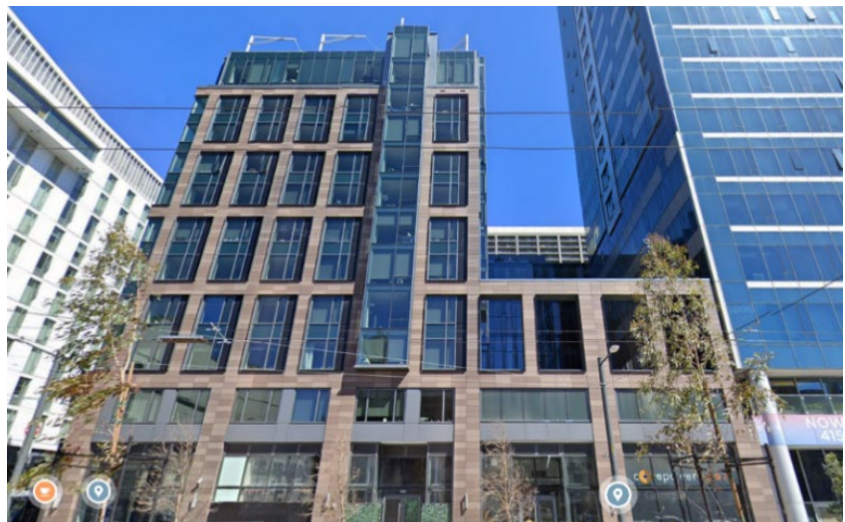
C-3-G Downtown General

Other Designations:

PEG, Market and Octavia, and Downtown Area Plan



Before Construction: May 2014



After Construction: March 2022

Market Rate Developments with More Than 10 Units

CASE STUDY

2

1140 Harrison Street – Hanover Soma West

This site is one of the largest redeveloped sites included in this analysis, both by site size and by number of units produced. This site is representative of the major additions of housing happening in the SoMa neighborhood. This development project paid an inclusionary housing fee.

Neighborhood:

South of Market

Site Size:

1.72 Acres

Prior Use:

Auto Repairs

Demolition Permit Request Year:

2018

New Residential Construction Completed Year:

2021

Number of Units:

371

Density per Acre:

217 units/acre

Number of Stories:

7

Zoning District:

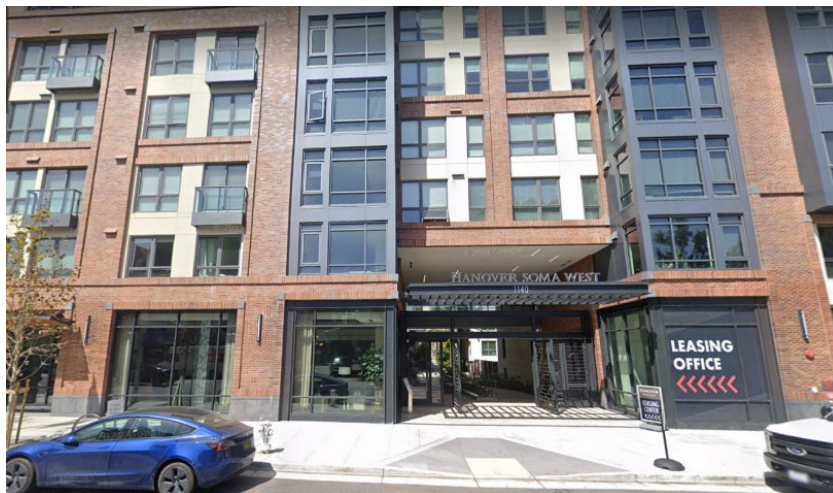
**WMUG - Wsoma Mixed Use-
General**

Other Designations:

**PEG, SoMa Pilipinas and
Leather/LGBTQ Cultural
Districts**



Before Construction: March 2014



After Construction: April 2022

Market Rate Developments with More Than 10 Units

CASE STUDY

3

800 Indiana Street – Avalon Dogpatch

This site is another one of the largest developments in this analysis, by site size and number of units produced. This project is notable because it was an industrial use in what remains a primarily industrial area but which is envisioned to be a more mixed-use area. This development project paid an inclusionary housing fee.

Neighborhood:

Potrero Hill

Site Size:

2.51 Acres

Prior Use:

Manufacturing

Demolition Permit Request Year:

2015

New Residential Construction Completed Year:

2018

Number of Units:

326

Density per Acre:

130 units/acre

Number of Stories:

5

Zoning District:

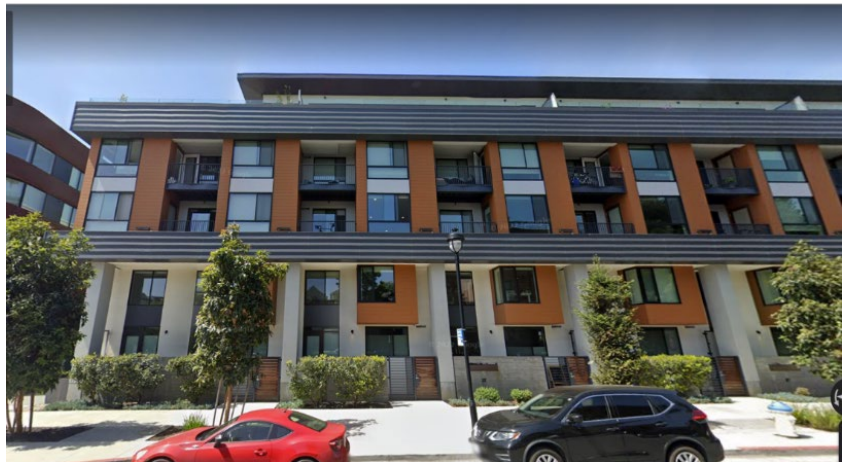
UMU - Urban Mixed Use

Other Designations:

Transition Area, Central Waterfront Area Plan



Before Construction: November 2013



After Construction: April 2022

Market Rate Developments with More Than 10 Units

CASE STUDY

4

302 Silver Ave – Frank Residences at San Francisco Campus for Jewish Living

This is the largest redeveloped site in the case studies. This site is representative of the ability to situate a relatively dense residential project in an otherwise low-density neighborhood. By utilizing a special district, this conversion created nearly 200 units of permanent housing within a larger senior care development. This site was already owned by the San Francisco Campus for Jewish Living, and the new construction in 2020 replaced part of their existing buildings with the new housing.

Neighborhood:

Excelsior

Site Size:

7.45 Acres

Prior Use:

Office

Demolition Permit Request Year:

2017

New Residential Construction Completed Year:

2020

Number of Units:

198

Density per Acre:

27 units/acre

Number of Stories:

5

Zoning District:

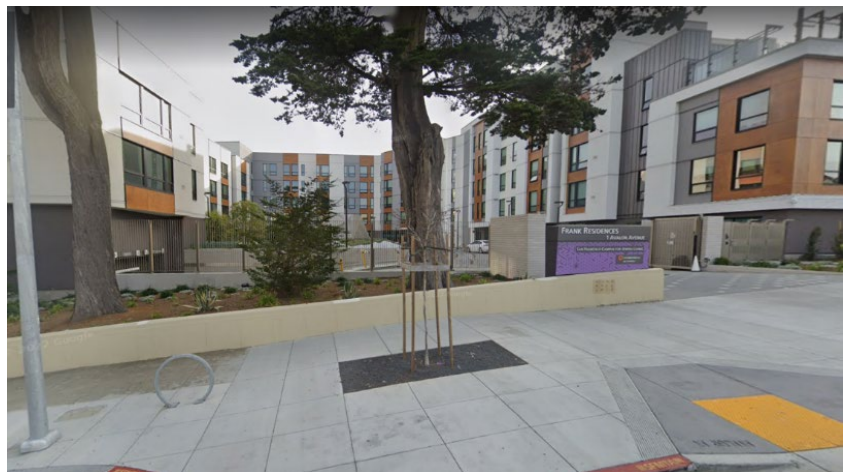
**RH-2 Residential House Two
Family in special district
“Jewish Home of San
Francisco”**

Other Designations:

**Transition Area, Mayor’s Invest
in Neighborhoods Initiative Area**



Before Construction: February 2011



After Construction: April 2022

Market Rate Developments with More Than 10 Units

CASE STUDY

5

1301 16th Street – Alta Potrero

This project is an example of a very dense use on a small site. This development is better aligned with the mixed-use nature of the neighborhood. This development project included on-site inclusionary units.

Neighborhood:

Mission Bay

Site Size:

0.02 Acres

Prior Use:

Warehouse

Demolition Permit Request Year:

2017

New Residential Construction Completed Year:

2020

Number of Units:

172

(144 market rate, 28 inclusionary)

Density per Acre:

9,513 units/acre

Number of Stories:

6

Zoning District:

UMU - Urban Mixed Use

Other Designations:

Transition Area, Showplace Square/Potrero Hill Area Plan



Before Construction: May 2013



After Construction: April 2022

Market Rate Developments with More Than 10 Units

CASE STUDY

6

555 Fulton Street

This development appears to have resulted from consolidation of three separate parcels, all of which were used for various auto repair and storage uses. This development project included on-site inclusionary units. The prior use was incompatible with the neighborhood's predominately residential character, and this project introduces a large number of market rate units directly across the street from public housing. Given this location, the project's overall size, and the 13 percent on-site inclusionary units, which is a relatively high percentage compared to other projects included in this analysis, this case study demonstrates the market strength of the expanding Hayes Valley district.

Neighborhood:

Hayes Valley

Site Size:

1.02 Acres

Prior Use:

Auto Repairs

Demolition Permit Request Year:

2013

New Residential Construction

Completed Year:

2019

Number of Units:

139

(122 market rate, 17 inclusionary)

Density per Acre:

137 units/acre

Number of Stories:

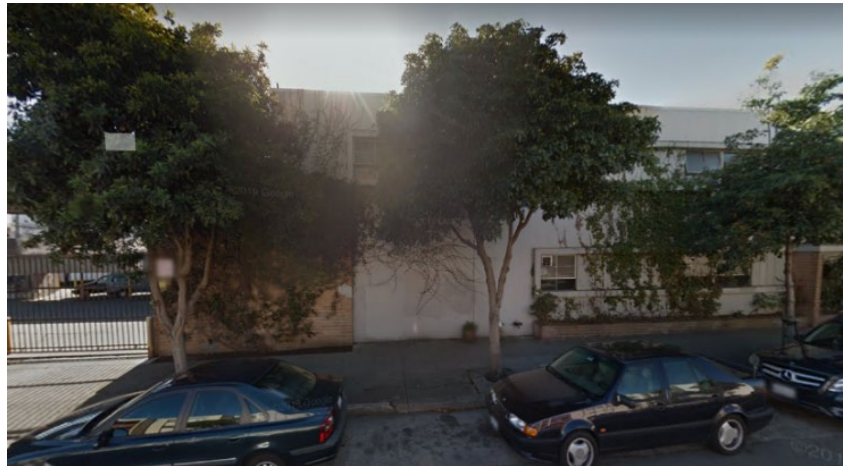
5

Zoning District:

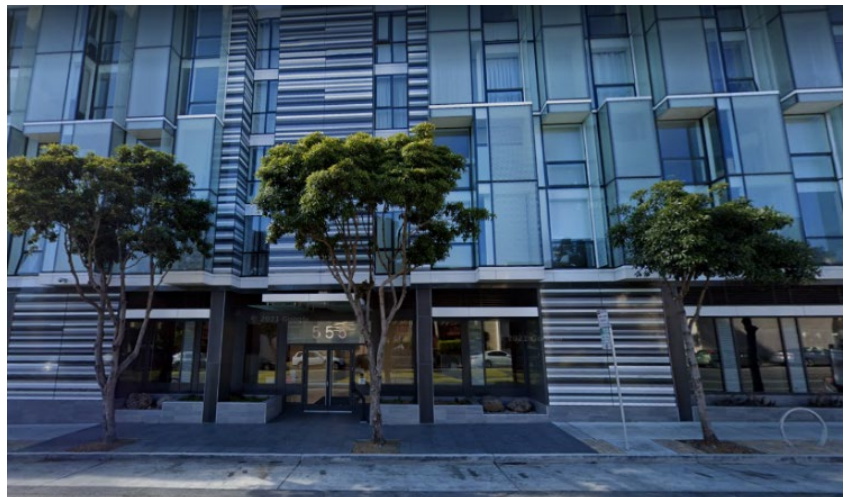
**RTO - Residential Transit
Oriented District and NCT Hayes
NCT**

Other Designations:

**Transition Area, Market and
Octavia Area Plan**



Before Construction: November 2013



After Construction: May 2021

Market Rate Developments with More Than 10 Units

CASE STUDY

7

830 Eddy Street – Vance

This development in a high-density area redeveloped a small underutilized parcel where the previous use was not aligned with the transit-oriented goals of the area zoning. The project also created additional housing within the PEG designation and the Van Ness Corridor Area Plan. This development project included on-site inclusionary units.

Neighborhood:

Western Addition

Site Size:

0.30 Acres

Prior Use:

Parking Garage, Public

Demolition Permit Request Year:

2017

New Residential Construction Completed Year:

2021

Number of Units:

137

(117 market rate, 20 inclusionary)

Density per Acre:

452 units/acre

Number of Stories:

12

Zoning District:

RC-4 Residential Commercial High Density

Other Designations:

PEG, Van Ness Corridor Area Plan



Before Construction: November 2013



After Construction: March 2022

Market Rate Developments with More Than 10 Units

CASE STUDY

8

1532 Harrison Street – HQ

This housing development is a good example of the many sites being shifted from an auto-oriented use to housing in a mixed-use neighborhood that is rapidly absorbing additional housing through redeveloped sites. This development project included on-site inclusionary units.

Neighborhood:

Mission

Site Size:

0.53 Acres

Prior Use:

Parking Garage, Private

Demolition Permit Request Year:

2017

New Residential Construction Completed Year:

2021

Number of Units:

136

(114 market rate, 22 inclusionary)

Density per Acre:

257 units/acre

Number of Stories:

7

Zoning District:

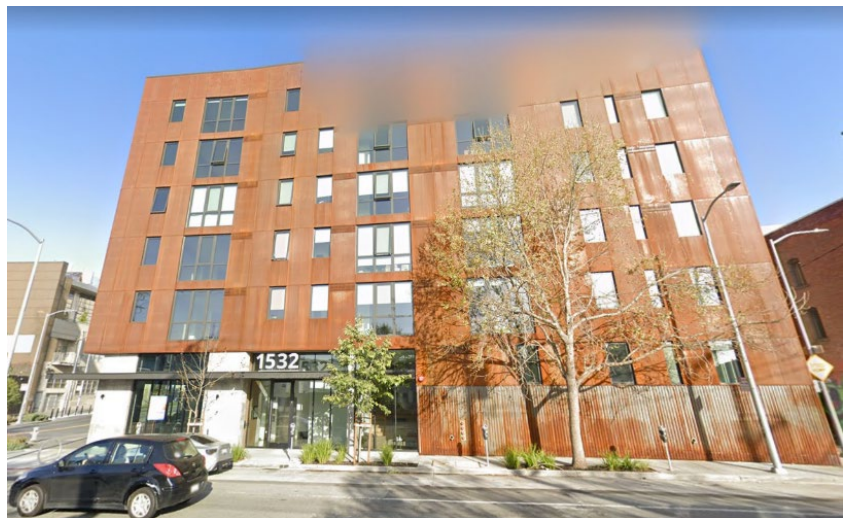
WMUG - Wsoma Mixed-Use General

Other Designations:

PEG, Leather and LGBTQ Cultural District, Western SoMa Area Plan



Before Construction: February 2014



After Construction: April 2022

Market Rate Developments with More Than 10 Units

CASE STUDY

9

75 Howard Street – One Stuart Lane

This site is representative of the ongoing transformation occurring in one of San Francisco's primary business districts to create a better balance between office and residential uses in a mixed-use, walkable, and transit-oriented context. This development project paid an inclusionary housing fee.

Neighborhood:

Financial District/South Beach

Site Size:

0.47 Acres

Prior Use:

Parking Garage/Storage

Demolition Permit Request Year:

2017

New Residential Construction Completed Year:

2021

Number of Units:

120

Density per Acre:

256 units/acre

Number of Stories:

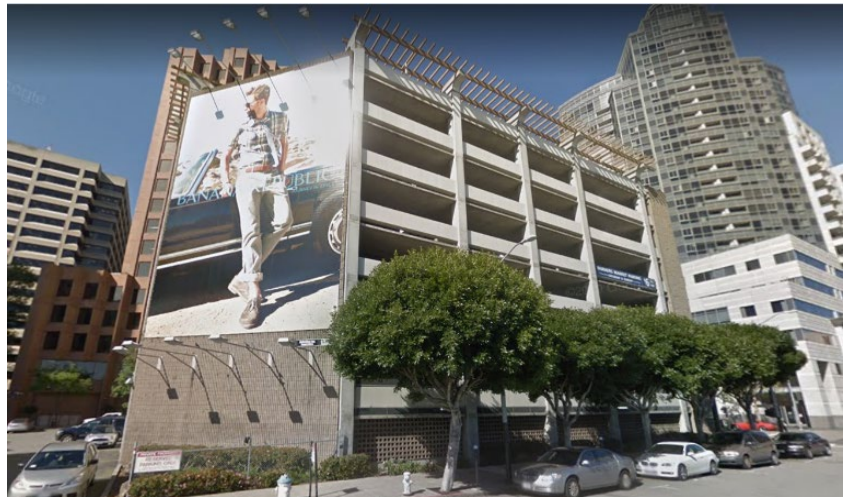
20

Zoning District:

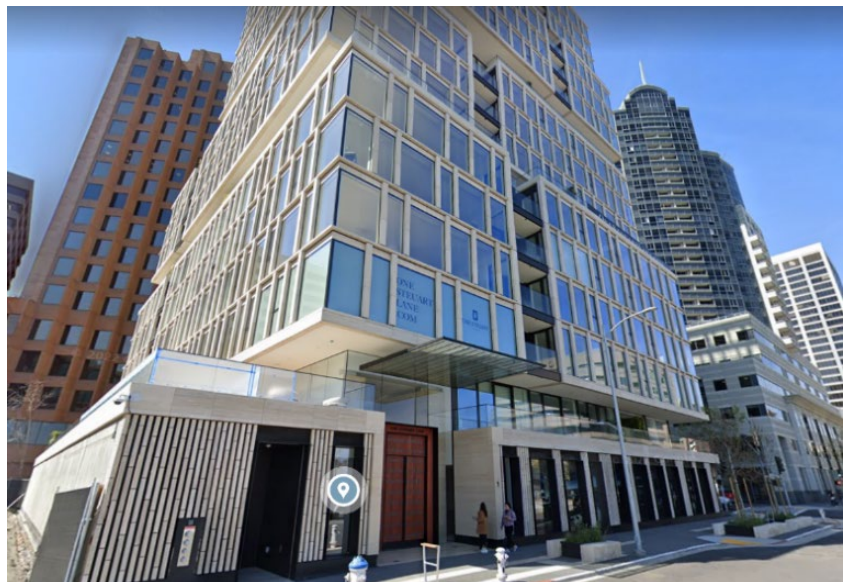
**C-3-O (SD) Downtown Office
Special Development**

Other Designations:

**Transition Area, Transit Center
District, Northeast Waterfront,
and Downtown Area Plan**



Before Construction: April 2011



After Construction: March 2022

Market Rate Developments with More Than 10 Units

CASE STUDY

10

5050 Mission Street – ChesHill on Mission

This redeveloped site is notable due to its size and location in a more marginal neighborhood which has not had as much market interest as neighborhoods closer to the city's major office concentrations. This site demonstrates the potential to add additional housing in places with moderate market strength throughout the city. This development project included on-site inclusionary units.

Neighborhood:

Outer Mission

Site Size:

0.58 Acres

Prior Use:

Retail Sales

Demolition Permit Request Year:

2015

New Residential Construction

Completed Year:

2018

Number of Units:

61

(52 market rate, 9 inclusionary)

Density per Acre:

105 units/acre

Number of Stories:

6

Zoning District:

**NCD - Excelsior Outer Mission
Street Neighborhood
Commercial District**

Other Designations:

**PEG, Mayors Invest in
Neighborhoods Initiative Area**



Before Construction: April 2011



After Construction: March 2022

Market Rate Developments with More Than 10 Units

CASE STUDY

11

2100 Market Street

This property demonstrates development of a low-density commercial use to a moderately dense housing project on a small parcel in close proximity to multiple major transit lines. This particular development is at a very transit rich location offering easy access to every light rail line in the city of San Francisco. This development project included on-site inclusionary units.

Neighborhood:

Castro/Upper Market

Site Size:

0.24 Acres

Prior Use:

Food/Beverage Handling

Demolition Permit Request Year:

2016

New Residential Construction Completed Year:

2019

Number of Units:

60

(53 market rate, 7 inclusionary)

Density per Acre:

247 units/acre

Number of Stories:

7

Zoning District:

**NCT – Upper Market
Neighborhood Commercial
Transit**

Other Designations:

**WRN, Castro Cultural District,
Mayor's Invest in
Neighborhoods Initiative Area,
Market and Octavia Area Plan**



Before Construction: July 2015



After Construction: May 2022

Market Rate Developments with More Than 10 Units

CASE STUDY

12

2465 Van Ness Avenue – Union House

This site was the largest development in the Marina neighborhood in recent years. The intensification from a filling station to a multifamily housing development is well-aligned with the zoning and development patterns along the Van Ness corridor. This development project paid an inclusionary housing fee and provided some off-site below market rate units.

Neighborhood:

Marina

Site Size:

0.38 Acres

Prior Use:

Filling/Service Station

Demolition Permit Request Year:

2018

New Residential Construction Completed Year:

2020

Number of Units:

41

Density per Acre:

108 units/acre

Number of Stories:

7

Zoning District:

**RC-3 Residential Commercial
Medium Density**

Other Designations:

**WRN, Van Ness Corridor Plan
Area**



Before Construction: September 2017



After Construction: April 2022

Market Rate Developments with More Than 10 Units

CASE STUDY

13

1433 Bush Street

This site provides another demonstration of a conversion from a commercial use to a higher density residential use. This site added 7 stories of housing while reserving one level of space for ground floor retail, maintaining continuity with the surrounding sites. This development project included on-site inclusionary units.

Neighborhood:

Nob Hill

Site Size:

0.16 Acres

Prior Use:

Office

Demolition Permit Request Year:

2016

New Residential Construction Completed Year:

2019

Number of Units:

40

(34 market rate, 6 inclusionary)

Density per Acre:

256 units/acre

Number of Stories:

8

Zoning District:

RC-4 Residential Commercial High Density

Other Designations:

Transition Area, Van Ness Corridor Area Plan



Before Construction: June 2014



After Construction: April 2022

Market Rate Developments with More Than 10 Units

CASE STUDY

14

1255 Columbus Avenue – Residences on Columbus

This site was one of a few developments in the Russian Hill neighborhood. The scale of the new development is similar in scale to that of the prior office use and exemplifies the ability to add housing on small sites without disrupting the neighborhood context. This development project paid an inclusionary housing fee.

Neighborhood:

Russian Hill

Site Size:

0.39 Acres

Prior Use:

Office

Demolition Permit Request Year:

2013

New Residential Construction Completed Year:

2019

Number of Units:

20

Density per Acre:

52 units/acre

Number of Stories:

4

Zoning District:

C-2 Community Business

Other Designations:

WRN, Northeast Waterfront Area Plan



Before Construction: May 2014



After Construction: April 2022

Market Rate Developments with More Than 10 Units

CASE STUDY

15

1532 Howard Street

This project is on one of the many sites that redeveloped in the Mission District in recent years. Compared to other development projects in the Mission, the number of units produced is on the lower side, but it is an example of the diverse range of size and housing types being produced on non-vacant sites. This development project paid an inclusionary housing fee.

Neighborhood:

Mission

Site Size:

0.05 Acres

Prior Use:

Food/Beverage

Demolition Permit Request Year:

2014

New Residential Construction

Completed Year:

2019

Number of Units:

15

Density per Acre:

326 units/acre

Number of Stories:

5

Zoning District:

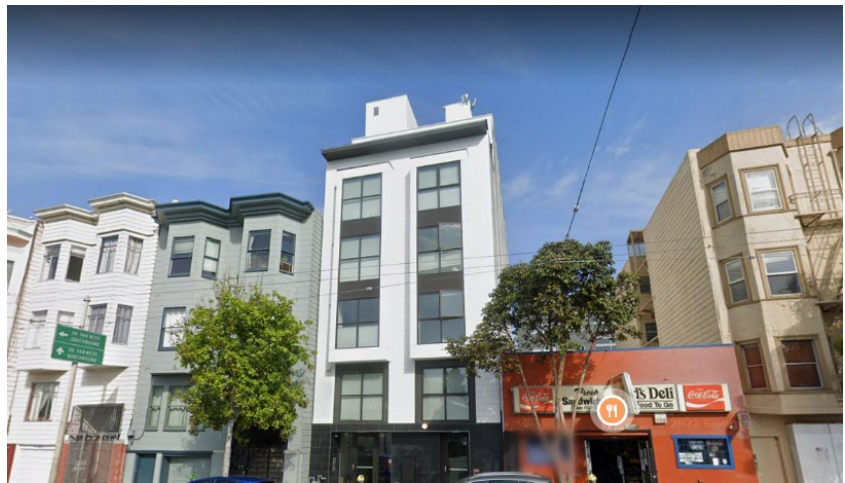
**WMUG - Wsoma Mixed Use-
General**

Other Designations:

**PEG, Western SoMa Planning
Area**



Before Construction: June 2014



After Construction: April 2022

Market Rate Developments with More Than 10 Units

CASE STUDY

16

1 Stanyan Blvd – One Stanyan

This is the smallest redeveloped site in recent years. By developing 13 units on just 0.01 acres, this development provided needed infill housing at an appropriate density for the surrounding environment. This development project paid an inclusionary housing fee.

Neighborhood:

Lone Mountain/USF

Site Size:

0.01 Acres

Prior Use:

Filling/Service Station

Demolition Permit Request Year:

2015

New Residential Construction Completed Year:

2018

Number of Units:

13

Density per Acre:

1,621 units/acre

Number of Stories:

4

Zoning District:

**NCD – Geary Boulevard
Neighborhood Commercial
District**

Other Designations:

WRN



Before Construction: May 2011



After Construction: April 2022

Market Rate Developments with More Than 10 Units

CASE STUDY

17

3701 Noriega Street – The Altum

This site is the only case study on the far west side of the city. The project created housing on a small site, following the pattern of low to medium density developments replacing previously auto-oriented uses. This development project included on-site inclusionary units.

Neighborhood:

Sunset/Parkside

Site Size:

0.22 Acres

Prior Use:

Filling/Service Station

Demolition Permit Request Year:

2018

New Residential Construction Completed Year:

2021

Number of Units:

12

(9 market rate, 3 inclusionary)

Density per Acre:

55 units/acre

Number of Stories:

4

Zoning District:

NC-1 Neighborhood Commercial Cluster

Other Designations:

Transition Area, Sunset Chinese Cultural District



Before Construction: November 2017



After Construction: March 2022

Market Rate Developments with Less Than 10 Units

CASE STUDY

18

4334 Geary Boulevard

Although there were not many redeveloped sites in this neighborhood in recent years, this site demonstrates the potential for adding housing in areas of San Francisco that are not undergoing substantial change. This site followed a similar pattern to other developments along Geary Boulevard, indicating ongoing potential for adding housing along transit rich corridors.

Neighborhood:

Inner Richmond

Site Size:

0.08 Acres

Prior Use:

Retail Sales

Demolition Permit Request Year:

2014

New Residential Construction Completed Year:

2019

Number of Units:

6

Density per Acre:

77 units/acre

Number of Stories:

4

Zoning District:

**NCD - Geary Boulevard
Neighborhood Commercial
District**

Other Designations:

WRN



Before Construction: April 2011



After Construction: April 2022

CASE STUDY

4171 24th Street

This site is notable because it is one of the largest single-family conversions in recent years.

Neighborhood:
Noe Valley

Site Size:
0.07 Acres

Prior Use:
1 family dwelling

Demolition Permit Request Year:
2014

New Residential Construction Completed Year:
2018

Number of Units:
5

Density per Acre:
76 units/acre

Number of Stories:
3

Zoning District:
**NCD - 24th St Noe Valley
Neighborhood Commercial
District**

Other Designations:
**WRN, Mayor's Invest in
Neighborhoods Initiative Area**



Before Construction: December 2011



After Construction: February 2022

Market Rate Developments with Less Than 10 Units

CASE STUDY

20

363 21st Avenue

This site is one of the furthest west developments in recent years. It serves as an example of a typical conversion from a single-family property to a small multifamily property.

Neighborhood:

Outer Richmond

Site Size:

0.07 Acres

Prior Use:

1 family dwelling

Demolition Permit Request Year:

2013

New Residential Construction Completed Year:

2020

Number of Units:

3

Density per Acre:

44 units/acre

Number of Stories:

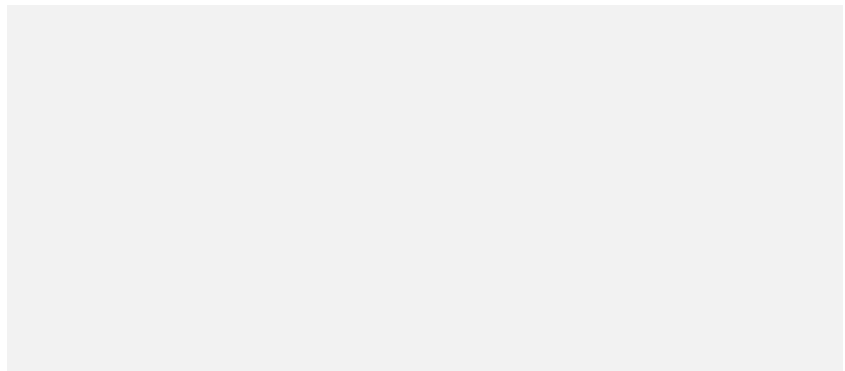
3

Zoning District:

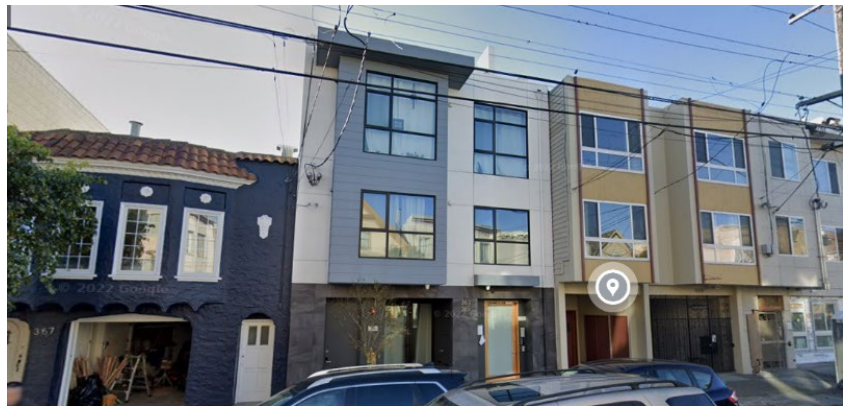
RM-1 Residential Mixed Low Density

Other Designations:

PEG



Before Construction: Picture Unavailable



After Construction: December 2020

CASE STUDY

37 Blake St

This site converted from a single-family dwelling to a duplex, adding one net new unit.

Neighborhood:
Presidio Heights

Site Size:
0.07 Acres

Prior Use:
1 family dwelling

Demolition Permit Request Year:
2014

New Residential Construction Completed Year:
2018

Number of Units:
2

Density per Acre:
29 units/acre

Number of Stories:
3

Zoning District:
RH-2 Residential House, Two Family

Other Designations:
WRN



Before Construction: January 2015



After Construction: January 2022

Market Rate Developments with Less Than 10 Units

CASE STUDY

22

1241 Shrader Street

This site is a single-family to single-family conversion. Although it did not result in a net increase in units, it did provide a more suitable home on an otherwise distressed site.

Neighborhood:

Haight Ashbury

Site Size:

0.07 Acres

Prior Use:

1 family dwelling

Demolition Permit Request Year:

2015

New Residential Construction Completed Year:

2018

Number of Units:

1

Density per Acre:

15 units/acre

Number of Stories:

3

Zoning District:

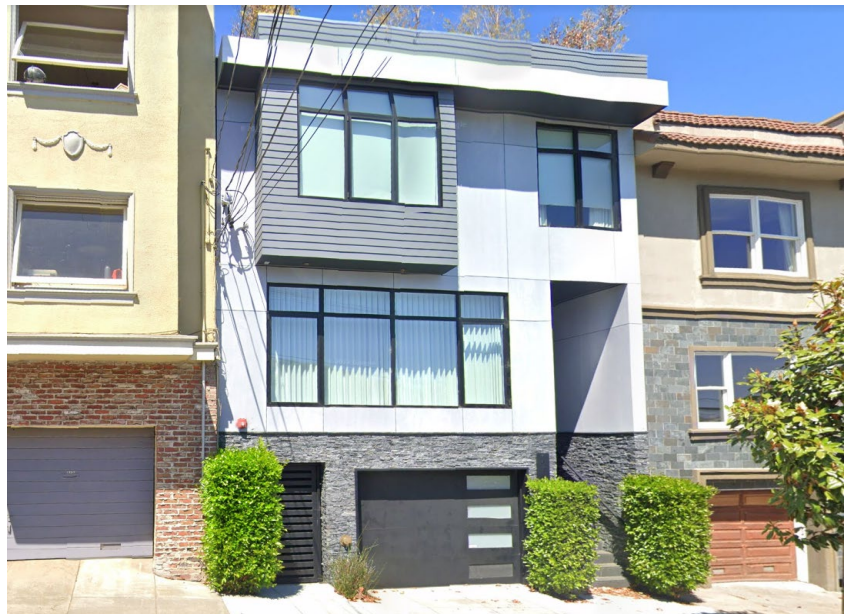
RH-2 Residential House Two Family

Other Designations:

WRN



Before Construction: February 2015



After Construction: March 2022

CASE STUDY

1950 Mission Street – La Fenix

This site was one of the largest 100% affordable housing projects that was built on a redeveloped site in recent years. It is the only case study in this analysis where housing has replaced a school. This is one of multiple 100% affordable projects built on non-vacant sites in the city-designated American Indian Cultural District.

Neighborhood:

Mission

Site Size:

0.84 Acres

Prior Use:

School

Demolition Permit Request Year:

2018

New Residential Construction Completed Year:

2020

Number of Units:

162

Density per Acre:

194 units/acre

Number of Stories:

5

Zoning District:

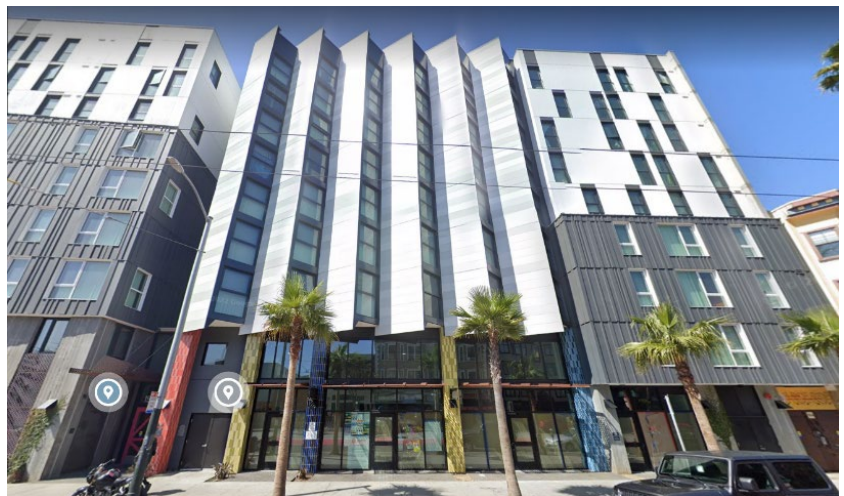
**NCT – Mission Street
Neighborhood Commercial
Transit**

Other Designations:

**PEG, American Indian Cultural
District**



Before Construction: September 2016



After Construction: April 2022

CASE STUDY

833 Bryant Street

This development provided 100% affordable housing in a special zoning district intended to preserve the artistic, industrial heritage of the neighborhood and in which the only residential use allowed is 100% affordable housing. This is also one of the best examples outside of the Mission neighborhood of a development on a non-vacant site to affordable housing. This site is also in the SoMa Pilipinas Filipino Cultural District.

Neighborhood:

South of Market

Site Size:

0.36 Acres

Prior Use:

Office

Demolition Permit Request Year:

2019

New Residential Construction Completed Year:

2021

Number of Units:

146

Density per Acre:

408 units/acre

Number of Stories:

6

Zoning District:

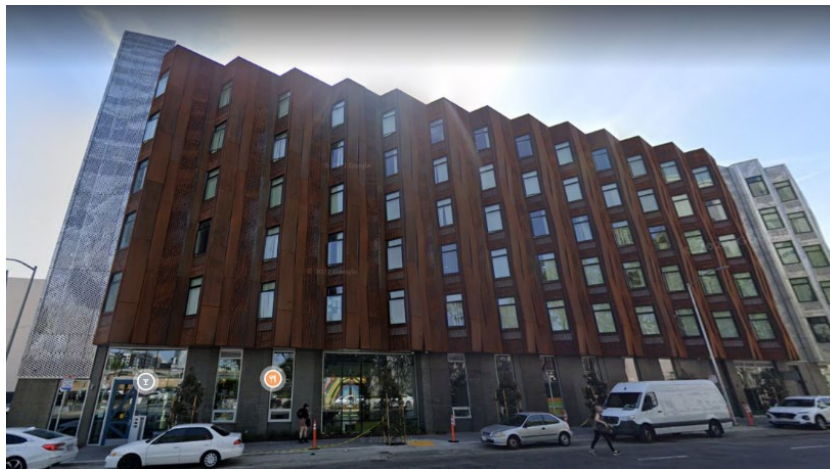
SALI - Service Arts Light Industrial

Other Designations:

PEG, SoMa Pilipinas Filipino Cultural District



Before Construction: April 2017



After Construction: April 2022

CASE STUDY

1990 Folsom Street – Casa Adelante

This development produced a substantial number of affordable units in a mixed-use neighborhood, and the new use is better aligned with the Area Plan and the City’s designation as a PEG than the prior use.

Neighborhood:

Mission

Site Size:

0.67 Acres

Prior Use:

Warehouse

Demolition Permit Request Year:

2018

New Residential Construction

Completed Year:

2021

Number of Units:

143

Density per Acre:

215 units/acre

Number of Stories:

8

Zoning District:

UMU - Urban Mixed Use

Other Designations:

PEG, American Indian Cultural District, Mission Area Plan



Before Construction: December 2013



After Construction: April 2022

100% Affordable Housing Developments

CASE STUDY

26

490 South Van Ness Avenue

This development is an example of the city's effort to add 100% affordable housing to the Mission neighborhood. Like many of the other developments into affordable housing, this site added a substantial number of units on a small site that was previously an auto-oriented use.

Neighborhood:

Mission

Site Size:

0.33 Acres

Prior Use:

Filling/Service Station

Demolition Permit Request Year:

2015

New Residential Construction Completed Year:

2021

Number of Units:

81

Density per Acre:

246 units/acre

Number of Stories:

7

Zoning District:

UMU - Urban Mixed Use

Other Designations:

PEG, American Indian Cultural District, Mission Area Plan



Before Construction: April 2011



After Construction: July 2022

100% Affordable Housing Developments

CASE STUDY

27

3001 24th Street – Casa De La Mission

This site is representative of a 100% affordable mid-scale development on a small site. Although the project is within the same neighborhood as multiple other non-vacant reuse sites redeveloped into 100% affordable housing, this is the only project within the boundaries of the Calle 24 Latino Cultural District.

Neighborhood:

Mission

Site Size:

0.15 Acres

Prior Use:

Recreation Building

Demolition Permit Request Year:

2018

New Residential Construction Completed Year:

2021

Number of Units:

45

Density per Acre:

300 units/acre

Number of Stories:

5

Zoning District:

**NCT – 24th Mission
Neighborhood Commercial
Transit**

Other Designations:

**PEG, Calle 24 Latino Cultural
District, Mayor's Invest in
Neighborhoods Initiative Area**



Before Construction: April 2016



After Construction: April 2022



Appendix C: Analysis of Governmental & Non-Governmental Constraints

FINAL DRAFT - DECEMBER 2022

Prepared as Part of the
San Francisco Planning Department's

Housing Element Update 2022



San Francisco
Planning

Acknowledgments

The San Francisco Planning Department acknowledges that we are on the unceded ancestral homeland of the Ramaytush Ohlone, who are the original inhabitants of the San Francisco Peninsula. As the indigenous stewards of this land and in accordance with their traditions, the Ramaytush Ohlone have never ceded, lost, nor forgotten their responsibilities as the caretakers of this place, as well as for all peoples who reside in their traditional territory. As guests, we recognize that we benefit from living and working on their traditional homeland. We wish to pay our respects by acknowledging the Ancestors, Elders, and Relatives of the Ramaytush Ohlone community and by affirming their sovereign rights as First Peoples.

The Planning Department wishes to acknowledge the many community and private sector partners who graciously offered their time to help us research and understand their perspectives on the challenges and constraints in the housing application, development, design, and construction process.

Comments in **orange** or **blue** are from a survey, interviews, and a set of focus groups with homeowners who developed their own properties and architects, developers and land use attorneys who work on small, mid, and large-scale multifamily housing projects in San Francisco.

Contents

Appendix C: Analysis of Governmental & Non-Governmental Constraints	1
Housing Element Update 2022	1
Acknowledgments	2
Executive Summary	4
Governmental Constraints	11
Land Use Controls	11
Institutional Barriers to Producing and Preserving Affordable Housing	67
Process and Permitting Procedures	84
Decision-making Process	146
On and Off-Site Improvements	182
Enforcement	195
Building Codes	198
Fees and Exactions	205
Housing for People with Disabilities	215
Governmental Constraints	215
Non-Governmental Constraints to Housing for People with Disabilities	227
Non-Governmental Constraints	229
Land / Site Value	229
Development Costs	232
Cultural and Political Context	241
Opportunities for Energy Conservation	244

Executive Summary

The people of San Francisco, through the regulatory systems of the city and their leaders, have elevated collective values around housing: that it be equitable to our more vulnerable populations and communities of color, responsible to the climate crisis, and built humanely with qualities that support our health, welfare, and safety. Maintaining and developing housing affordable to our population and workers remains a challenging task. Housing production primarily arrives through a complex financial system that is not motivated to achieve the collective values. Ideally, government provides clear guidance to private developers to meet those goals while supporting investment for practical projects that offer choices and agency for all San Franciscans and reinforces people living sustainably together around shared resources and belonging. However, the current regulatory environment does not result in the production of housing affordable to all segments of our population. Instead, our complex local, State, and Federal government systems often create a contradictory regulatory environment that has not recognized, for decades, the inequities in housing production. This “death by a thousand cuts” -- complex regulations, constrained zoning, high construction and land prices, discriminatory practices, and limited consensus -- is an important reason why private industry, historically responsible for 91% of all housing in San Francisco, is chronically not producing enough housing to meet the needs of all San Franciscans. Underproduction by the private sector is compounded by the decline in public resources to support the retention and production of housing affordable to our low-income households. Recent economic forces have added even more pressure to a tight housing market: a sustained influx of high earners who can

afford higher rents, labor challenges for various trades, inflation, and supply chain disruptions have made the local cost of construction the highest in the nation. To rebalance the production and supply of housing at all income levels, the City will need to stabilize the entire process by addressing harmed communities at a systemic level, revising regulations, expanding housing choice and affordability in areas with higher resources, securing substantial and sustained additional public funding, and supporting the workforce who build housing with the ability to return to the city.

Affordable housing faces complex development and funding challenges

The non-governmental constraints that impact market-rate development—high land values, high construction costs, low site availability, and community resistance—also have significant effects on affordable housing, or housing produced with public subsidy by non-profit developers. Affordable housing developers are also subject to unique governmental constraints including funding subject to specific reporting and requirements, staffing shortages and prevailing wage expectations, and multi-jurisdictional complexities only required of projects receiving public funding.

While inclusionary remains a key program to increase the supply of permanently affordable housing, it remains the highest fee or public benefit demanded of market-rate projects and has a big impact when the system is tuned in ways that stress the process. While the City designed the inclusionary rate system to fluctuate to adapt to market changes, it is also an unpredictable

process that is often out of cycle, tipping market rate projects infeasible. Developer interviewees also stressed that it causes a wider cost gap between market-rate and affordable units and makes it more difficult to provide middle-income housing.

While recent state legislation has provided unique ministerial pathways to approval and has provided density bonus options for eligible projects, many affordable housing projects still seek community acceptance given their missions. Affordable housing also continues to come with stigma associated with poor quality housing of previous public housing projects or rejection of residents with different lifestyles, class, or culture, especially in affluent neighborhoods.

Expanding density limits and zoning at the local level, stabilizing and simplifying the regulatory process, healing community harm, and reducing construction costs would reduce many constraints on affordable housing production. Together these actions would stretch the federal, state, and local funding already in place much farther to meet Affirmatively Furthering Fair Housing requirements and the needs of many more people in San Francisco.

Public funding significantly insufficient to retain and add affordable housing units

San Francisco lacks sufficient resources to retain and expand the number of units affordable to low- and middle-income households required by our RHNA target. San Francisco has been able to meet previous above-moderate RHNA targets but stayed well below the low- and moderate-income housing targets.

Like many other cities, San Francisco is facing a substantial increase in affordable housing unit

targets without a proportional increase in federal funding and fluctuating and increasingly competitive State funding. San Francisco has substantially expanded its local resources for affordable housing through General Fund allocations, development impact fees, and bonds. In 2019-2020, local affordable housing funding reached \$500 million, more than four times the \$110 million which had been the average over the previous 15 years. Inclusionary affordable housing, required as part of any major housing development, represents about one third of all affordable housing production. Local funding has shifted from one third of the federal and State funding to more than double. Still, the overall funding for affordable housing remains below what is required to produce about 45,000 units for low and moderate-income households.

To achieve this substantial goal, City leaders, advocates, policy makers, industry experts, and the public will need to collaborate to invite new models of financing, recognize new revenue streams are needed, and commit to a sustained system. This will also require build capacity in the organizations that produce and maintain such housing to ensure it continues to serve its communities.

Fixing inequity reduces constraints on housing

Community opposition to new market-rate and affordable housing projects has been a consistent constraint for housing approvals. But it is important to recognize the differences in the advocates and forms of protest. Many communities of color, especially the city's Black and American Indian communities, have experienced deep, multi-generational, dispossession, harm, and near erasure, experiences that have yet to be fully told,

documented, recognized, and repaired by City actions. Many communities experiencing intense pressure and displacement express that any new project from the market system is a threat, a layer of imposition piled on decades of distrust. Other constituencies, often more affluent, white, long-time homeowners, also feel under threat with a sense of change and loss of power but sit in a very different history and have more resources to gain advantage.

The City has few established and consistent ways to differentiate between forms or scales of harm, or in people's motivations, vulnerabilities, and race in discretionary outcomes. The lack of established or consistent process results in each project needing to be brought to the attention of the public and city leaders with little time or depth to be able to unpack the just course of action, and overwhelming an administrative system not meant to handle such volume. The scale of energy that all parties-- community voices, project applicants, department staff, and city leaders-- put towards individual decisions diverts energy from and delays systemic solutions. Repairing harm to communities of color who have been historically excluded or dispossessed would significantly improve their outcomes as well as reduce constraints to housing production overall.

This extends to long-range work as many parts of the city that have recently completed area planning still struggle with contentious project approvals. While these were well intended efforts to come to community agreement on principals that would resolve tension and open pathways for housing, in most cases, they were not community led or with a fundamental sense of trust in the motivations for the work. Long-range planning processes in harmed, distressed, and underserved community neighborhoods that do not center equity or address past harms can exacerbate existing political struggles and

animosity, and result in the delay of housing approvals and increased community discontent.

Challenges in the entitlement process result in uncertainty and higher development costs

Despite the potential of significant reward given high sales prices and demand, building housing projects in San Francisco is very risky for private and non-profit developers. The risk is not just that completed products do not provide expected return within an anticipated timeframe but, due to community opposition or regulatory discretion or delays, or more recently higher interest rates and economic downturn, that there may be no project at all. A handful of developers have cultivated the ability to navigate this complexity of this system and gain significant advantage to effectively getting their projects through. Some developers prefer to gain income from their entitlement expertise than to build on sites they own.

Housing development is a business primarily based in financial decisions; uncertainty significantly restricts housing projects from securing financing and makes whatever survives the process significantly more valuable and expensive. Interviews in our developer and land use attorney focus group indicated that 55% of participants say they or their clients have no plans to keep building in San Francisco after their current projects are entitled, and 27% say they or their clients are considering stopping development in San Francisco but haven't finalized their decision. Numerous entitled high-rise projects, efficient forms of construction with well-capitalized developers, have become indefinitely stalled. Uncertainty significantly impedes housing production and restricts untold housing projects from even being considered.

Small and mid-sized projects face more government hurdles but fewer non-governmental ones than large ones

Many of the large housing projects that were built between 2012 and 2018 were in areas of the city that had land use changes and area planning in the previous decade, such as in Market-Octavia, the Transbay Transit Center District, and Rincon Hill. These plans made housing more predictable by codifying most community concerns into regulatory structures and benefits, streamlining application processes, expanding residential uses, increasing height and/or density, and clearing California Environmental Quality Act (CEQA) requirements for expected project types. During the same time, communities in low density areas of the city did not have similar efforts and project applications struggled due to unpredictability, even when not adding additional units.

Through discussion with developers of different types of housing, a common perspective was that it was easier to entitle a high-rise in downtown than to add even a single unit in almost any low-density neighborhood outside of downtown. They indicated that the risks of trying to develop in San Francisco were only worth it for very large projects. Permit processing timeline data indicates that applications for mid-sized projects were similar to large-scaled ones, even in plan areas. And entitlement for large projects did not even take twice as long as site permits for small projects even though they often require substantial review and analysis. Perhaps the most telling indication was that large applications had more consistent permitting timelines than small projects which varied widely.

This pattern has continued to reinforce density in already dense parts of the city-- the southeast neighborhoods such as South of Market, Central Waterfront, the Mission, Potrero, Bayview, and

Hunters Point Shipyard-- and maintain lower density neighborhoods, especially in Well-resourced areas in the north, middle and western portions of the city, as fixed and increasingly exclusive.

While analysis shows that governmental constraints have been restricting housing opportunities in the Well-resourced neighborhoods, non-governmental ones are more optimistic. While financial feasibility on nearly any project type in the city is not currently favorable, mid-scale projects in neighborhoods with higher land values (and rental rates) are more likely to become more feasible as market conditions improve. Projects in areas of lower land values and rates are the least feasible for mid-sized projects. Turning systematic planning attention to Well-resourced neighborhoods will partner with market conditions, advance housing opportunities, and reduce constraints on equitable housing.

Constraints are especially high for producing very small, multi-family housing

The dominance of the single-family home as a preferred housing type for San Francisco's high earners is a considerable constraint to producing housing for the rest of the population. While the rental market plummeted during the pandemic, sales of single-family homes continued to grow substantially, and it has the highest price per square foot of any housing type in the city. While this current pattern stems from zoning constraints, historic discrimination, and cultural ideals, it has been reinforced by decades of business growth in the development and construction industries oriented to fulfill demand for single-family homes. As state programs or local rezoning expand housing capacity in low density neighborhoods, it will take considerable time for these industries to adapt and small, multi-family projects to become

broadly financially viable. At the same time, city leaders and community members express concern about speculative development encouraging tenant evictions, or displacement of low-income homeowners who decide to sell. City leaders and community members seek to keep discretionary procedures in place to avoid such outcomes or organize pathways towards homeowners doing such development themselves and remaining in place. It is not uncommon for homeowners doing simple remodels or additions to vastly underestimate the stress, costs, risk, and time required for such projects, or homeowners who are fully aware decide not to take on such risk; substantial remodels to turn single-family homes into small scale multifamily buildings is an unlikely path for many. City-backed programs to resource middle-, moderate-, and low-income homeowners would be a way to stabilize small-scaled projects and reduce constraints for construction of more housing in Well-resourced neighborhoods.

Reliably protecting tenants and rent controlled units will help reduce constraints on housing approvals

One of the biggest challenges in producing any form of housing is finding an available site and, with limited land, San Francisco has a history of transforming properties with existing uses and structures into new ones. Those with site control change their own outcome but also often directly or indirectly impact others, for example, the destruction of an important cultural resource, the displacement of people living there, or inviting a new sense of place. Yet without that evolution, San Francisco cannot accommodate new residents, future ones, and their needs, as well as balancing the services and businesses that support diverse activities and communities. Keeping San

Francisco's buildings as they are will not ensure that the same people will continue to live here.

There are many planning code and regulatory processes that try to manage this balance, for example, requiring an additional public hearing so that decision-makers have a chance to look more carefully at site specifics or disincentivize the re-use of a site. However, more recently, public dialog has shifted towards protecting tenants in buildings rather than the buildings themselves which is much harder to adjudicate under land use regulations.

Tenant protection policy is a place where State and local leaders increasingly align, wanting to avoid past harm from broad scale government actions, like redevelopment, as well as individual damage to those most vulnerable in a highly unaffordable landscape. Recent State rules, for example under the Housing Crisis Act of 2019, seek to establish new expectations for managing tenant relocation, right to return, or replacement units including defining "protected" unit types. These issues have been a recent frequent topic on project approvals brought to Planning Commission as well.

But enacting and enforcing tenant protections through land use approvals has so far been impractical. It requires planners to reliably unearth five- or ten-year's worth of personal or financial history of the use of space in residential properties including often on unauthorized dwelling units. Some requirements demand former tenants sign off on affidavits or provide tax records to prove they were not low-income or unfairly displaced yet there is no incentive for their participation in this process. Whatever evidence is available can be easily disrupted by any implication of coercion or the memory from a neighbor. This also places decision-makers in the position of adjudicating from a complicated or unclear history and only a

set of intentions about the future. And land value opportunities for property owners will continue to set up outcomes, many of which are unfair, outside of public process, like private-to-private agreements, coercion, or unsafe living conditions.

Making a reliable, implementable system that supports tenants and existing rent-controlled units, first, but then clears a pathway for new or preserved housing where no one is at risk, would substantially reduce stress in communities and offer more sites for new housing.

Challenges in Studying Cumulative Impacts

One of the requests in compliance with the State's requirements is an assessment of the cumulative impacts that constraint housing production which is a daunting task given the range of rules, geographies, and a variety of intangibles. Impact fees have a tremendous range in different locations and types of projects; construction and land costs can vary widely as well.

The high proportion costs would be construction costs incurred through the private market and inclusionary imposed by government requirements, but the question is how are these specific to San Francisco? Or uniquely premium? And then there are many, many small ones, for example: sidewalk improvements, exposure requirements, façade quality to meet design guidelines, loading requirements, permit fees, and on and on as listed here in nearly 300 pages. What

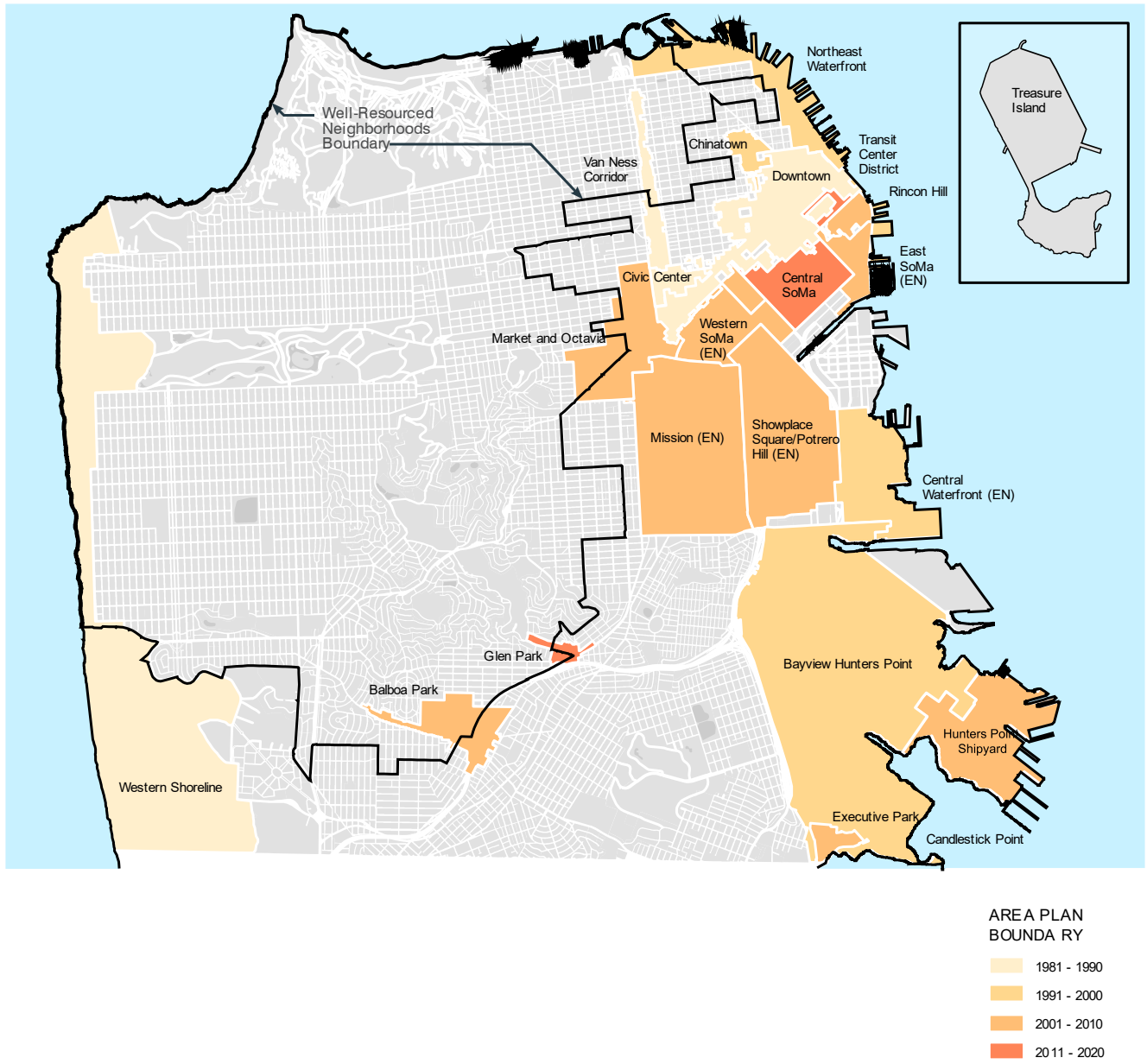
we hear repeatedly is that it isn't one or two or even ten things, that constrain the process, instead it is the accumulation of the many hundreds of requirements and the coordination involved with meeting them, the "death by a thousand cuts."

But when working with financial feasibility consultants and talking to industry experts, we find that the most challenging issues to quantify are uncertainty and delay. While projects have to sustain carrying costs, the penalty of long permitting is much more severe with the dramatic increase in construction costs and changeable nature of the market environment unpredictability in the rules also can easily disrupt project planning and contingencies have to be large in preparation. Uncertainty does not just affect projects in development but limits the initiation of projects as well, something nearly impossible to document.

This is an analysis that the City will continue to pursue as part of the inquiry in the HCD Policy and Practice Review anticipated this fall

HCD has notified San Francisco that it will be subject to a Policy and Practice Review which will examine the City's housing approval process, including processing times. The research and recommendations from this process will be integrated into the Housing Element Update 2022. This is expected to begin fall 2022.

Figure 1. Plan Areas Completed by Decade



Governmental Constraints

Most housing in San Francisco is built by private enterprise and is subject to the rules and regulations of the City and the State of California. These requirements, intended to protect or incentivize specific outcomes, also constrain the production of housing. This section will explain the types of rules and procedures that affect housing production but also demonstrate alleviations and process improvements enacted since the last Housing Element, adopted in 2014.

Land Use Controls

General Plan

The City's General Plan sets the policy goals and objectives across a variety of topics including housing, commerce and industry, urban design, recreation and open space, transportation, community facilities and safety, arts, environmental protection, and air quality. Some Elements within the General Plan, such as the Transportation and Housing Elements, have scheduled updates as required by the State of California, while others are updated by local initiative. These elements primarily state the City's policy and objectives for City actions and decision-making. To be approved, if the authority rests in the Planning Commission or Department, new housing projects must be in conformance with the General Plan. Recommended actions, as indicated in prepared case reports, before the Planning Commission indicate whether projects are in conformance. The General Plan is the key document that provides the evidence, or findings, that support Planning Commission or Board of Supervisorial actions to approve or disapprove projects. An analysis of such decision-making use and justification can be found in the Decision-making Process section.

A General Plan Referral (GPR) is required to evaluate whether certain types of projects are consistent with the City's General Plan Objectives and Policies. The types of projects that trigger the submittal of a General Plan Referral application are dictated in the City Charter and municipal code, and detailed in the GPR online application and include:

1. Property Acquisition, sale or lease by the City
2. Ordinances concerning the extension, widening, narrowing, removal, relocation, vacation, abandonment, sale, or change in use of any public way, transportation route, ground, open space, building, or structure owned by the City and County of San Francisco
3. Subdivisions of land within the City and County
4. Projects for the construction, improvement of, or demolition of City-owned buildings or structures within the City and County
5. Programs that link the General Plan to the allocation of local, state, and federal sources, the City's annual capital expenditure plan, six-year capital improvement program, a capital

improvement project or a long-term financing proposal, general obligation or revenue bonds or nonprofit corporation proposals

6. Project plans for public housing, or publicly assisted private housing in the City and County
7. Proposed Redevelopment project plans within the City and County
8. Substantial change to the above

All capital projects that involve the use of public money or land, including affordable housing, parks, streets, and facilities such as fire or police stations, or subdivisions of land require a separate application for General Plan Referrals. Once an application is submitted to the Planning Department, at a cost of \$4,629 or \$1,843 for sidewalk width changes, staff evaluate the proposed project within 45 days as to whether the Project is consistent with the General Plan. If the project is consistent, the Department issues a General Plan Referral letter. If the project is found to be inconsistent, the Department brings the project to the Planning Commission for their input. A finding of non-conformity may be overruled by a two-thirds vote of the Board of Supervisors. Out of a total 303 GPR records filed from the start of 2017 to the end of 2021, 245 GPR records were closed/approved by the end of 2021. All affordable housing applications have required General Plan Referrals in the last five years. The average GPR review time from 2017 to 2021 was 98 days, while the median was 73 days. The data may include outliers for a variety of reasons, including a project not having been properly closed out in the project tracking system, the application being incomplete at the time of submittal, or the project sponsor requesting the project be put on hold.

A General Plan Referral can be done concurrently with a project entitlement application and covers nearly the identical subject areas and application requirements as a permit or entitlement application and thus does not affect a significant increase in time or fees, and projects are required to comply with the General Plan prior to approval; however, each additional application incrementally impacts the need for professional services, causes delay, requires coordination, and specific knowledge. General Plan Referrals almost never apply to single-, two- or small, multifamily projects, but almost always apply to large market-rate projects, affordable housing projects, and shelter projects. General Plan Referrals are particularly burdensome on the latter two, which otherwise have very few permitting requirements.

Review of Constraints

<i>Constraint</i>	Applications for a General Plan referral add process to a project. This process can hinder projects related to City and County property and verified as being in the public interest through more in-depth processes, such as affordable housing.
<i>Constraint Reduction</i>	Related Policies
	Policy 26 Streamline and simplify permit processes to provide more equitable access to the application process, improve certainty of outcomes, and ensure meeting State- and local-required timelines, especially for 100% affordable housing and shelter projects.
	Implementing Program Areas
	8.6 Support for Affordable Housing and Shelters Action: 8.6.4

Area Plans

San Francisco has 19 Area Plans and three Subarea Plans adopted as part of its General Plan, primarily in eastern portions of the city that have higher residential densities and include former industrial zones (see Figure 1 - Plan Areas Completed by Decade).

Prior to the 2014 Housing Element, the Planning Department completed several plans for the Downtown area (Rincon Hill and Transbay), a series of “Better Neighborhoods Plans” (Market & Octavia, Glen Park, Balboa Park and the Central Waterfront), and the Eastern Neighborhoods Plans (East SoMa, Showplace Square/Potrero Hill, and Mission). Adoption of these plans into the City’s General Plan incorporated clearly stated housing development policies and zoning changes that significantly boosted housing applications and pipeline units, specifically by allowing housing or mixed-uses, changing to form-based code from density restrictions by lot area, and allowing greater heights. In many cases, the amendments also included new permit application types, such as the Large Project Authorization, that provide more streamlined outcomes.

Comment from Developer interviewee

Plans in Eastern neighborhoods, Market Octavia, and Transbay all have been positive in terms of density updates. Design and public transportation orientation are good for adding more housing instead of parking and provides a good amount of freedom for visual interest/diversity.

Since the 2014 Housing Element, the City adopted the Central SoMa plan in 2018. This plan is expected to yield 8,800 new housing units, one-third of which will be affordable. The plan included changes to height and bulk limits and zoning districts, and the creation of the Central South of Market Housing Sustainability District, the first housing sustainability district in the state.

In 2020, the Board of Supervisors approved an amendment to the Market & Octavia Area Plan. The goals of the amendment included increasing housing and affordable housing near transit, developing and coordinating designs for the public realm, and updating the public benefits as well as prioritizing projects for implementation. Through changes to

land use controls, specifically by adding height, on three lots within the Market Octavia Hub Plan area, the plan is expected to enable taller projects that will result in hundreds of more units.

Area plans do a variety of things to reduce constraints to housing production. The Eastern Neighborhoods Plan and Downtown Plans created processes, the Large Project Authorization and the Downtown Exception specifically, to establish more predictable and efficient ways for approval of projects through a hearing with common exception requests and design review processes. Many of these exceptions include massing adjustments, and modifications to rear yard, exposure, wind requirements, and open space. The Central SoMa and Market Octavia Plan Amendment expanded areas of residential or mixed uses and added density, height, and bulk for many sites, opening up underutilized sites for housing.

See **Case Study: 5 Thomas Mellon Circle -- Bayview / Executive Park** for an example of a project that received a Downtown Exception and required a Site Permit, Conditional Use Authorization, Planned Unit Development, and Downtown Authorization.

The Central SoMa Plan EIR and the Market Octavia Hub Plan Environmental Impact Report both concluded that there was a significant and unavoidable impact to historic resources and provided mitigation measures in the plan so individual resources located on plan area project sites had a reduced pathway for modifying or demolishing existing structures. Both the area plans' Program EIRs also analyzed the proposed zoning and use changes for the sites across within the plans, thereby offering proposed projects located with the plan areas the ability to take make use of CEQA streamlining through the preparation of Community Plan Exemptions (CPEs), a much faster and efficient CEQA process for individual project approvals.

While area plans reduce constraints to building housing by increasing types of uses, density, and heights, as well as streamlining permitting, they may also come with area-specific fees or other design or massing controls that constrain housing. Through community outreach and planning processes, the City designs area plans to enhance the opportunities of new developments while mitigating its impacts to local and future residents and preparing needed infrastructure expansions. Housing projects, whose applications are submitted after their adoption, either directly provide or pay for infrastructure, such as roadways, sidewalks, bicycling infrastructure, or transit, as well as public parks and open space, inclusionary housing units, community facilities, or other amenities as determined during the area planning process. Many plan areas have Community Advisory Committees that direct the use of these fees through plan implementation. (see Fees and Exactions – Development Impact Fees section).

Area planning is a significant commitment of the Planning Department's staffing and consultant resources across teams and over many years. While most area plan efforts result in approved actions at both the Planning Commission and Board of Supervisors, sometimes those efforts result in no action, or are modified heavily resulting in a reduction of their overall effect. For example, the Better Neighborhoods Plan for Japantown was rejected midway through in the 2000s after review by diverse stakeholders and community interests with divergent perspectives. Amendments to the Market Octavia Plan, that focused on additional height and zoning changes near Market and Van Ness was reduced to only three high-rise sites until production of a Racial and Social Equity Analysis by a non-City agency to

inform and further plan development. In 2022, this work has not yet begun and staff work in proposed zoning changes remain undecided.

Additionally, area plans in the past two decades have also primarily been in the southeast portion of the city which has had more underutilized, formerly industrial areas or redevelopment zones. Given the City's history of harming, excluding, and marginalizing communities of color, these are also areas with higher concentrations of households of color, centers of cultural identity, and recognized Cultural Districts. Although the City performed considerable outreach, many residents and advocates express ongoing dissatisfaction with the process, a continued lack of trust of city agencies, and feel the need to challenge the plans on a project-by-project basis. While area planning has been effective to achieve zoning reforms to advance market-rate and affordable housing, the persistence of income inequity especially in the Priority Equity Geographies, has increased displacement given citywide unaffordability, increased concern of gentrification, and an ongoing, high-level animosity towards new development. An example of unresolved structural equity can be found in the final amendments in the Central SoMa Area Plan in 2018, when "group housing" uses were removed at the request of a community organization concerned about gentrification and displacement within the SOMA Pilipinas Cultural District and expressed that those uses would only serve high-income or work-based residents—so-called "tech-dorms." Group housing by definition does not inherently promote this outcome as it could also support many families through co-housing models, housing with services for seniors or others who need additional resources, and other goals of the community; however, distrust of government action, attention to many changes in the neighborhood that have advanced gentrification, and frustration in not being listened to most likely resulted in late plan changes which reduced future housing opportunities.

Data provided by UC Berkeley researcher Moira O'Neill¹ indicates that eight projects between 2014 and 2017 that were code compliant, had existing industrial or commercial uses, and no residential tenants, and in other jurisdictions would have proceeded without hearings or entitlements, instead had notably inordinate time delays even though they were all Eastern Neighborhood or Western SoMa Plan Areas and should have been able to proceed efficiently under a Large Project Authorizations, for entitlement, and Community Plan Exemptions, for CEQA. These eight projects instead had an average of 854-day permit timelines. Long project timelines can be caused by numerous continuances, requests for additional studies, members of the public or neighborhood groups filing discretionary review applications which required hearings, and on-going decision-making by public leaders who sympathized with the communities in distress but had few tools to support them other than to extend the process. Long-range planning processes in harmed, distressed, and underserved community neighborhoods that do not center equity or address past harms can exacerbate existing political struggles and animosity, and result in the delay of housing approvals and increased community discontent.

Note that along with the above-described constraints, there are constraints on housing in neighborhoods that have actively resisted and avoided area planning entirely. Over recent decades, there have been no

¹ Data from analysis in Moira O'Neill-Hutson, et al., Report No. 3900-19STC005, Final Report: Examining Entitlement in California to Inform Policy and Process: Advancing Social Equity in Housing Development Patterns (2022) (prepared for the California Air Resources Board and the California Environmental Protection Agency)

area planning attempts outside of the southeastern portion of the city, and in the northern, middle portion which has the highest population of white and affluent households, or in the western portion which has a higher diversity of incomes and race. These areas have maintained lower heights and housing density, along with local control and discretionary levers to push back on development or render them infeasible.

Review of Constraints

<i>Constraint</i>	Long-range planning processes in harmed, distressed, and underserved community neighborhoods that do not center equity or address past harms can exacerbate existing political struggles and animosity, and result in the delay of housing approvals and increased community discontent.
<i>Constraint Reduction</i>	Related Policies
	Policy 29
	Implementing Program Areas
	7.2 Mid-rise and Small Multifamily Buildings Actions: 7.2.2
	8.4 Process and Permit Procedures Actions: 8.4.6; 8.4.18



Case Study: 5 Thomas Mellon Circle -- Bayview / Executive Park

This case study describes a **median timeline approval process for a downtown exception project located in the Executive Park Specific Plan**. The proposed project included demolition of the existing three-story commercial office building (100,393 square feet), and new construction of five residential buildings (752,000 square feet) on top of two below-grade parking podiums with up to 585 dwelling units, 9,845 square feet of ground floor commercial space, 756 off-street parking spaces, 252 Class 1 bicycle parking spaces, and 34 Class 2 bicycle parking spaces. Three of the buildings located on the southern portion of the site were proposed to be six-stories (up to 68 feet in height), the northwest building was proposed to be eight-stories (85 feet in height) and the northeast building was proposed to be 17-stories (or 170 feet in height). The project included development of three new private streets and two alleys, including sidewalks, street trees and street furniture, and two pedestrian paseos consistent with the Executive Park Streetscape Master Plan as well as 53,730 square feet of open space. The project contained approximately, 53,730 square feet of open space via pedestrian paseos, private balconies, a podium level courtyard, and a rooftop terrace. The dwelling unit mix consisted of 346 one-bedroom units, 165 two-bedroom units, 73 three-bedroom units and one four-bedroom unit.

The project applicant submitted the project in October 2015. It went to Planning Commission in October 2016 and December 1, 2016, when it was approved. Total days from application submission to approval was 422 (~301 business days). This is a draft assessment of the timing. No appeal was filed.

The application required a site permit, a conditional use authorization, a planned unit development, and a downtown authorization. It was reviewed under addendum #2 to a subarea Plan EIR and was subject to the Executive Park Design Guidelines. It paid a total of \$15,532,001 in impact fees and \$4,108,569 in application fees for a \$33,516 per net new unit.

The approval motion included findings from the Urban Design Element, General 101, and for bulk and massing.

Special Use Districts

The City includes over eighty Special Use Districts which are responses to unique changes in development opportunities or community requests and often have greater restrictions, such as increased fees, uses, reduced parking maximums, or higher affordability expectations, but may also often offer additional height or other benefits, such as reduced open space requirements, to tailor development to the location (see Figure 9 – Special Use Districts – Residential Focus).

While Special Use Districts can be used to facilitate more housing or higher rates of inclusionary in markets that can viably support them, they are also a legislative method to allow zoning modifications by site to allow certain projects to move forward. On occasion, they are adopted in response to specific political interests who want to protect the status quo. SUDs foster constraints when they are done to avoid solving a more structural problem, as they reinforce existing access to decision-making by requiring ordinances to amend them, and reduce trust in government process.

Review of Constraints

<i>Constraint</i>	SUDs can be used to solve short-term challenges without addressing systemic equity and land use issues.
<i>Constraint Reduction</i>	<p style="text-align: right;">Related Policies</p> <p>Policy 29</p>

Development Agreements

A Development Agreement (DA) is mutual contract between the City and one or more parties specifying the terms and conditions for a development project. It confers the necessary development rights to execute a project and codifies the responsibilities, regulations and policies that will bind the development, including required community benefits. Approved through a collection of discretionary legislative actions by the Planning Commission, collaborating Commissions, and the Board of Supervisors, such agreements address the permitted uses of property, density or intensity of use, maximum height and size of proposed buildings, inclusionary requirements and provisions for reservation or dedication of land. DAs are explicitly enabled by CA State law, and their process is codified locally in the San Francisco Administrative Code, Chapter 56.

Development Agreements are typically pursued for the development of large sites, encompassing multiple buildings and/or city blocks and necessitating new infrastructure, streets, parks, and other community facilities. The proposed development diverges significantly from the historic use and/or character of the area, rendering the existing development controls incompatible – as the Planning Code regulations are generally crafted and calibrated for typical smaller parcels of land within the existing developed urban fabric. Typically, the agreement is accompanied by amendments to regulatory documents such as the General Plan, the Zoning Map, and the Planning Code, and supplemented by documents such as Design Standards & Guidelines and Infrastructure Plans, among other exhibits to the DA.

Due to their size, DA projects are normally constructed over time, often in phases, and include the creation of new infrastructure such as blocks and streets, parks, and community facilities. A unique feature of DAs in comparison to typical development entitlements is that the entitlement vesting term of the DA is uniquely set for that project and typically extends for 10-30 years based on the scale of the development, in contrast to the standard 3-year entitlement period by which a sponsor must initiate construction. DA projects provide significant public benefits (such as affordable housing, parks, community facilities) that are responsive to the neighborhood's needs and tailored to the project itself. DAs include measures to keep projects accountable such as frequent reporting requirements, robust monitoring procedures, and ongoing community coordination. Once finalized, the DA remains effective on the project site even if the site is sold to another developer or owner.

Most development agreements active in the City of San Francisco have housing components including Balboa Reservoir, 5M, Pier 70, Potrero HOPE SF, Sunnysdale HOPE SF, Potrero Power Station, Mission Rock, Transbay, Candlestick, Hunters Point Shipyard, Mission Bay, Treasure Island, Parkmerced, and India Basin. Many of these sites are former redevelopment areas or public lands.

There are over 60,000 planned housing units associated with active development agreements anticipated in the next twenty years.²

Community Benefits

Development Agreements incorporate a set of community benefits developed in concert with the community and tailored specifically to each project's purpose. State and local law require these benefits have a nexus with the project; they must benefit both the community and the project itself. In negotiating the overall benefits package, the City (in consultation with stakeholders and community members) evaluates short- and long-term impacts and changes induced by the project. Other factors considered include: the geographic or demographic distribution of potential project benefits and burdens; opportunities for the project to support existing neighborhood goals/efforts; and quality and type of benefits to address concerns or decrease impacts. Ways to increase a project sponsor's ability to offer more public benefits, such as by streamlining and expediting project phase / building permit approvals are also incorporated.

Generalized Process (33-52 months)

Development Agreements are negotiated in a multi-year process with many opportunities for communities to engage, including the pre-application outreach by the developer, environmental review and review at the Planning Commission and Board of Supervisors:

- Pre-Application – Led by the Developer, this includes Visioning, Outreach, Program, and preliminary Site Concept Development
- Preliminary Application Submission / Review – The Preliminary Project Application (PPA) is the first formal development proposal filed for review and comment by the Planning Department and

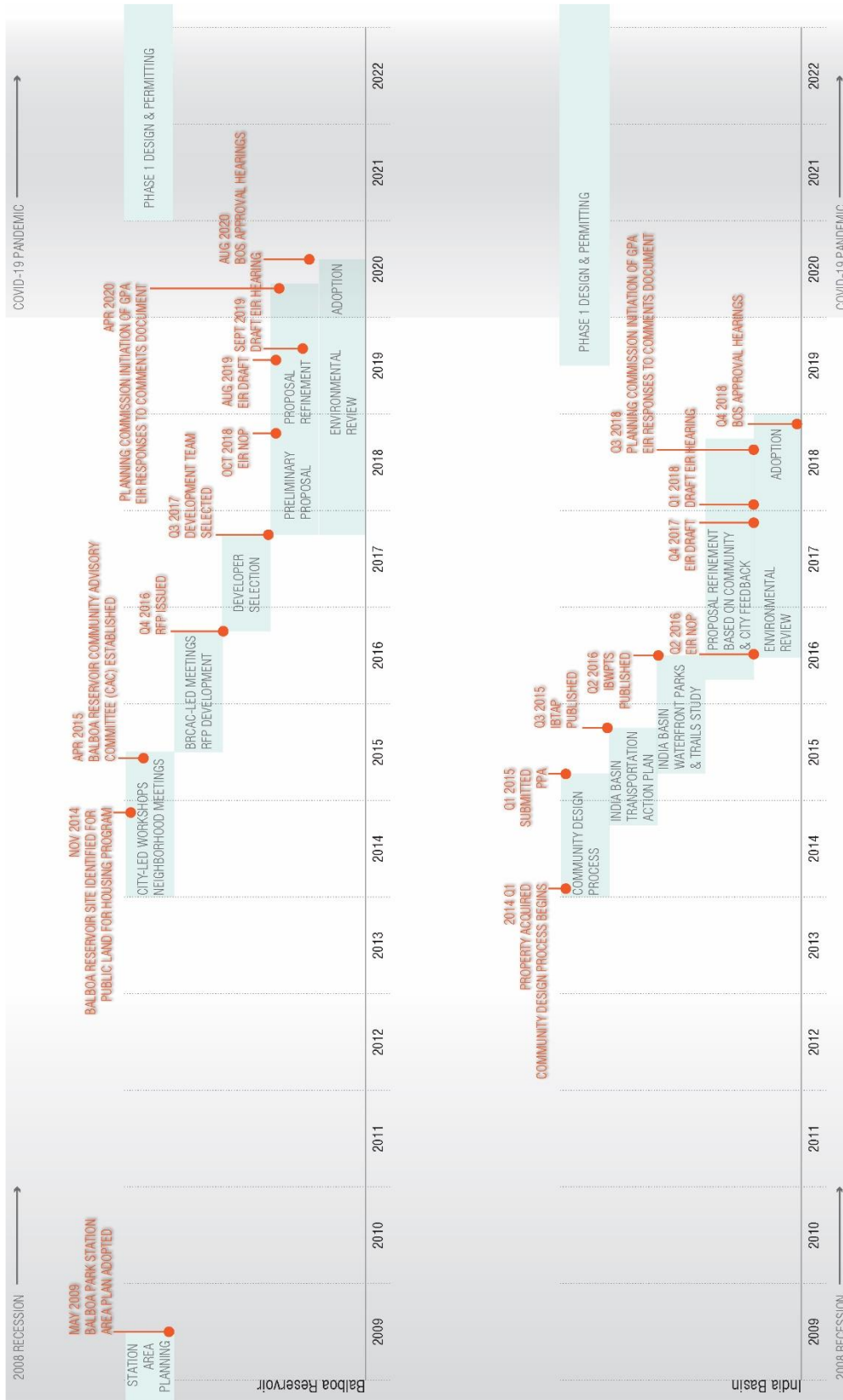
² From SF Planning Jobs Housing Fit Report analysis, 2021

collaborating city agencies. The PPA response letter details the City's coordinated feedback on the proposal as well as the process for moving forward.

- Project Refinement – Following the Preliminary Project Application review and response, the developer revises the proposal in sufficient detail to reach a stable project description, necessary for the Environment Review process to begin.
- Environmental Review Once a stable project description is reached, review for potential impacts pursuant the CA Environmental Quality Act (CEQA) can begin. Additional project details that do not affect the EIR (such as the Infrastructure Plan and Design Standards & Guidelines, the DA Terms and Conditions and Community benefits package) are developed in parallel.
- Approvals by the Planning Commission, collaborating Commissions, and the Board of Supervisors. Once Environmental Review is complete and all project details, terms and conditions are settled, the DA and any accompanying actions can be formally and publicly considered by the Commission(s) having jurisdiction and Board of Supervisors.

Despite the extensive public process involved, DAs are not immune from lawsuits any more than a typical project. Following approval, appeals and lawsuits, typically based on CEQA claims, can further delay implementation for months or years. Due to the scale of projects and expected duration of buildout, DAs are vulnerable to the fluctuations of economic cycles. Implementation can be significantly stalled or undermined by unforeseen macroeconomic disruptions, such as occurred during the 2008 Recession and Recovery, and during the COVID-19 Pandemic.

Figure 2. Development Agreement Timelines



Development Agreement Timelines

Development on Public Sites

The process for publicly owned sites is even more rigorously scrutinized, with earlier and more extensive opportunities public engagement, especially at the front-end of process where goals and guidelines for the public sites may be established prior to solicitation of a development partner that would then embark on detailed design, negotiation, and carry a project through entitlement. Oversight often includes establishing a formal Community Advisory Committee (CAC) with regular meetings, standard procedures, and processes for recommendation to regulatory bodies. Some CAC's continue during project implementation to advise on detailed programming and design of priority components, such as public open space and community facilities. Public Sites also typically require approval of a property Disposition (sale or long-term lease) Agreement by the Board of Supervisors.



Example 1: Balboa Reservoir

- 17-acre Public Site, Supervisor District 7
- 1,100 new housing units
- 50% of units affordable to low- and moderate-income households
- 4.0 acres of open space including a public park with playground, community gardens, and lawns
- Public community room, Childcare center
- 6.5 years from project initiation to DA approval



Example 2: India Basin

- 23-acre Private Site, Supervisor District 10
- 1,575 new housing units
- 25% of units affordable to low- and moderate-income households
- 15.5 acres of open space
- Green Infrastructure, Workforce development funding / training, Business Incubator, Childcare center
- Stewardship Trust established to manage on-site operations, maintenance, programming, capacity building
- 4.5 years from project initiation to DA approval

Review of Constraints

<i>Constraint</i>	Development Agreement projects often require substantial investments of infrastructure over many years from development through construction which is challenging for private companies to sustain and could benefit from public tools.
<i>Constraint Reduction</i>	Related Policies
	Policy 24
	Implementing Program Areas
	8.7 Facilitating Large Projects Action: 8.7.1

<i>Constraint</i>	Development Agreements can go through challenging post-entitlement processes that are very difficult across agencies.
<i>Constraint Reduction</i>	Related Policies
	Policy 27
	Implementing Program Areas
	8.7 Facilitating Large Projects Action: 8.7.3

Zoning Districts and Uses

The land use and development controls used across the City vary by zoning district. For districts that allow residential uses, San Francisco has primarily two types: ones that prescribe maximum number of allowable housing units based on lot size and ones that are “form-based” and manage the number of allowable housing units only through envelope controls, such as height and lot coverage. To decrease constraints on housing production, area planning efforts over the past two decades, for example in the Market-Octavia, Eastern Neighborhoods, and Central SoMa Area Plans, have been reducing the former and increasing the latter. Floor area ratios (FAR) are used in the Downtown or C-3 zoning as well as in some Eastern Neighborhood Mixed Use Zoning Districts (inclusive of Central SoMa), Neighborhood Commercial, named Neighborhood Commercial Zoning Districts, and Chinatown Zoning Districts. Floor area ratios do not apply to residential uses in R, RC, NC, and Mixed-Use Districts.

There are 116 zoning districts within the City, and a total of 13,815 acres zoned for residential uses. Residential development has been allowed as a permitted use in most of the City’s zoning districts. All residential and residential-commercial (RH, RC and RM) districts permit dwelling units as of right. Housing is also permitted in most of the South of Market’s mixed-use districts and all of the mixed-use districts in Chinatown; similarly, residential developments are allowed in downtown and neighborhood commercial districts. In the neighborhood commercial districts, housing is permitted and typically above the commercial ground floor in new construction projects. New residential development is not allowed in the Production, Distribution and Repair (PDR) districts, the Service/Art/Light Industrial District (SALI),

Western SoMa Mixed Use-Office (WMUO), or in Industrial Districts (M) unless it is 100% affordable. 100% affordable housing and educator housing is allowable in Public (P) districts as per Proposition E (2019).

Residential Uses and Density

RH-1, RH-2, and RH-3 zoning districts allow for just one, two, and three units per lot respectively (in addition to an ADU unit permitted citywide) with additional units allowable by lot area with a Conditional Use Authorization and are the most restrictive residential zoning districts (see Figure 6 – Allowable Housing Density). Together, these zoning districts account for 70 percent of all residentially zoned land, but only accounted for seven percent of recent housing production, between 2005 and 2018.³ A large share of residentially zoned land in the middle and western portions of San Francisco have these relatively restrictive zoning codes. These areas also correlate with high and highest opportunities areas in the city as defined by the State’s Tax Credit Allocation Committee (TCAC) Opportunity Map.⁴

Multi-family unit-based districts (allowing four units or more) only account for 16 percent of residentially-zoned land. Note that accessory dwelling units are allowable in all districts that allow housing effectively increasing the density as per local and state programs.

Subattachment 1 – Allowable Residential Types by Zoning District indicates what types of residential uses are and are not permitted in San Francisco’s many zoning districts.

Review of Constraints

<i>Constraint</i>	Multi-family unit-based districts (allowing four units or more) only account for 16 percent of residentially- zoned land.
<i>Constraint Reduction</i>	<p style="text-align: right;">Related Policies</p> <p>Policy 20</p> <hr/> <p style="text-align: right;">Implementing Program Areas</p> <p>7.1 Rezoning Program Actions: 7.1.1; 7.1.2</p> <p>7.2 Mid-Rise and Small Multifamily Buildings Actions: 7.2.1</p> <p>7.3 Housing Near Job Centers and Transit Actions: 7.3.2</p>

3 City of San Francisco, "Regulation of Housing Development in San Francisco," 2020.

4 City of San Francisco, "Regulation of Housing Development in San Francisco," 2020.

Zoning for Variety

San Francisco must comply with state law. Some state laws specifically mandate that certain types of residential uses be principally permitted in specific areas of the jurisdiction. While San Francisco complies with these codes, the city's definition of certain residential uses may differ from the State definitions at times; clarifying the City's residential use definitions to better reflect the state's definitions will help demonstrate compliance with state law. The sub-sections below define San Francisco's variety of housing types in relation to State law definitions and indicate how San Francisco complies with State requirements.

Emergency Shelter

San Francisco Administrative Code's definition of Shelter meets Government Code Section 65583 (see Figure 3 – Residential Use Definitions): *a facility, including a resource center, operating under a contract with the City, to provide temporary emergency shelter services for homeless single adults or families.* Standards of care apply under anything considered a Shelter under state law. San Francisco has other forms of temporary places for people to stay, such as transitional housing and crisis interventions like Vehicle Triage Centers or Safe Sleep sites, that the city does not consider "emergency shelter," in line with state and federal guidelines.

San Francisco Planning Code's definition of Homeless Shelter references the Administrative Code's primary section that defines Shelter. Shelters and Homeless Shelters, both of which meet Government Code Section 65583, are principally permitted in at least 21 of San Francisco's zoning districts without density limits (see subattachment 1 - Allowable Residential Types by Zoning table). Roughly 58 other zoning districts principally permit these shelters with density limits regulated by the Administrative Code.

The maximum number of beds on each lot is regulated pursuant to the Standards of Care for City Shelters in the Administrative Code, in addition to the applicable requirements of the Building Code and Fire Code.⁵ San Francisco does not apply any development standards that have been constraints to permitting Emergency Shelters. San Francisco eliminated parking minimum requirements citywide and Emergency Shelters are not subject any parking requirements.

In 2019, the Board of Supervisors passed Ordinance 60-19, which amended the Building Code to adopt standards for constructing homeless shelters and created an alternative expedited approval procedure for homeless shelters on City-owned or City-leased property during the duration of the shelter crisis (through the end of 2024 or until the Homeless Count drops below a certain number).⁶ As a result of this ordinance, multiple city departments collaborated to draft and sign an interagency MOU that improved the process by which emergency shelters are approved (see subattachment 2 - Emergency Homeless Shelter MOU). Participating departments include Department of Building Inspection, Public Works, Fire Department, Port, Public Utilities Commission, Public Health, Homelessness and Supportive Services,

5 San Francisco Administrative Code, Article XIII, Standard of Care for City Shelters, https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_admin/0-0-0-13200#JD_Ch.20Art.XIII

6 San Francisco Ordinance 60-19, enacted April 4, 2019: Building, Business and Tax Regulations Codes – Temporary Homeless Shelter Provisions During Shelter Crisis, <https://sfgov.legistar.com/LegislationDetail.aspx?ID=3839605&GUID=6BFE5E8C-CD4D-47E7-AAEE-2FAC9BE3B2D6&Options=ID|Text|&Search=190045>

and Planning. The MOU outlines a step-by-step Plan Review and Inspections process. All signatory departments also agreed to waive all fees associated with the opening of new homeless shelters. These departments agreed that shelters no longer require conventional building permits, and instead the departments review approval of shelters for life safety and code requirements through an alternative process resulting in a letter of compliance or appeals for all shelters. SF Planning is the first agency to review the project and is responsible for environmental review, if required, and zoning compliance. A step-by-step walkthrough of this review process is outlined in the section about Process and Permitting Procedures, AB-101: Shelters. This streamlined process is helpful but would be even more impactful if the ordinance covered all City-funded shelters. As currently written, the code streamlining procedures do not apply to shelters at sites where a City-contracted provider is the owner or lessee.

Low Barrier Navigation Center (LBNC)

Low Barrier Navigation Centers are a form of emergency shelter. San Francisco Administrative Code's definition of Navigation Center meets Government Code Section 65660/AB101 (see Figure 3 – Residential Use Definitions): *a temporary, low-barrier-to-entry shelter that, through case management and social service programs, aids in moving homeless people off the streets and into permanent housing or transitional or stable supportive housing that eventually leads to permanent housing*. Onsite case managers connect guests to public benefits, health services, and housing in partnership with Coordinated Entry. Navigation Centers are different from traditional shelters in that they have fewer barriers to entry and more intensive case management. Unlike some traditional shelters, people can come with their partners, pets, and a greater volume of possessions.

Many emergency shelter types not considered of "Navigation Centers" under San Francisco local definitions do count as LBNC under the state's definition because they also provide the various elements required by the state (low barrier, focus on connections to housing, partners, pets, more possessions, and more privacy).

While many of San Francisco's shelters qualify as a Low Barrier Navigation Center per state code, HSH only calls a subset of these shelters "Navigation Centers." The San Francisco Planning Code does not have a definition specifically for Navigation Centers. Although the Administrative Code distinguishes Navigation Centers from Shelters, the Planning Department reviews Navigation Centers as Shelters. This use is principally permitted in all districts other than RH-1, RH-1(D), RH-1(S), and is allowable with a conditional use authorization for RH-2, RH-3, RED-MX, PDR and SALI. Navigation centers are principally permitted in PDR and SALI districts during a declared shelter emergency. In 2019, the Planning Code was amended to allow shelters constructed during a declared shelter crisis to be permanent and removed the CUA requirement in the SALI and PDR Districts during a declared shelter crisis. Therefore, shelters, including emergency shelters and navigation centers, are permitted in all zoning districts of San Francisco today except for RH-1 districts. Permitted density for shelters is specified through the Administrative Code.

Shelters have faced neighborhood opposition when located in more affluent parts of the city. For example, when the shelter was proposed along the Embarcadero in 2019, a group of neighbors opposed it at public hearings and challenged the approval in court, unsuccessfully, seeking to have the construction halted. With the current revised alternative to a building permit process (referenced above)

and the ministerial approval path outlined in AB-101, the process to approving a shelter is more efficient than the approval process required then by the Embarcadero shelter. Now, provided the Criteria in AB-101 are met, shelters can be approved without CEQA review or the possibility of appeal.

See **Case Study: 33 Gough Street** for an example of a low barrier navigation center project in San Francisco.



Case Study: 33 Gough Street

San Francisco's review of sites that count as low barrier navigation centers as per state law complies with AB-101 (see Process and Permitting Procedures, Implementing State Requirements, AB-101: Shelters section). For example, for 33 Gough Street, Public Works, in a letter dated June 29, 2021, determined that the Safe Sleeping Cabins at 33 Gough Street complied with the criteria set forth in AB-101. DPW submitted the letter to the Planning Department, where Planning Department staff determined, in a letter dated July 8, 2021 that the project complied with zoning requirements and was exempt from CEQA. The letter explains that the zoning at 33 Gough Street is Public (P) and is classified as a non-residential zone. The Planning Department determined that the low barrier navigation center was considered a principally permitted use in the P zoning district. The remaining findings of compliance, as required by the MOU, were completed by Public Works, San Francisco Fire Department, and DBI by December 27, 2021.

Transitional Housing

The state's definition of Transitional Housing is comparable to the transitional housing in HSH's portfolio of temporary interventions and falls under the umbrella of "Shelter" use in the Planning Code. Tenants do not have a lease and are intended to have time limited stays. Transitional housing is different from permanent affordable housing in that residents are only permitted to live on-site for a period of two years or less. Transitional Housing is permitted in all zones allowing residential use, except for RH-1, RH-1(D), and RH-1(S). (see subattachment 1 – Allowable Residential Types by Zoning)

Permanent Supportive Housing

San Francisco Administrative Code's defines Permanent Supportive Housing as "*Housing units for Clients that include on-site supportive services, including, without limitation, intake and assessment of Clients' needs, outreach to the Clients to assist them with health or social needs, management of the health or social needs of Clients, mediation of disputes with the property management, and referrals for services to the Clients.*" Social services are permitted as an accessory use in all of San Francisco's zoning districts, thus supportive housing is allowed wherever residential uses are also allowed.

Figure 3. Residential Use Definitions

<i>State Term</i>	<i>Equivalent or Closest San Francisco City Term</i>	<i>City Definition</i>
<u>Emergency Shelters</u>	<u>Homeless Shelter (Planning Code Sec. 102)</u>	A Residential Use defined as living and/or sleeping accommodations without any fee to individuals and families who are homeless, as defined in the Federal Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009 (S.896), as amended from time to time. Homeless Shelters shall comply with the requirements of the Standards of Care for City Shelters contained in Administrative Code, Chapter 20, Article XIII, including the requirement for operational standards in Section 20.404(d).
	<u>Shelter (Admin. Code Sec. 20.401)</u>	A facility, including a resource center, operating under a contract with the City, to provide temporary emergency shelter services for homeless single adults or families.
<u>Low Barrier Navigation Centers</u>	<u>Navigation Center (Admin. Code Sec. 106.1)</u>	A temporary, low-barrier-to-entry shelter that, through case management and social service programs, aids in moving homeless people off the streets and into permanent housing or transitional or stable supportive housing that eventually leads to permanent housing.
<u>Transitional Housing</u>	Transitional Housing	Transitional Housing in practice falls under HSH's "Shelter" portfolio. San Francisco generally defines transitional housing as housing for people with significant barriers to housing stability for up to 2 years with services as they work toward self-sufficiency and housing stability.
<u>Permanent Supportive Housing</u>	<u>Permanent Supportive Housing (Admin Code Sec. 20.54.3)</u>	<p>"Permanent Supportive Housing" shall mean housing units for Clients that include on-site supportive services, including, without limitation, intake and assessment of Clients' needs, outreach to the Clients to assist them with health or social needs, management of the health or social needs of Clients, mediation of disputes with the property management, and referrals for services to the Clients. "Permanent Supportive Housing" shall not include any shelter or site that offers temporary overnight sleeping space on a short-term basis provided by the City on City-owned or leased property or through a contractual arrangement.</p> <p>HSH has a variety of PSH programs offering tenants long-term affordable housing with a range of supportive services, including case management and housing retention assistance. Tenants pay up to 30% of their income in rent.</p>
<u>Employee Housing</u>	n/a	<p><i>San Francisco does not have a definition of employee housing. The closest defined employee-related housing is for an Educator Housing Project (Planning Code Sec. 206.9):</i></p> <p>A project for the development of deed-restricted Residential Units all of which are restricted for the Life of the Project or 55 years, whichever is longer and consistent with any applicable tax credit regulatory requirements, to occupancy by at least one employee of the San Francisco Unified School District ("SFUSD") or San Francisco Community College District ("SFCCD"), as verified by the Planning Department or MOHCD. At least four-fifths of the units in an Educator Housing Project must be deed restricted for the Life of the Project or 55 years, whichever is longer and consistent with any applicable tax credit regulatory requirements to be affordable to households with an income from 30% to 140% of the unadjusted area median family income (AMI), with an overall average of</p>

		100% AMI across all such units. Up to one-fifth of the units may be deed restricted up to a maximum 160% AMI for the HUD Metro Fair Market Rent Area (HMFA) that contains San Francisco, as published annually by MOHCD. An Educator Housing Project is also allowed to be a mixed-use development project with a maximum 20% of the gross building square footage designated for non-residential neighborhood-serving uses.
Manufactured Housing	n/a	<i>San Francisco does not have a definition or close alternative for Manufactured Housing. However, the State's definition of Manufactured Housing is code compliant in San Francisco. Potential process differences among code compliant Manufactured Housing projects in San Francisco include hiring pools, trades, and/or local hire agreements related to pre-fabrication and off-site labor.</i>
Residential Care Facilities	Residential Care Facility/Institutional Use (Planning Code Sec. 102)	An Institutional Healthcare Use providing lodging, board and care for a period of 24 hours or more to persons in need of specialized aid by personnel licensed by the State of California. Such facility shall display nothing on or near the facility that gives an outward indication of the nature of the occupancy except for a sign as permitted by Article 6 of this Code, shall not provide outpatient services, and shall be located in a structure which remains residential in character. Such facilities shall include, but not necessarily be limited to, a board and care home, family care home, long-term nursery, orphanage, rest home or home for the treatment of addictive, contagious or other diseases, or psychological disorders.
	Group Housing (Planning Code Sec. 102)	A Residential Use that provides lodging or both meals and lodging, without individual or limited cooking facilities or kitchens, by prearrangement for 30 days or more at a time and intended as Long-Term Housing, in a space not defined by this Code as a Dwelling Unit. Except for Group Housing that also qualifies as Student Housing as defined in this Section 102 , 100% Affordable Housing as defined in Planning Code Section 315 , or housing operated by an organization with tax-exempt status under 26 United States Code Section 501(c)(3) providing access to the unit in furtherance of its primary mission to provide housing, the residential square footage devoted to Group Housing shall include both common and private space in the following amounts: for every gross square foot of private space (including bedrooms and individual bathrooms), 0.5 gross square feet of common space shall be provided, with at least 15% of the common space devoted to communal kitchens with a minimum of one kitchen for every 15 Group Housing units. Group Housing shall include, but not necessarily be limited to, a Residential Hotel, boardinghouse, guesthouse, rooming house, lodging house, residence club, commune, fraternity or sorority house, monastery, nunnery, convent, or ashram. It shall also include group housing affiliated with and operated by a medical or educational institution, when not located on the same lot as such institution, which shall meet the applicable provisions of Section 304.5 of this Code concerning institutional master plans.

Review of Constraints

<i>Constraint</i>	Under the current shelter crisis declaration, shelters are allowed in all zoning districts by right except for RH-1. Once this expires, this no longer applies and shelters no longer have a codified permit pathway under local rules.
<i>Constraint Reductions</i>	Related Policies
	Policy 26; Policy 28
	Implementing Program Areas
	3.3 Temporary Shelter Actions: 3.3.4
	8.6 Support for Affordable Housing and Shelters Actions: 8.6.3; 8.6.4; 8.6.12

<i>Constraint</i>	Group housing definitions may be limiting co-living or supportive housing types.
<i>Constraint Reductions</i>	Related Policies
	Policy 34 Encourage co-housing to support ways for households to share space, resources, and responsibilities, especially to reinforce supportive relationships within and across communities and generations.
	Implementing Program Areas
	7.2 Mid-rise and Small Multifamily Buildings Action: 7.2.6; 7.2.7

Single Room Occupancy (SRO)

SRO uses are defined in the Planning Code as “a Residential Use characteristic, defined as a Dwelling Unit or Group Housing room consisting of no more than one occupied room with a maximum gross floor area of 350 square feet and meeting the Housing Code's minimum floor area standards. The unit may have a bathroom in addition to the occupied room. As a Dwelling Unit, it would have a cooking facility and bathroom. As a group housing room, it would share a kitchen with one or more other single room occupancy unit/s in the same building and may also share a bathroom. A single room occupancy building (or "SRO" building) is one that contains only SRO units and accessory living space.” SRO’s are allowed in all districts where residential uses are allowed except in the Central SoMa Area Plan. The City has historical examples of SRO housing downtown as seen in the historic residential hotel stock regulated by Chapter 41 of the Administrative Code. There are also examples of new construction SRO housing.

Agricultural/Employee Housing

California’s Health and Safety Code Section 17021.5 requires every “each county and city to permit and encourage the development and use of sufficient numbers and types of employee housing facilities as are commensurate with local needs.” San Francisco is highly urbanized and generally a distance from agricultural employment.

Permitting and encouraging development of employee housing facilities in the city typically comes in the form of Intermediate Length Occupancy (ILO) housing, or corporate housing, for employees in higher education, healthcare, and traveling theater/arts. ILO housing often require stays of greater than a month but less than a year. This housing type is not new in San Francisco, but there had been no regulation or monitoring of ILO activity until January 2020. A 2015 Controller’s office report concluded that when short-term renting like ILO housing results in a housing unit being removed from the residential market, the benefits of higher visitor spending and host income are outweighed by the economic harms of reducing housing supply (higher housing costs), and the net economic impact on the city’s economy is negative.⁷

The City passed an ordinance in May 2020 to regulate ILO housing. The Ordinance prohibits the use of rental units for temporary occupancies by non-tenants, requires landlords to disclose in advertisements for such units that the units are subject to the Rent Ordinance, authorizes enforcement through administrative and/or civil penalties, and requires the Controller to conduct a study to analyze the impacts of new Intermediate Length Occupancy units in San Francisco.⁸ The City's ILO program does the following:

- Permits a maximum of 1,000 ILOs
- Prohibits ILO housing in rent-controlled units, BMR units, 1-3 unit buildings, and Mixed-Use Districts
- Requires a Conditional Use Authorization (CUA) for lots with 10 or more dwelling units
- Restricts ILO housing approved by CUA to no more than 1/3 of the maximum located outside of the downtown core (C-3 zoning districts), or within census tracts representing a “sensitive community.”

Student housing, certain non-profit housing, and residential hotels (SROs) are not subject to these permitting requirements, or these specific unit number limits.

The Office of the Controller, Rent Board, and Planning Department presented an update on enforcement, implementation, and economic impact of the ILO program in April 2022.⁹ As of March 10, 2022, 33 ILO units had received a required CUA, four had received a required building permit, and one had completed all permitting requirements.

While the ILO housing program imposes additional regulations on housing, and therefore constrains the ability to provide workforce housing, it is intended to ensure that units remain in the residential market for long-term tenants. This may also lead well-resourced corporations to find other ways to offer housing to their employees and constrain the housing market in another way. Aside from corporate housing, San Francisco encourages workforce housing through a broad definition of “group housing,” which offers more flexibility than employee housing as defined in HSC Sec. 17021.5. Group housing also includes

7 Office of Economic Analysis, “[Amending the Regulation of Short-Term Residential Rentals: Economic Impact Report](#)”, May 18th, 2015.

8 Intermediate Length Occupancies, SF Planning Case Number 2019-020940PCA Report, <https://sfgov.legistar.com/View.ashx?M=F&ID=8334634&GUID=1FBA1010-32CB-49C7-B412-0B63B8456228>

9 Intermediate Length Occupancy Program Updates, <https://sfgov.legistar.com/LegislationDetail.aspx?ID=5548607&GUID=A01E37C2-7337-443A-9BD9-03E59D20EBF7>

certain livability requirements that may not be afforded in workforce-specific housing, such as common space and kitchens.

Proposition E (2019) allows affordable housing and educator housing on sites that are zoned for public use. The site must also be larger than 8,000 square feet and not controlled by the Recreation and Parks Department for use as a public park. Critically, this aspect of the measure would enable projects on public sites to take advantage of Government Code section 65913.4 (SB 35). Prop E allows eligible projects to use form-based zoning, instead of limiting density by lot area.



Case Study:
Shirley Chisholm Village Educator Housing

Photo by MidPen | BAR Architects

This case study describes a **teacher housing project with 100% affordable housing priority processing**. The project was to demolish an existing public school administrative building and construct a 100% affordable, 135-unit multi-family housing project for educators.

Following the approval of Proposition E 2019, 100% affordable housing projects and educator housing projects would be allowed in Public zoning districts and received expedited City approval. Following Planning Code amendments based on Prop E, the Shirley Chisholm project was required to be reviewed within 90 to 180 days and administratively reviewed without review by the Planning Commission.

The project applicant held three pre-application meetings with community members from August 2018 to February 2019, followed by application submittal in March 2019. The project met criteria for a Mayor's Executive Directive 13-01 Priority Permit and a SB 35 project. The SB 35 application was submitted in February 2020 and approved in May 2020. The project was granted waivers as part of SB 35 for setbacks and yards, usable open space, dwelling unit exposure, off-street loading, and height. A site permit was approved in January 2021 and demolition permit issued in April 2022.

Manufactured Housing

Some manufactured single-family housing buildings have been erected in San Francisco temporarily but, given the high cost of land, manufactured housing is not desired by project applicants. The San Francisco Planning Code does not have a definition for manufactured housing; manufactured, prefabricated, and mobile home are subject to the same Planning Code and DBI requirements as all other homes. Manufactured housing is permitted in all zoning districts where residential housing is permitted. In addition to the challenges of balancing local and state review (see Maceo May Apartments case study), this type of housing often entails complicated negotiations around local labor and trade agreements due to the introduction of primarily off-site labor.

Due to new techniques and higher-level quality products, factory-built housing is becoming more commonplace in building applications, specifically for mid-rise market-rate and affordable housing projects. Recent improvements in productivity and acceptance by certain labor unions have made this a viable construction type in the Bay Area. There are no planning regulations that differentiate this from

other construction types although it may have challenges meeting design review or historic preservation standards in historic districts given its requirements for repetition of unit types, stacking, and façade treatments. Changes to building code at the state level also facilitated this industry expansion; no local building codes have been made that regulate this product differently.



Case Study: Maceo May Apartments on Treasure Island

Modular housing faces unique challenges in acquiring a building permit and final inspections as evidenced by Maceo May, a 100% affordable project done as one of three pilot programs by the Mayor's Office of Housing and Community Development. The project was entitled as part of a Development Agreement administrative process and required State agency building permits, as they oversee the modular construction completed at FactoryOS, a relatively new manufacturing facility in Vallejo, California. Once the modules are brought onsite, the assembly is overseen by local building officials who inspect the trades that do work locally, such as electrical, plumbing, and site work. Unfortunately, there were many unanticipated disruptions caused not only by the pandemic and work shut down, but also intense rainstorms that cause damage to many of the modules during construction. Since the modules were on site, the jurisdiction for permitting and review changed and repairs had to be drawn up and submitted to the San Francisco Department of Building Inspection, requiring a complex process of resubmittal and revisions to meet local interpretations of code under unique circumstances. This delay and trap between state and local officials, reduced the efficiency of factory construction essentially negating the benefit of the chosen process. Additionally, working with a factory with unsure timing through a government process meant that the project had to "get in line" in the floor process and often missed windows for its assembly production.

Review of Constraints

<i>Constraint</i>	High cost of land and uncertainty in the review and approval process specific to manufactured housing make manufactured, prefabricated, and mobile homes less desirable to project applicants.
<i>Constraint Reductions</i>	Related Policies
	Policy 30
	Implementing Program Areas
	8.1 Cost and Fees Actions: 8.1.1

Accessory Dwelling Units

State legislation in 2020 mandated that cities adopt a variety of policies that simplify the accessory dwelling unit (ADU) development process and increase the areas eligible for their development. This legislation has encouraged ADU development (see Figure 8 – Number of ADUs Completed and in the Pipeline). State ADU legislation passed in 2019 required that cities use ministerial review to approve ADUs or junior dwelling units (JDUs), and they must review applications within 60 days. It also prohibits cities from requiring minimum lot sizes or enforcing strict site design standards. An additional state bill also passed in 2019, restricts cities from enforcing owner occupancy requirements for ADUs or collecting impact fees on ADUs smaller than 750 square feet.

The City has extended its ADU Program to all zoning districts that permit residential uses. Existing buildings that have four or fewer units, or new construction on sites that allow four or fewer legal dwelling units allow one ADU; buildings with five or more legal dwelling units, or on sites that allow five or more units on the lot are allowed unlimited ADUs. Under the City’s program, there is no limit on the number of ADUs allowed for projects undergoing Mandatory or Voluntary Seismic upgrades.

Review of Constraints

<i>Constraint</i>	Non-governmental costs, such as the high cost of construction, can limit their development where they might support multi-generational living.
<i>Constraint Reduction</i>	Related Policies
	Policy 32
	Implementing Program Areas
	6.3 Seniors and People with Disabilities and Chronic Illness Actions: 6.3.3

Change of Use to Residential

Housing projects applications that propose the change of use or demolition of movie theaters, grocery stores over 5,000 square feet, laundromats, and residential care facilities require a conditional use authorization. These changes to the latter two resulted from 2021 legislation and were intended to reduce impact of land value pressures on critical private sector businesses for more vulnerable populations including seniors and those with disabilities; however, the requirements do not ensure the survival of those businesses, which is dependent on financial support.

Review of Constraints

<i>Constraint</i>	Conditional Use Authorizations are currently required for additional height in certain districts, or for the removal of specific uses, including gas stations, grocery stores, laundromats, and theaters. While these and other community serving uses are important, constraining development of housing by requiring a CUA does not ensure their survival and can result in delay and uncertainty.
<i>Constraint Reduction</i>	<p style="text-align: center;">Related Policies</p> <p>Policy 26</p> <hr/> <p style="text-align: center;">Implementing Program Areas</p> <p>9.4 Community Services Actions: 9.4.2</p>

Specific Office Use Districts

Most zoning districts in the Planning Code allow residential units, including the downtown C-3 district, which allows residential by-right on parcels where office uses currently exist. An analysis of non-governmental constraints on conversion of office to residential uses in downtown can be found in the Non-Governmental Constraints, Land/Site Value section.

The Central SoMa Area Plan, however, did include a provision for large sites, where only office would be allowed to retain large-format floorplates preferred by newer office uses, which was intended to reduce the distances between people living in San Francisco and traveling for work outside of the city to more suburban areas, by ensuring space for office uses in the area. This provision was a way to balance this job-housing distribution prior to the pandemic but, given the increase of work-from-home policies for office workers, the requirement may not outweigh the need for additional housing and can be seen as a constraint on the production of housing south of Harrison Street.

Review of Constraints

<i>Constraint</i>	Residential uses are only permitted in proportion to office uses on large parcels south of Harrison Street in the Central SoMa Area Plan that may be more suited for residential development given change in work from home patterns.
<i>Constraint Reductions</i>	Related Policies
	Policy 26
	Implementing Program Areas
	7.3 Housing Near Job Centers and Transit Actions: 7.3.3

Demolition Controls & Tenancy

The Planning code requires the Planning Commission to consider a variety of criteria when considering whether to grant a conditional use authorization for the demolition, merger, or conversion of residential units. These include the length of occupancy of the unit, its owner-occupied status, its affordability status, and how the proposed removed unit compares to the proposed new unit(s).

Most residential demolition applications will require a public hearing; however, the following projects may be reviewed administratively: any existing residential structure that is recommended for demolition by the Director of the Department of Building Inspection and is determined to be a public hazard in accord with provisions of the Building Code; any existing residential structure that is damaged by fire, earthquake, or other act of God, proposed for demolition and to be replaced in extent and kind, as determined by the Zoning Administrator; and structures proposed for demolition, where a Conditional Use hearing would otherwise be required, are exempt from hearing requirements if they are determined by the Department to be “unsound.” Soundness is an economic measure of the feasibility of upgrading a residence that is deficient with respect to habitability and Housing Code requirements, due to inadequacies of original construction. Proposed removal of three or more units will always require a Conditional Use approval.

San Francisco uses a “Tantamount to Demolition” process which establishes a specific and complex procedure for determining if a project is subject to requirements for demolished buildings. It includes calculation of wall and floor areas and the reuse of existing materials or if the floors are being moved vertically. It is a much more time-consuming and challenging design and project review process than for what is required to demolish commercial properties. Permits for demolitions of dwellings cannot be issued until the permits for the replacement structures are issued.

Rent Control

Given the high cost of housing and recent influx of high earners into San Francisco over the past ten years, many residents, especially in communities of color, those with disabilities, and seniors, have been at high risk of displacement or eviction. Recent legislative proposals have included ways to reduce the impact on these communities by preventing applicability of certain development programs if they require the demolition of housing that has existing tenants, especially if they are in rent stabilized housing units.

While these controls protect existing residents, the requirements constrain the ability of projects to demolish and construct more housing.

In more practical terms, establishing whether there has been a tenant within the timeframes created by state and local legislation--three, five or even ten years in the past-- is very challenging, especially for unauthorized dwelling units. Determining whether there has been a tenant in the relevant time period requires in-depth investigation by planners working in many cases with the San Francisco Rent Board who does not currently track the tenancy of rental units. Absences of this readily accessible information often prompts requests for broader regulatory measures and additional public agency scrutiny, such that each site is examined for the specific owner and resident actions and histories.

The regulations around future tenancy and rent control requirements also provide constraints to the initiation of housing projects. Developers who produce small-multifamily housing or homeowners who wish to add units articulate concern over the long-term consequences of managing tenants and rental units or having the units be subject to the city's affordable housing lottery system. In smaller projects, applicants express concern that they will "get stuck" with a bad or disruptive tenant; for a property manager a bad or disruptive tenant can be a financial or logistical challenge, but homeowners have the additional worry about living in the same structure with a difficult neighbor.

While not required through the State legislation, projects that obtain a waiver from Planning Code requirements to build an ADU(s) under the local program are required to be rent controlled. Note that 85% of ADUs of the 656 ADUs approved prior to March 2022 will be rent controlled, the majority in multifamily buildings where rent control already exists.

Rental Registry

Ordinance No. 265-20, effective January 18, 2021, requires owners of residential housing units in San Francisco to begin reporting certain information about their units to the Rent Board. The Rent Board will use this information to create and maintain a "housing inventory" of all units in San Francisco that are subject to the Rent Ordinance. Owners will be required to report the information using a form prepared by the Rent Board. In addition to (or in lieu of) a paper form, the Rent Board is developing an online form. The Rent Board may also develop a procedure for tenants to report information about their units, but reporting by tenants is optional.

The Rent Board will use the information provided in the housing inventory to generate reports and surveys, to investigate and analyze rents and vacancies, to monitor compliance with the Rent Ordinance, and to assist landlords and tenants and other City departments as needed.

Review of Constraints

<i>Constraint</i>	Conditional Use Authorizations are currently required for demolition of existing units regardless of tenant status or history, causing additional or unneeded delay or uncertainty in the approval of housing applications.
<i>Constraint Reduction</i>	Related Policies
	Policy 26
	Implementing Program Areas
	8.4 Process and Permit Procedures Actions: 8.4.9

Legalizing Units

San Francisco has a process to legalize existing dwelling units that were previously unpermitted. This program allows property owners to register these units, avoid potential violations, and ensure that their dwelling units meet safety requirements; to incentivize use of the program, the City waives certain fees.¹⁰ Many homeowners created “in-law” units without permits after World War II to provide homes for returning soldiers. These existing units offer lower rents, as they are generally smaller, often with some physical limitations such as hidden entrances or low ceilings, and sometimes do not meet current health and safety standards. In the past, once the City was made aware of such units through complaints, the unit was required to be removed, and a home was lost. In 2014, the City reversed this approach: a legalization program now allows homeowners to legalize these units requiring compliance with building and safety standards while relaxing other controls, such as parking or density. In addition, the City now provides stronger controls to prevent removal of these units to protect tenants from eviction.

Review of Constraints

<i>Constraint</i>	Planning Code requirements that require the upgrade of unauthorized dwellings to bring them up to health and safety standards, may impact existing tenants and can present significant financial barriers for property owners.
<i>Constraint Reduction</i>	Related Policies
	Policy 4
	Implementing Program Areas
	2.4 Preserving Rental Unit Availability Actions: 2.4.5; 2.4.6; 2.4.7

¹⁰ City of San Francisco Department of Building Inspection, 2021

Development Controls

Height

Housing development in all districts is constrained by height limitations (see Figure 7 – Height Zoning). But this functions in two primary ways across San Francisco: Downtown, Mixed-Use, and Neighborhood Commercial Transit (NCT) districts use form-based code, where density is constrained by the height and bulk allowable by parcel while most Residential districts (R-s) and Neighborhood Commercial Districts (NCDs) limit density by parcel area where height and bulk are not often constraining factors. For further detail:

Residential districts: RH-1 districts are limited to 35 feet (with some variation in sloped areas), while RH-2, and RH-3 districts to 40 and have resulted in housing that looks two and three stories tall. Projects in RH-1 districts can easily meet their maximum density of only one unit plus an ADU. RM and RC zones vary widely in height; while the majority are zoned for 65 feet or 85 feet, limits range from 40 to 275 feet. In RM districts, height restrictions are less responsible for low-density projects than are density regulations and other physical requirements.

Downtown, Mixed-Use and Neighborhood Commercial Transit Districts: These districts range mostly from 40 feet to 85 feet in height. Downtown, Central SoMa, and Market Octavia area plan areas have height limits above 85 feet to incentivize high-rise construction, and recent entitled projects include residential buildings such as 1 Oak at 400 feet, 10 South Van Ness at 590 feet, and 50 1st Street (Oceanwide Center) at 910 feet. Bulk requirements outside of R districts are split into 21 classifications. Areas with many tall mid-rise buildings, such as along Van Ness Avenue, require setbacks along the front façade. Areas designed for high-rise towers, such as Downtown, Transbay, and Central SoMa, use floor plate area, floor plate dimensions, and tower separate to constrain bulk.

Unlike many other cities, San Francisco regulates maximum building height¹¹ independently of permitted use(s). Thus, for any given zoning district, the maximum allowable building height varies. Indeed, there are seventy-four unique maximum allowable height limits, ranging from 20 to 1000 feet.

Figure 4 – Percent of Area by Height Classes by Zoning Districts below shows the distribution of maximum building height limits across each use District (or group of use districts) as a percentage of the land area within that district. The table is organized from lowest intensity use at the top to highest intensity use at the bottom, and from lowest (left) to highest (right) height limit.

As the table illustrates, the predominant height limit in San Francisco ranges from 40'-48', or approximately four stories. This four-story limit is characteristic across most RH, RM, RTO, and NC districts, as well as NCT-1 and NCT-2 districts which comprise a nearly 85% of the land area in which residential uses are allowed. In contrast, a wider distribution of height ranges is found in the higher-intensity Residential-Commercial, NCT-3, Named NCT, Eastern Neighborhoods Mixed-Use, Chinatown

11 Maximum building Height is generally measured to the top of roof (or average of top of roofline) and excludes elevator, stair, and mechanical penthouses as well as mechanical equipment and appurtenances necessary to the operation or maintenance of the building or structure itself, together with visual screening for any such features. See [Planning Code Section 260.\(b\) Exemptions](#).

Mixed-Use, Downtown Residential, and Commercial Use Districts. However, these higher-intensity districts represent only about 15% of the land area in which residential uses are allowed.

Generally, where the permitted number of units is limited per parcel, or as a function of parcel area, height limits are not a constraining factor in the production of housing. For such parcels, the allowable number of units is typically less than could be otherwise accommodated within the buildable area established by form controls. In these areas, which comprise the preponderance of developable land, removing or relaxing the unit limits would permit more housing within existing height (and other form) controls. This is evidenced by San Francisco's abundant stock of 12,650 existing density non-conforming buildings – built prior to the current unit limits – which contain nearly 1/3 of all San Francisco dwelling units.

Review of Constraints

Constraint	Low height limits in 85% of the city, predominantly in the Well-resourced neighborhoods where there are also density limits based on lot size, constrain the number of proposed housing units in applications.
Constraint Reductions	Related Policies
	Policy 20
	Implementing Program Areas
	7.3 Housing Near Job Centers and Transit Actions: 7.3.2

Form-based Code

While some districts of San Francisco restrict density based on the ratio of units to lot area, other districts use form-based density requirements. In these places, the zoning restricts use, building height, bulk, and setbacks, rather than unit density to regulate the scale of buildings. Form-based zoning districts calculate bonuses as a percentage of the residential gross floor area permitted in the base zoning.

Form-based zoning is used in downtown, recently adopted area plans, and a common feature of development agreements, primarily in the eastern portion of San Francisco. Redevelopment areas in Hunters Point and Mission Bay account for 44 percent of the land that follows form-based controls. Other large segments of land covered by form-based controls are those designated as Neighborhood Commercial Transit Districts, primarily in the city's central and eastern areas (16 percent), and Urban Mixed-Use zones in the city's Eastern Neighborhoods (11 percent) which includes Central SoMa.

A large share of recently built housing units have been concentrated in areas with form-based zoning. Form-based zoning is more likely to reduce the cost of housing per unit and improve overall affordability compared with traditional zoning districts, which regulate unit density by capping the number of units per lot. It increases flexibility for design layout, unit types, and unit scales.

Bulk Restrictions

Bulk controls are defined as a set of districts listed under Section 270 where they control the building envelope in form-based code districts, including the NCT, MU, and C-3 zoning. Areas with 40-foot height limits do not have any bulk controls.

Developers generally do not find bulk controls constricting except in high-rise applications, specifically the Market-Octavia Area Plan / Van Ness SUD and Rincon Hill areas where floor plates are required to have a maximum of 10,000 gross square feet but with linear and diagonal maximums that demand a building to be almost square. Most projects in the Market-Octavia Area Plan have requested exceptions to these bulk controls, as the general rule as noted by architects is that approximately 12,000 gross square feet is the minimum floorplate for residential construction required to accommodate elevator and stairwell cores and efficient unit sizes and shapes. A square tower is not ideal in floorplan layout as it requires inefficient unit proportions. Downtown bulk requirements are set more by building separation

requirements under the Building Code and Planning Code bulk requirements have less impact on floor plate sizes.

Eastern Neighborhoods Mixed Use Districts have a unique bulk control measure, described as an “additional height limit” that restricts the building envelope on parcels that face narrow streets. Section 261.1 requires the use of a “sun access plane” that measures 45 degrees from the parcel across the street. No part of the subject parcel’s building envelope may penetrate above this line, which for parcels that are zoned for 85 feet, can substantially reduce the building envelope. The blocks South of Market are very large and include many of these narrow streets that cut the bigger blocks into smaller ones. This affects many parcels in this portion of the city.

Midblock Alley requirements, found in Planning Code Section 270.2, are required for projects in Eastern Neighborhoods and Downtown areas that are on longer blocks—more than 200’—under certain roadway configurations, or at the Planning Commission’s discretion. This requires projects to provide a publicly accessible alley, open at all times, through the project connecting existing streets or public rights of way. The upper floors of the project must also be set back to accommodate sunlight. It is permissible to connect upper floors across the required alley, but the sunlight and alley requirements usually require large projects to have multiple cores of elevators, stairs, and mechanical systems to serve two or more portions of the structure to meet fire code requirements.

While the above measures could be described as constraints on housing development, they also provide crucial urban design measures for livability in denser neighborhoods and are easy to modify through exceptions during the entitlement process. Projects that use State Density Bonus or similar programs can also easily modify or remove these constraints through incentives, concessions and waivers. Except on rare occasions, issues around these provisions do not delay or constrain housing applications.

Site Controls

Along with height constraints as defined in the zoning maps, the Planning Code includes conventional standards such as minimum lot size, lot coverage or rear yard requirements, open space, and exposure requirements, all in concert with form-based codes, which constrain the production of housing units. These controls are unique by district. (see Figure 5 – Development Controls).

Minimum Lot Sizes and Widths: Minimum lot widths are as follows: RH-1(D) Districts: 33 feet and in all other districts: 25 feet. Minimum lot area are as follows: RH-1(D) Districts: 4,000 square feet and in all other zoning use districts: 2,500 square feet; except that the minimum lot area for any lot having its street frontage entirely within 125 feet of the intersection of two streets that intersect at an angle of not more than 135 degrees (generally, corner lots) shall be 1,750 square feet.

Review of Constraints

Constraint	Minimum lot sizes can leave parcels undeveloped.
Constraint Reductions	<p style="text-align: center;">Related Policies</p> <p>Policy 26</p> <hr/> <p style="text-align: center;">Implementing Program Areas</p> <p>8.4 Process and Permit Procedures Actions: 8.4.11</p>

Lot consolidation limits: Planning Code Section 121.1 limits the development of large lots in neighborhood commercial districts and requires Conditional Use Authorizations (see Permit Processing) to expand from the following sizes:

<i>District</i>		<i>Lot Size Limits</i>
North Beach	Polk Street	2,500 sq. ft.
Pacific Avenue		
NC-1, NCT-1	Irving Street	5,000 sq. ft.
24th Street-Mission	Judah Street	
24th Street-Noe Valley	Lakeside Village	
Broadway	Noriega Street	
Castro Street	Outer Clement Street	
Cole Valley	Sacramento Street	
Glen Park	Taraval Street	
Haight Street	Union Street	
Inner Clement Street	Upper Fillmore Street	
Inner Sunset	West Portal Avenue	
NC-2, NCT-2	Japantown	
NC-3, NCT-3	Lower Haight Street	
Bayview	Lower Polk Street	
Cortland Avenue	Mission Bernal	
Divisadero Street	Mission Street	
Excelsior Outer Mission Street	Ocean Avenue	
Fillmore Street	Outer Balboa Street	
Folsom Street	Regional Commercial District	
Geary Boulevard	San Bruno Avenue	
Hayes-Gough	SoMa	
Inner Balboa Street	Upper Market Street	
Inner Taraval Street	Valencia Street	

Review of Constraints

Constraint	Conditional Use Authorization requirements delay housing approvals by adding the number of required hearings, and preventing lot consolidation reduces the architectural efficiency or size of housing projects.
Constraint Reductions	<p style="text-align: right;">Related Policies</p> <p>Policy 26</p> <hr/> <p style="text-align: right;">Implementing Program Areas</p> <p>8.4 Process and Permit Procedures Actions: 8.4.9</p>

Maximum lot coverage requirements generally ensure that some portion of a lot remains as open space. Lot coverage requirements are 75% in form-based districts, including MU, NCT, NCDs, and C-3. The Van Ness SUD allows a maximum of 80% lot coverage. Lower density districts include RH-1 which allows 70% maximum lot coverage and RH-2, RH-3, RM- 1, and RM-2 which is 55%. Projects may apply for a reduction of rear yard requirements (i.e. an increase in the maximum percentage requirement) through an exception or variance process. Rear yards in RH- and RM- districts often fit together to create “midblock open space,” a term defined in the Residential Design Guidelines where the congregation of backyards can give a collective sense of “relief” of building massing, and supports foliage, soil systems, animal or bird habitat, and overall natural ecosystems; this principal has led to discretionary actions where design review staff or the Planning Commission will ask for greater massing reductions so that back walls conform to neighboring back walls. Many RH-1 and 2 blocks demonstrate this pattern, with very large backyards that far exceed rear yard requirements. This principal especially affects “key” lots, lots that are second in from a corner parcel as key lots have the greatest impact on the connectivity between corner lots and the midblock open space.

Review of Constraints

Constraint	Design guidelines restrict lot coverage beyond rear yard requirements reducing the potential inclusion of housing units.
Constraint Reductions	<p style="text-align: right;">Related Policies</p> <p>Policy 28</p> <hr/> <p style="text-align: right;">Implementing Program Areas</p> <p>8.3 Objective Design Standards & Findings Actions: 8.3.6</p>

For denser areas of the city, especially in Downtown, Van Ness Corridor, Chinatown or the Tenderloin, projects can often meet lot coverage requirements which are based on a percentage of the lot, but often

request exceptions to meet open space standards which are tied to the number of units provided. Given site constraints in denser areas, open space can be met by providing private balconies, common open space available only to building residents such as courtyards or roof decks, or by paying an in-lieu fee used for the city to provide future public open space. Some districts, Central SoMA for example, allow for public open space as an option, and count public open space at a higher rate than private or common space, since it requires additional liability and security management and benefits the broader neighborhood. This flexibility has been seen by developers as helpful for projects.

Housing projects also must meet “exposure” requirements, which means that all dwelling units must face on an open area, defined as a public right of way or a courtyard. For many housing projects, the rear yard will provide the exposure needed; if the rear yard is compromised given site constraints, developments may require an exception to meet exposure requirements. These exceptions are common through the Downtown Authorization or State Density Bonus process and do not delay housing approvals.

One unique aspect of Section 140, which includes the city exposure requirement, is that if the requirement is met through an inner court (which must be a minimum of 25’ in width and depth), additional 5’ setbacks are required in every horizontal direction at each additional floor. This requirement is burdensome for projects as it disrupts efficient construction techniques which prefer stacked or consistent dimensions, especially for structural and mechanical purposes. Projects nearly always request an exception or waiver of this provision.

Review of Constraints

<i>Constraint</i>	Exposure requirements that demand incremental setbacks at each level decrease the efficiency of construction and increase financial burdens to projects.
<i>Constraint Reductions</i>	<p style="text-align: right;">Related Policies</p> <p>Policy 26</p> <hr/> <p style="text-align: right;">Implementing Program Areas</p> <p>8.3 Objective Design Standards & Findings Actions: 8.3.3</p>

Parking

While the city no longer has parking minimum requirements, eliminated per legislation in 2018, as an intensely developed area, the city has considerable measures to reduce transportation impacts. In 2017, San Francisco adopted a transportation demand management (TDM) requirement which applies to projects of 10 units or more. TDM gives applicants flexibility in choosing which mobility measures they will incorporate. It includes options to reduce parking or provide amenities to residents such as bicycle parking, lockers and storage for family needs or delivery, and car share, which is required for any project that voluntarily includes parking.

Figure 5. Development Controls

Table Notes:

Base permitted residential use density, not inclusive of ADUs or other bonus density potential. Useable Open Space requirement is listed as square feet per unit.

Additional area-specific or citywide special topic guidelines may apply. Applicable guidelines for each property are listed under the “Design Guidelines” link within the Zoning tab on the San Francisco Planning Department’s Property Information Map.

Height sculpting on Alleys required per § 261.1.

CATEGORY		CHARACTERISTICS		CONTROLS				
Zoning	Density	Description	Use Limits	Rear Yard or Coverage Limit	Height/ Setbacks /Bulk Limits	Usable Open Space	Design Guidelines	
RESIDENTIAL	RH-1(D)	Very Low	RH-1(D) Districts: One-Family (Detached Dwellings). These Districts are characterized by lots of greater width and area than in other parts of the City, and by single-family houses with side yards. The structures are relatively large, but rarely exceed 35 feet in height. Ground level open space and landscaping at the front and rear are usually abundant. Much of the development has been in sizable tracts with similarities of building style and narrow streets following the contours of hills. In some cases private covenants have controlled the nature of development and helped to maintain the street areas.	1 unit per lot	Minimum 30% Rear Yard, but in no case less than 15'	35' Height Limit. Front setback required average of adjacent properties. Side setback required, varies per §133	300 if private, and 400 if common	RDGs
	RH-1	Very Low	RH-1 Districts: One-Family. These Districts are occupied almost entirely by single-family houses on lots 25 feet in width, without side yards. Floor sizes and building styles vary, but tend to be uniform within tracts developed in distinct time periods. Though built on separate lots, the structures have the appearance of small-scale row housing, rarely exceeding 35 feet in height. Front setbacks are common, and ground level open space is generous. In most cases the single-family character of these Districts has been maintained for a considerable time.	1 unit per lot	Minimum 30% Rear Yard, but in no case less than 15'	35' Height Limit. Front setback required average of adjacent properties.	300 if private, and 400 if common	RDGs
	RH-1(S)	Very Low	RH-1(S) Districts: One-Family with Minor Second Unit. These Districts are similar in character to RH-1 Districts, except that a small second dwelling unit has been installed in many structures, usually by conversion of a ground-story space formerly part of the main unit or devoted to storage. The second unit remains subordinate to the owner's unit, and may house one or two persons related to the owner or be rented to others. Despite these conversions, the structures retain the appearance of single-family dwellings.	2 units per lot	Minimum 30% Rear Yard, but in no case less than 15'	35' Height Limit. Front setback required average of adjacent properties.	300 if private, and 400 if common	RDGs

CATEGORY		CHARACTERISTICS		CONTROLS				Design Guidelines
Zoning	Density	Description	Use Limits	Rear Yard or Coverage Limit	Height/ Setbacks /Bulk Limits	Usable Open Space		
RESIDENTIAL	RH-2	Low	RH-2 Districts: Two-Family. These Districts are devoted to one-family and two-family houses, with the latter commonly consisting of two large flats, one occupied by the owner and the other available for rental. Structures are finely scaled and usually do not exceed 25 feet in width or 40 feet in height. Building styles are often more varied than in single-family areas, but certain streets and tracts are quite uniform. Considerable ground-level open space is available, and it frequently is private for each unit. The Districts may have easy access to shopping facilities and transit lines. In some cases, Group Housing and institutions are found in these areas, although nonresidential uses tend to be quite limited.	2 units per lot	Minimum 45% Rear Yard or average of adjacent neighbors, but in no case less than 15'	40' Height Limit. Front setback required average of adjacent properties.	125 if private, and 166 if common	RDGs
	RH-3		RH-3 Districts: Three-Family. These Districts have many similarities to RH-2 Districts, but structures with three units are common in addition to one-family and two-family houses. The predominant form is large flats rather than apartments, with lots 25 feet wide, a fine or moderate scale and separate entrances for each unit. Building styles tend to be varied but complementary to one another. Outdoor space is available at ground level, and also on decks and balconies for individual units. Nonresidential uses are more common in these areas than in RH-2 Districts.	3 units per lot	Minimum 45% Rear Yard or average of adjacent neighbors, but in no case less than 15'	40' Height Limit. Front setback required average of adjacent properties.	100 if private, and 133 if common	
	RM-1		RM-1 Districts: Low Density. These Districts contain a mixture of the dwelling types found in RH Districts, but in addition have a significant number of apartment buildings that broaden the range of unit sizes and the variety of structures. A pattern of 25-foot to 35-foot building widths is retained, however, and structures rarely exceed 40 feet in height. The overall density of units remains low, buildings are moderately scaled and segmented, and units or groups of units have separate entrances. Outdoor space tends to be available at ground and upper levels regardless of the age and form of structures. Shopping facilities and transit lines may be found within a short distance of these districts. Nonresidential uses are often present to provide for the needs of residents.	3 units per lot or 1 unit per 800 sf of lot area	Minimum 45% Rear Yard or average of adjacent neighbors. If averaged, no less than 25% or 15 feet, whichever is greater.	Height Limit varies. Front setback required average of adjacent properties.	100 if private, and 133 if common	
	RM-2	Moderate	RM-2 Districts: Moderate Density. These Districts are generally similar to RM-1 Districts, but the overall density of units is greater and the mixture of building types and unit sizes is more pronounced. Building widths and scales remain moderate, and considerable outdoor space is still available. The unit density permitted requires careful design of new structures in order to provide adequate amenities for the residents. Where nonresidential uses are present, they tend to offer services for wider areas than in RM-1 Districts.	3 units per lot or 1 unit per 600 sf of lot area	Minimum 45% Rear Yard or average of adjacent neighbors. If averaged, no less than 25% or 15 feet, whichever is greater.	Height Limit varies. Front setback required average of adjacent properties.	80 if private, and 106 if common	RDGs

CATEGORY		CHARACTERISTICS		CONTROLS				
Zoning	Density	Description	Use Limits	Rear Yard or Coverage Limit	Height/ Setbacks /Bulk Limits	Usable Open Space	Design Guidelines	
	RM-3	Moderate	RM-3 Districts: Medium Density. Predominantly devoted to apartment buildings of six, eight, 10 or more units, with some smaller structures. Most of these districts are close to downtown and have been developed in this manner for some time. The units vary in size, but tend to be smaller than in RM-1 and RM-2 Districts. Many buildings exceed 40 feet in height, and in some cases additional buildings over that height may be accommodated without disruption of the district character. Although lots and buildings wider than 25 or 35 feet are common, the scale often remains moderate through sensitive façade design and segmentation. Open spaces are smaller, but decks and balconies are used to advantage for many units. Supporting nonresidential uses are often found in these areas.	3 units per lot or 1 unit per 400 sf of lot area	Minimum 25% Rear Yard, but in no case less than 15'	Height Limit varies. Front setback required average of adjacent properties.	60 if private, and 80 if common	RDGs
	RM-4	High	RM-4 Districts: High Density. Devoted almost exclusively to apartment buildings of high density, usually with smaller units, close to downtown. Buildings over 40 feet in height are very common, and other tall buildings may be accommodated in some instances. Despite the intensity of development, distinct building styles and moderation of façades are still to be sought in new development, as are open areas for the residents. Group housing is especially common in these districts, as well as supporting non-residential uses.	3 units per lot or 1 unit per 200 sf of lot area	Minimum 25% Rear Yard, but in no case less than 15'	Height Limit varies. Front setback required average of adjacent properties.	36 if private, and 48 if common	
	RTO / RTO-M	Moderate	RTO and RTO-M: Residential Transit Oriented. Composed of multi-family moderate-density areas, primarily areas formerly designated RM and RH-3, and are well served within short walking distance, generally less than one-quarter mile, of transit and neighborhood commercial areas. Transit available on nearby streets is frequent and/or provides multiple lines serving different parts of the City or region.	1 unit per 600 sf of lot area Density by height and bulk	Minimum 45% Rear Yard or average of adjacent neighbors. If averaged, no less than 25% or 15 feet, whichever is greater.	Height Limit varies. Front setback required average of adjacent properties.	100 if private, and 133 if common	RDGs
	RC-3	Moderate	RC-3 Districts: Medium Density. These Districts provide for a mixture of medium-density Dwellings similar to those in RM-3 Districts, with supporting Commercial uses. Open spaces are required for Dwellings in the same manner as in RM-3 Districts, except that rear yards need not be at ground level and front setback areas are not required.	3 units per lot or 1 unit per 400 sf of lot area	Required at first residential level and above. Minimum 25% Rear Yard, but in no case less than 15'	Height Limit varies.	60 if private, and 80 if common	RDGs
	RC-4	High	RC-4 Districts: High Density. These Districts provide for a mixture of high-density Dwellings similar to those in RM-4 Districts with supporting Commercial uses. Open spaces are required for Dwellings in the same manner as in RM-4 Districts, except that rear yards need not be at ground level and front setback areas are not required.	3 units per lot or 1 unit per 200 sf of lot area	Required at first residential level and above. Minimum 25% Rear Yard, but in no case less than 15'	Height Limit varies.	36 if private, and 48 if common	RDGs

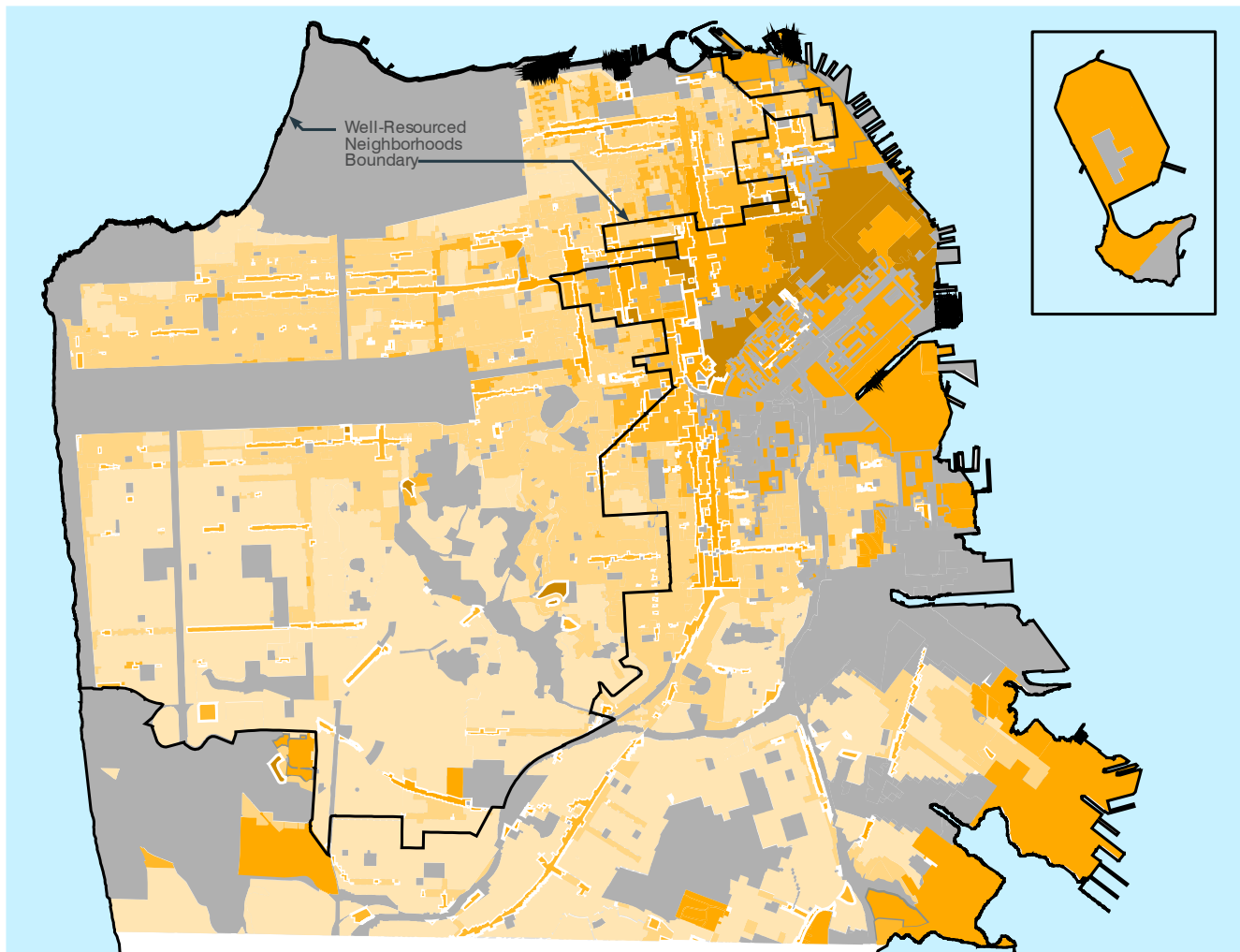
CATEGORY		CHARACTERISTICS			CONTROLS			
Zoning	Density	Description	Use Limits	Rear Yard or Coverage Limit	Height/ Setbacks /Bulk Limits	Usable Open Space	Design Guidelines	
COMMERCIAL	C-2	Moderate	C-2 Districts: Community Business. Mixed-use and multi-functional; they provide convenience goods and services to Residential areas of the City, both in outlying sections and in closer-in, more densely built communities.	Units ≤ nearest R district	Required at first residential level and above. Minimum 25% Rear Yard, but in no case less than 15'	Height / Bulk Limit generally 40-X.	= nearest R district	UDGs
	C-3	High	C-3 Districts: Downtown Commercial. This group of Districts comprises a wide variety of uses: Retail, offices, hotels, entertainment, clubs and institutions, and high-density residential. Many of these uses have a citywide or regional function. In the vicinity of Market Street, the configuration of commercial districts reflects easy accessibility by rapid transit. Includes: C-3-O, C-3-O(SD), C-3-R, C-3-G, and C-3-S.	Density regulated by height and bulk	Required at first residential level and above. Minimum 25% Rear Yard, but in no case less than 15'	Height and Bulk Limits vary.	36 if private, and 48 if common	UDGs
NEIGHBORHOOD COMMERCIAL	NC-1	Low	Neighborhood Commercial Cluster District. NC-1 Districts are intended to serve as local neighborhood shopping districts, providing convenience retail goods and services for the immediately surrounding neighborhoods primarily during daytime hours.	1 unit per 800 square foot lot area, or nearest R District	Minimum 25% Rear Yard, but in no case less than 15'	Height / Bulk Limits vary, but generally 40-X.	100 if private, and 133 if common	UDGs
	NC-2	Low	Small-scale Neighborhood Commercial District. The NC-2 District is intended to serve as the City's Small-Scale Neighborhood Commercial District. These districts are linear shopping streets which provide convenience goods and services to the surrounding neighborhoods as well as limited comparison shopping goods for a wider market. The range of comparison goods and services offered is varied and often includes specialty retail stores, restaurants, and neighborhood-serving offices. NC-2 Districts are commonly located along both collector and arterial streets which have transit routes.	1 unit per 800 square foot lot area, or nearest R District	Required at first residential level and above. Minimum 25% Rear Yard, but in no case less than 15'	Height / Bulk Limits vary, but generally 40-X.	100 if private, and 133 if common	UDGs
	NC-3	Moderate	Moderate-scale Neighborhood Commercial District. NC-3 Districts are intended in most cases to offer a wide variety of comparison and specialty goods and services to a population greater than the immediate neighborhood, additionally providing convenience goods and services to the surrounding neighborhoods. NC-3 Districts are linear districts located along heavily trafficked thoroughfares which also serve as major transit routes.	1 unit per 600 square foot lot area, or nearest R District	Required at first residential level and above. Minimum 25% Rear Yard, but in no case less than 15'	Height / Bulk Limits vary, but generally 40-X.	80 if private, and 100 if common	UDGs
	NC-S	Low	Neighborhood Commercial Shopping Center District. NC-S Districts are intended to serve as small shopping centers or supermarket sites which provide retail goods and services for primarily car-oriented shoppers. They commonly contain at least one anchor store or supermarket, and some districts also have small medical office buildings. The range of services offered at their retail outlets usually is intended to serve the immediate and nearby neighborhoods.	1 unit per 800 square foot lot area, or nearest R District	Not required	Height / Bulk Limits vary, but generally 40-X.	100 if private, and 133 if common	UDGs

CATEGORY		CHARACTERISTICS		CONTROLS			
Zoning	Density	Description	Use Limits	Rear Yard or Coverage Limit	Height/ Setbacks /Bulk Limits	Usable Open Space	Design Guidelines
Named NCDs	Low to High	Neighborhood Commercial Districts. Low to high density mixed-use neighborhoods of varying scale established around historical neighborhood commercial centers. The Neighborhood Commercial Districts are intended to support neighborhood-serving uses on the lower floors and housing above. These Districts tend to be linear commercial corridors, but may also include small clusters of commercial activity in Residential Districts. Individually named Neighborhood Commercial Districts are intended to provide for more targeted residential and commercial controls to fit the needs of their respective neighborhoods.	Varies. See Code §714.-§745.	Required at first residential level and above. Minimum 25% Rear Yard, but in no case less than 15'	Height and Bulk Limits vary.	Varies. See Code §714.-§745.	UDGs
	Moderate	Neighborhood Commercial Transit Cluster District. Intended to serve as local neighborhood shopping districts, providing convenience retail goods and services for the immediately surrounding neighborhoods primarily during daytime hours. NCT-1 Districts are located near major transit services. They are small mixed-use clusters, generally surrounded by residential districts, with small-scale neighborhood-serving commercial uses on lower floors and housing above. Housing density is limited not by lot area, but by the regulations on the built envelope of buildings, including height, bulk, setbacks, and lot coverage, and standards for residential uses, including open space and exposure, and urban design guidelines.	Density regulated by height and bulk	Minimum 25% Rear Yard, but in no case less than 15'	Height and Bulk Limits vary.	100 if private, and 133 if common	
	Moderate	Small-Scale Neighborhood Commercial Transit District. Transit-oriented mixed-use neighborhoods with small scale commercial uses near transit services. The NCT-2 Districts are mixed use districts that support neighborhood-serving commercial uses on lower floors and housing above. These Districts are well-served by public transit and aim to maximize residential and commercial opportunities on or near major transit services. The District's form is generally linear along transit-priority corridors, though may be concentric around transit stations or in broader areas where multiple transit services criss-cross the neighborhood. Housing density is limited not by lot area, but by the regulations on the built envelope of buildings, including height, bulk, setbacks, and lot coverage, and standards for residential uses, including open space and exposure, and urban design guidelines.	Density regulated by height and bulk	Required at first residential level and above. Minimum 25% Rear Yard, but in no case less than 15'	Height and Bulk Limits vary.	100 if private, and 133 if common	UDGs

CATEGORY		CHARACTERISTICS		CONTROLS				Design Guidelines
Zoning	Density	Description	Use Limits	Rear Yard or Coverage Limit	Height/ Setbacks /Bulk Limits	Usable Open Space		
MIXED-USE	NCT-3	Moderate to High	Moderate Scale Neighborhood Commercial Transit. Walkable and transit-oriented moderate- to high-density mixed-use neighborhoods of varying scale concentrated near transit services. The NCT-3 Districts are mixed use districts that support neighborhood-serving Commercial Uses on lower floors and housing above. These districts are well-served by public transit and aim to maximize residential and commercial opportunities on or near major transit services. The district's form can be either linear along transit-priority corridors, concentric around transit stations, or broader areas where transit services criss-cross the neighborhood. Housing density is limited not by lot area, but by the regulations on the built envelope of buildings, including height, bulk, setbacks, and lot coverage, and standards for Residential Uses, including open space and exposure, and urban design guidelines. Residential parking is not required and generally limited.	Density regulated by height and bulk	Required at first residential level and above. Minimum 25% Rear Yard, but in no case less than 15'	Height and Bulk Limits vary.	80 if private, and 100 if common	UDGs
	Named NCTs	Moderate to High	Neighborhood Commercial Transit Districts are transit-oriented moderate- to high-density mixed-use neighborhoods of varying scale concentrated near transit services. These districts support neighborhood-serving commercial uses on lower floors and housing above. They are well-served by public transit and aim to maximize residential and commercial opportunities on or near major transit services. District form can be either linear along transit-priority corridors, concentric around transit stations, or broader areas where transit services criss-cross the neighborhood. Housing density is limited not by lot area, but by the regulations on the built envelope of buildings, including height, bulk, setbacks, and lot coverage, and standards for Residential Uses, including open space and exposure, and urban design guidelines. Residential parking is not required.	Density regulated by height and bulk	Required at first residential level and above. Minimum 25% Rear Yard, but in no case less than 15'	Height and Bulk Limits vary.	Varies. See Code §753-§764.	UDGs
MIXED-USE	ENMUDs	Moderate to High	Eastern Neighborhoods Mixed-Use Districts. Includes: Residential Enclave District (RED), Residential Enclave- Mixed District (RED-MX), Mixed Use-General (MUG), Western SoMa Mixed Use-General (WMUG), Mixed Use-Office (MUO), Central SoMa Mixed-Use Office (CMUO), Mixed Use-Residential (MUR), South Park District (SPD), and Urban Mixed Use (UMU)	Density regulated by height and bulk	Varies. See Code §813-§847.	Height and Bulk Limits vary.	Varies. See Code §813-§847.	UDGs
	CTMUDs	High	Chinatown Mixed-Use Districts. Includes: Chinatown Community Business (CCB), Chinatown Visitor Retail (CVR), and Chinatown Residential/Neighborhood Commercial (CNRC)	1 unit per 200 sf of lot area	No more than 75% of lot coverage at the lowest level occupied by a dwelling.	Varies. See Height and Bulk Map.	48 sf per unit	UDGs

CATEGORY		CHARACTERISTICS		CONTROLS				
Zoning	Density	Description		Use Limits	Rear Yard or Coverage Limit	Height/ Setbacks /Bulk Limits	Usable Open Space	Design Guidelines
DTRs	High	Downtown Residential Districts. Transit-oriented, high-density mixed-use residential neighborhoods in and around downtown. Includes: Rincon Hill Downtown Residential District (RH-DTR) and South Beach Downtown Residential District (SB-DTR)		Density regulated by height and bulk	100% lot coverage permitted; up to 80% for parcels where not all residential units face onto streets or alleys	Varies. See Height and Bulk Map.	75 sf per unit; up to 50% may be provided off-site if publicly accessible.	UDGs

Figure 6. Allowable Housing Density



Zoning Type	Percent of Total City Area	Dwelling Units per Acre
Very Low Residential	28%	10
Low Residential	20%	23
Moderate Residential	3%	45
Moderate Neighborhood Commercial	4%	18
Medium Residential	1%	97
Medium Neighborhood Commercial	2%	30
Medium Mixed-Use	2%	26
Medium Commercial	1%	5
Medium Development Agreement	8%	7
High Downtown Commercial	2%	30
High Residential	1%	63

Figure 7. Height Zoning

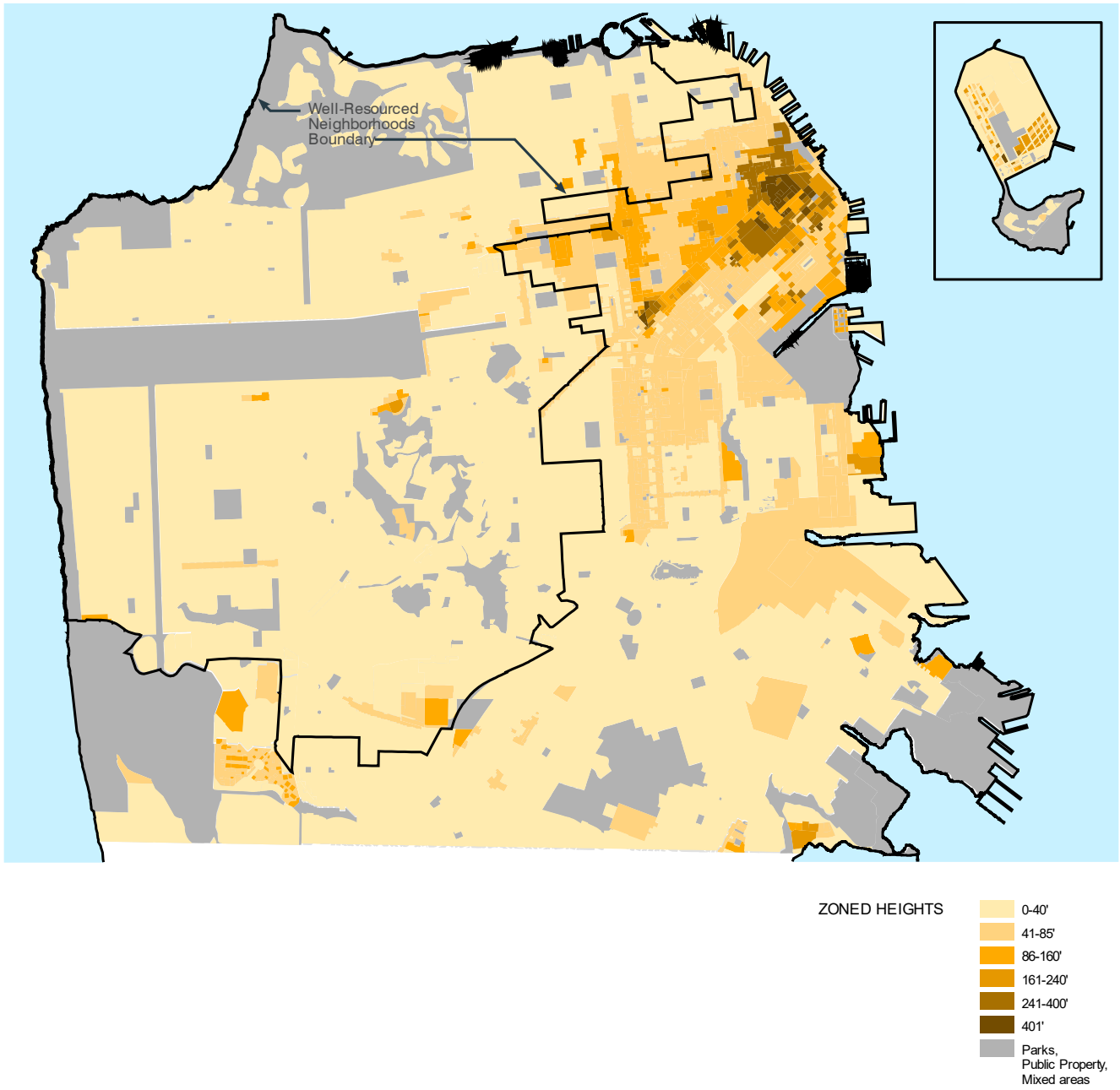
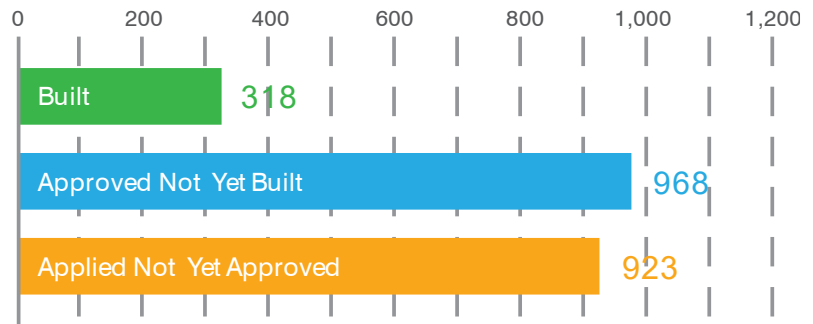


Figure 8.

Number of ADUs Completed and in the Pipeline, SF Planning 2019



Housing Bonus Programs

State Density Bonus and Local Bonus Programs (Government Code section 65915)

A combination of California state law and local implementation guidelines create a framework for residential projects using density bonuses. The California State Density Bonus allows market rate projects to receive up to a 50 percent density increase, depending on the affordability of the project. The program also requires cities allow concessions and incentives, and waive local development standards that preclude the construction of the additional density or concessions and incentives. Projects providing 100 percent affordable housing can take advantage of special provisions in the State Density bonus program. These projects receive form-based density, a height increase of three stories or 33 feet, and up to four concessions. To qualify, these projects must primarily serve low- and very low-income households. State law also provides other density bonuses for other types of housing, such as student housing, senior housing, or housing for homeless persons.

In order to implement the state law, the City adopted the Individually Requested State Density Bonus Program in 2017. This ordinance provides clear guidance for housing developers seeking to use the state density bonus. City staff first calculate the base density under the existing zoning. The base zoning is the maximum allowable density under existing zoning. The ordinance also includes guidelines around the review and approval processes for projects using the program.. The state density bonus is available for projects providing at least five units.

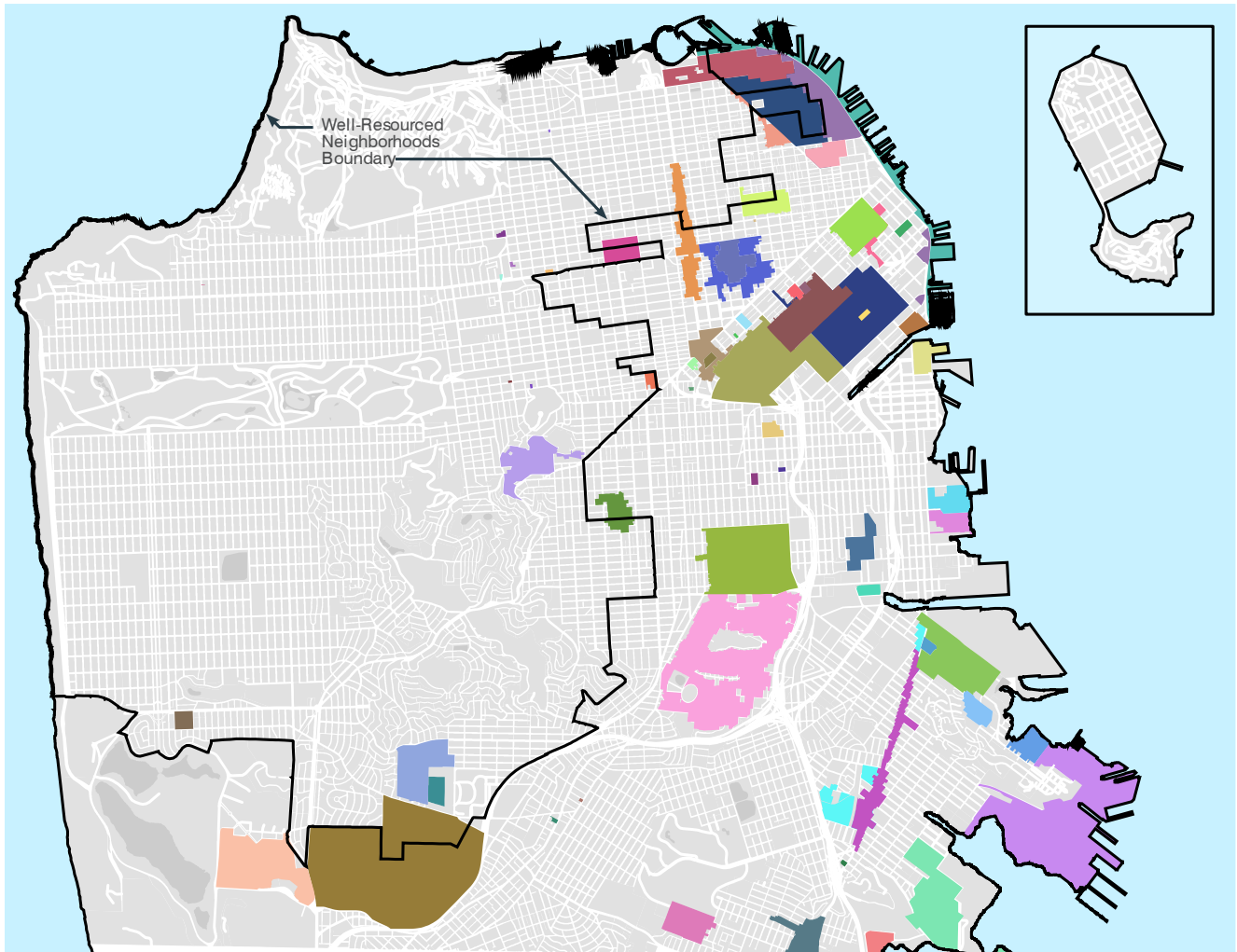
Programs aimed at increasing affordable housing production, including the 100% Affordable Housing Density Bonus Program (AHBP) and HOME-SF, grant additional height, remove density limitations, and provide exceptions to other constraints to allow for additional capacity. These programs are not applicable in RH-1 and RH-2 residential districts which cover nearly 70% of residentially zoned land.¹²

San Francisco's implementation of the State Density Bonus and local bonus programs are detailed further in Process and Permitting Procedures, Implementing State Requirements.

Constraints related to implementation of State Density Bonus and Local Bonus programs are detailed in Process and Permitting Procedures, Implementing State Requirements.

¹² City and County of San Francisco Housing Affordability Strategies Regulation of Housing Development White Paper, 2020.

Figure 9. Special Use Districts – Residential Focus



SPECIAL USE DISTRICTS

- | | | |
|--|-------------------------------|-------------------------------------|
| 1500 Mission Street | Executive Park | Pier 70 |
| 1500 Page Street Residential Care | Fifth and Mission | Potrero Center Mixed Use |
| 1550 Evans Avenue | Folsom & Main Res Comm | Potrero Hope SF |
| 1629 Market Street SUD | Geary Blvd Divisadero St | Potrero Power Station SUD |
| 2000 Marin Street SUD | Geary-Mason | Presidio-Sutter |
| 2500-2530 18th Street Affordable Housing SUD | Haight St Affordable Housing | Scott St Aff Grp Housing |
| 3rd Stand Le Conte Affordable | Hunters Pt Shipyard Phase 2 | Sunnydale Hope SF |
| 430 29th Avenue | HuntersView SUD | Telegraph Hill-NB Residential |
| 4th and Freelon Streets | India Basin Industrial Park | Third Street |
| 901 Bush Street SUD | India Basin SUD | Transbay C3 |
| Alabama 18th Affordable | Jackson Square | Transit Center C-3-O(SD) Commercial |
| Balboa Reservoir | Laguna Haight Buchanan Herman | Trinity Plaza |
| Bernal Heights | Lakeshore Plaza NC | Van Ness |
| C-3-S (SU) | Mission Harrington | Van Ness and Market Residential |
| California Presidio Comm Ctr | Mission Rock | Veterans Commons |
| Calle 24 SUD | Mission and 9th Street SUD | Visitation Valley/Schlage SUD |
| Candlestick Activity Node | Nob Hill | Washington-Broadway SUD |
| Cayuga/Almany SUD | North Beach SUD | Waterfront 1 |
| Central SoMa | North China Basin | Waterfront 2 |
| Corona Heights Large Residence | North of Market Residential 1 | Waterfront 3 |
| Design & Development | North of Market Residential 2 | Western SoMa |
| Dolores Heights | Oceanview Large Residence | Westwood Park |
| | Parkmerced | Youth and Family Zone |

Planning Code

The San Francisco Planning Code is approximately 2,000 pages when printed and contains over 840,000 words, 207 zoning and Special Use Districts, and 116 land uses. Legislation often amends or adds to the Planning Code and very rarely reduces it. The Planning Department has completed Planning Code reorganizations to consolidate Articles 1, 2, and 7 which contain various Planning Code sections including General Planning Provisions, Use Districts, and Neighborhood Commercial Districts, respectively.

These reorganizations have consolidated all definitions into one section (previously in five different locations), and land uses have been standardized and categorized in all zoning districts. All zoning control tables were standardized in all districts except Eastern Neighborhoods. An ordinance that would consolidate the remainder of Article 8, primarily the Eastern Neighborhood Mixed Use Zoning Districts, is forthcoming.

The lengthy and complex Planning Code requires significant time from highly trained local professionals. The significant knowledge needed not only includes the code itself, but the General Plan, Bulletins by the Zoning Administrator on how to interpret the code, and Bulletins by the Planning Director on how the Department will implement state or local programs and administrative process. The Planning Code has extensive interpretations that are used as precedents for further code usage and can meaningfully impact a housing project. Projects that can afford to hire experienced local architects, land use attorneys, expeditors, and other development consultants during the permitting or entitlement applications significantly benefit the time necessary for and outcome of projects; given the cost of housing projects, the projects are almost always large multi-family or high-end single-family projects, raising significant questions of inequity for lower-income homeowners.

Review of Constraints

Constraint	Specific and institutional knowledge is required to navigate the Planning Code, increasing barriers for members of the public to navigate the permit process.
Constraint Reductions	Related Policies Policy 28
	Implementing Program Areas 8.4 Process and Permit Procedures Actions: 8.4.19

Active Use Requirements

The City's Transit First policy not only has off-site implications for projects but also has resulted in code requirements that enhance the public realm by incentivizing more sustainable mobility choices such as walking, biking, or taking transit. The Planning Code includes active use requirements, as the use and qualities of a building's ground floor can significantly change the way that people experience their neighborhood and how they engage with it. The code requires a percentage of transparency in the façade at the ground floor, as well as clearly located entrances. While some of these are minor in overall

development cost and process, ground floors are increasingly challenging to design given the many requirements for utilities, retail in mixed use buildings, fire exits, mail rooms and lobbies, and trash pickup. Increased delivery services and reduced profitability around retail further impacts a project's feasibility. The City also requires compliance with Draft Ground Floor Residential Design Guidelines to encourage housing development to either set ground floor residential entries back or to raise them by multiple steps.

Public Art Requirement

All projects that involve construction of a new building or addition of floor area more than 25,000 square feet to an existing building in C-3 zoning are required to dedicate and expend an amount of one percent of the construction cost of the building or addition on public art. There is also an option to pay part or all of this as a fee to the Public Art Trust Fund.

Review of Constraints

<i>Constraint</i>	Public art requirements are a direct cost to housing projects which impacts their financial feasibility. This requirement is an especially difficult challenge for 100% affordable housing projects as they not only struggle to pay for the art, but also to maintain and protect it.
<i>Constraint Reduction</i>	<p style="text-align: center;">Related Policies</p> <p>Policy 26</p> <hr/> <p style="text-align: center;">Implementing Program Areas</p> <p>8.6 Support for Affordable Housing and Shelters Actions: 8.6.5</p>

Climate Experience

San Francisco has several code provisions that can constrain building envelopes to enhance the outdoor experience.

The City restricts the amount of shadow that a housing project over 40 feet can create on specific public parks in Planning Code Section 295 and on "Certain Public Or Publicly Accessible Open Spaces In C-3, South Of Market Mixed Use, And Eastern Neighborhoods Mixed Use Districts" in Section 147. Generally, projects that cast shadow on an identified park such that the park exceeds its established shadow budget require approval at a joint hearing with the Planning Commission and the Recreation and Parks Commission. Many parks have either reached their budget limits or have strong advocates that resist further reductions requiring housing projects to reduce their proposed height, bulk (reducing the number of proposed units), or to navigate complex hearings and public interaction. Both increase uncertainty for housing approvals. Additionally, the procedures for hearings make calendaring difficult. Analysis of impacts from shadow is not required by the CEQA checklist but are reviewed by environmental planners in San Francisco (See "Shadow" section under Environmental Review Process Decision-making).

Review of Constraints

<i>Constraint</i>	Shadow analysis takes time, resources, and results may require reduction of building envelope, number of housing units, or long and complex permitting process through joint hearings.
<i>Constraint Reduction</i>	Related Policies
	Policy 28
	Implementing Program Areas
	8.4 Process and Permit Procedures Actions: 8.4.7

In Downtown and Central SoMa, the Planning Code Section 148 Reduction of Ground-Level Wind Currents in C-3 Districts requires projects over 100 feet in height perform a wind analysis and demonstrate that the proposed project will not create wind speeds above set criteria in designated places in the public realm or on private property in publicly accessible spaces. All housing projects that trigger this code provision must go through testing done by specialized consultants and requires physical models studied in wind tunnels to demonstrate compliance. Currently the thresholds that projects must not exceed are under two criteria:

- more than 10 percent of the time year-round, between 7:00 a.m. and 6:00 p.m., the comfort level of 11 m.p.h. equivalent wind speed in areas of substantial pedestrian use and seven m.p.h. equivalent wind speed in public seating areas
- wind speeds to reach or exceed the hazard level of 26 miles per hour for a single hour of the year.

These standards are very challenging to meet, given the natural conditions of the city, and most projects proposed for these areas modify their building massing, provide mitigation strategies such as canopies, but nevertheless still seek an exception. Note that projects may not seek an exception to the hazard level. Like shadow, the CEQA Guidelines do not require analysis of wind impacts, although impacts to wind are analyzed by environmental planners in the Department (see “Wind” section under Environmental Review Process Decision-making).

Compliance with wind requirements also promotes one of the most complex interactions of planning staff between design review, code compliance, environmental review, and applicant consultants including architects and engineers as design changes are made, re-run through wind tunnels, and re-evaluated by planning staff. Wind tunnel testing is only done in a few locations around the world, requires analysis with San Francisco data, and is yet to be duplicated accurately with digital technology. Recent projects show that it is very rare that massing changes are made to reduce wind speeds given the financial impact to projects at the cusp of feasibility. Developers prefer to use external canopies and other public realm shielding, such as trees, to reduce speeds. An exception to this is 1550 Mission Street, which shifted, but did not reduce massing. Unlike other forms of technical study, such as shadow, the science of wind analysis is also very unpredictable and relies on fluid dynamics that do not translate precisely into urban environments. The studies also try to pinpoint specific wind experiences in

the public realm based on a specific location, which is not how human beings actually experience an environment (when walking continuously), nor represents how the city evolves over time as new buildings are constructed. As the wind tends to arrive from the northwest corner of the city, any new project of significant height in “front” of it will change the wind patterns potentially eliminating any mitigations from previous developments or even improving them. The city could consider mitigating wind impacts in the public right of way when conditions arise.

Review of Constraints

<i>Constraint</i>	Wind analysis takes significant time and resources, and results may require reduction of building envelope, number of housing units, and may not result in a better physical condition on site after construction.
<i>Constraint Reduction</i>	<p style="text-align: center;">Related Policies</p> <p>Policy 26; Policy 40</p>
	<p style="text-align: center;">Implementing Program Areas</p> <p>8.4 Process and Permit Procedures Actions: 8.4.12</p> <p>9.2 Resilient and Healthy Neighborhoods and New Housing Actions: 9.2.11; 9.2.12</p>

Sustainability

The City requires new housing projects to meet a variety of sustainability and greenhouse gas reduction measures including front landscaping, bird safe façade treatments, 100% electric utility usage, and non-potable water reuse. These are mostly regulated by other agencies (described in the Institutional Barriers to Producing and Preserving Affordable Housing section). The Planning Department implements bird safe requirements that primarily require façade glazing treatments; these are a relatively minor cost to the project and do not impact application or approval schedules. The Planning code offers an alternative to the living roof requirements of the SF Green Building Code under certain conditions in Section 149.

Local Coastal Plan

The San Francisco Coastal Zone extends approximately six miles along the western shoreline, from the Point Lobos recreational area in the north to the Fort Funston cliff area in the south. Amended in 2018, the Local Coastal Program (LCP) is a policy and regulatory document required by the California Coastal Act that establishes land use, development, natural resource protection, coastal access, and public recreation policies for San Francisco's Coastal Zone. San Francisco's Local Coastal Program was originally certified in 1986. The policies of the LCP were incorporated into the Western Shoreline Area Plan (WSAP), under Objective 12. The WSAP is the element of the General Plan that establishes land use, development, and environmental policies for this area. Despite this recent amendment, the bulk of the Western Shoreline Plan is now 30 years old. Using the best available science, San Francisco amended its Local Coastal Program to provide for long-term resiliency by balancing environmental resources, maintaining coastal access, addressing community needs, and protecting our investment in

public infrastructure, such as roads and wastewater treatment facilities. The LCP amendment covers the entire Coastal Zone, but implementation will largely occur south of Sloat Boulevard, where coastal vulnerabilities are most acute.

Affordable Housing / Inclusionary

Current requirements are causing a wider cost gap between market-rate and affordable units and is making it more difficult to provide middle- income housing. For the projects to pencil with current affordability requirements, market rate units have to be top end luxury.

San Francisco's Inclusionary Ordinance creates a substantial amount of affordable housing to mitigate impacts from the development of market-rate housing projects. Developers who propose residential projects with 10 or more units are required to comply with the Inclusionary Housing Program which requires developers pay a development impact fee, or provide affordable housing on-site or off site, or some combination of these alternatives. The code also provides

additional compliance options via land dedications for the Urban Mixed Use Zoning District, Central SoMa Special Use District, and the Mission Neighborhood Commercial Transit (NCT) Zoning District. Inclusionary Housing Program requirements vary based on the date of project approval, housing tenure, number of units, and geography (see Figure 10 – Inclusionary Requirements for Multifamily Projects).¹³ This program aims to create rental housing affordable to households earning between 55 percent of Area Median Income (AMI) and 110 percent of AMI, and ownership housing affordable to households earning between 80 percent of AMI and 130 percent of AMI.

Comment from Developer interviewee

Cost of inclusionary zoning is additional \$80,000 per door in a project. This is essentially a large tax on housing.

Developers that opt to provide on-site affordable units must provide over half of the inclusionary units at the 55 percent AMI level for rental units, or the 80 percent AMI level for ownership units. Large projects in certain neighborhoods, such as the Mission, Tenderloin, and SoMa, require additional units.¹⁴

While the inclusionary housing ordinance constructs new deed-restricted units, it also adds to development costs, and can often make feasibility for market-rate projects a challenge. Planning data estimates that satisfying the inclusionary requirement can account for up to 15 percent of total development costs.¹⁵

Two of the significant challenges and constraints created by the inclusionary housing requirements is the instability in the rate and when it is modified. For example, after the market was high between 2014 and 2016, legislation that trailed a voter initiative, arrived in August 2017 and went into effect as the market

13 City of San Francisco Compliance with the Inclusionary Affordable Housing Program Affidavit, 2018.

14 City of San Francisco Affordable Housing Funding, Production, and Preservation White Paper pg. 34, 2020.

15 City of San Francisco Housing Development Feasibility and Costs White Paper pg. 8, 2020.

began a downturn. While it included grandfathering of some projects that had submitted environmental applications beginning in January 2016, developers who had purchased property but not yet submitted applications had an abrupt increase of the inclusionary rate for projects with 25 or more units pushing many projects into infeasibility. Rate increases ranged from 6% to 15% for a total on-site rate ranging between 18% and 27% depending on project tenure and location. Department Preliminary Project Application data shows that in the 12 months (August 2016 – July 2017) immediately preceding this increase there were 21 projects with 25 or more housing units proposed; in the 12 months almost immediately after (October 2017 to September 2018), the number of projects dropped to nine, a reduction of 58%. PPAs for projects with less than 25 units, where the inclusionary rate did not change, actually increased by one in the same period.

The legislation also established a significantly more complex Inclusionary Affordable Housing Program. Not only did the overall inclusionary rates increase, but the legislation introduced four separate criteria that are necessary to determine the applicable requirement: project size (10-24 units or 25+ units), project location, project tenure (rental or ownership) and date of a complete application. The program also includes annual increases of 0.5-1.0% to the base rates. For example, a rental project with more than 25 units that submitted a complete application in 2017 would be subject to an 18% inclusionary rate, while the same project submitted in 2018 would require a 19% inclusionary rate. Rate increases will end when the inclusionary rates reach 24% for rental projects and 26% for ownership projects, except for those projects in areas that require higher rates which include the Tenderloin, SoMa and the Mission. In addition to changing rates, the legislation also expanded the range of income levels served by the program. Projects with on-site inclusionary units are required to provide affordable housing at three income tiers, ranging from 55% AMI to 110% AMI for rental projects and 80% AMI to 130% AMI for ownership projects. Developers cannot modify the required proportions for each of the three tiers.

There are two challenges with this process, the first is that, while there is a desire to capture value from projects and direct it towards affordable housing, the inclusionary rate system tends to lag the market conditions with some properties catching a windfall while others are priced out of creating any housing at all. The second is that this voter or the current technical advisory committee inclusionary rate change not only made projects at the moment less feasible, but the complexity of the program overall also reinforces San Francisco as an uncertain environment, increasing future investment risk.

Another challenge with the Inclusionary Housing Program is the different requirements across San Francisco. Different requirements in different areas make the program complex.

Figure 10.
Inclusionary Requirements
for Multifamily Projects
[2022 Citywide rates]

	<i>On-Site</i>	<i>Fee or Off-Site</i>
Rental		
10-24 unit projects	14.5%	20%
25+ unit projects	21.5%	30%
Owner		

Source: Inclusionary Affordable Housing Affidavit, 2021; Strategic Economics, 2021.

10-24 unit projects	14.5%	20%
25+ unit projects	23.5%	33%

Review of Constraints

Constraint	Inclusionary requirements can account for up to 15% of total development costs, are complex to administer and are not well tied to market-conditions. These requirements directly impact housing projects in delays, staffing challenges, and fees.
Constraint Reduction	<p style="text-align: center;">Related Policies</p> <hr/> <p>Policy 24</p> <hr/> <p style="text-align: center;">Implementing Program Areas</p> <hr/> <p>1.3 Inclusionary Housing Actions: 1.3.1; 1.3.3</p>

Housing Types

Group housing, which includes dormitories, co-living, and co-housing is not permitted in the low-density neighborhoods and excluded from the Central SoMa, a place anticipated to have significant residential growth. New Group Housing rooms, except in 100% affordable housing projects and single room occupancy residential hotel units, are prohibited in the Chinatown and Tenderloin neighborhoods, where the existing concentration of group housing does not meet the housing needs of the population. These areas are defined by the Group Housing Special Use District. Senior housing projects, as defined under the Planning code, are allowed to have double the residential density otherwise permitted within the zoning district.

Group housing definitions stem from past exclusionary practices with an intent to keep migratory or service workers confined to specific parts of the city and outside of areas with single-family homes. The group housing definition is often used to limit the creation of this type of use, for example “dormitories,” and promote housing for families or larger households. Because of more recent associations where it has been used to create small units for high earners in parts of the city that have been experiencing gentrification, group housing can be controversial and this has been constraining the introduction of co-living, co-housing, or other innovative housing types that can support multi-generational living, or supportive living for seniors, especially in lower-density areas. Because of the history and unique needs in Priority Equity Geographies, especially those in very dense parts of the city, communities there should continue to set the rules that support desired housing types.

Review of Constraints

<i>Constraint</i>	Controversies around the term “group housing,” which has a discriminatory history, have reduced the introduction of co-living, co-housing, or other innovative housing types that enable multi-generational living, support living for seniors, especially in lower-density areas. Because of the history and unique needs in Priority Equity Geographies, especially those in very dense parts of the city, communities there should continue to set the rules that support desired housing types.
<i>Constraint Reduction</i>	<p style="text-align: center;">Related Policies</p> <p>Policy 34</p> <hr/> <p style="text-align: center;">Implementing Program Areas</p> <p>7.2 Mid-rise and Small Multifamily Buildings Actions: 7.2.6; 7.2.7</p>

Unit Mix requirements

Unit mix requirements affect residential projects with at least five units. This requirement is intended to encourage family-sized units, meaning two- and three-bedroom units, in multi-family projects. For all RTO, RCD and NCT districts, as well as DTR, Eastern Neighborhoods Mixed Use Districts, the Van Ness & Market Residential Special Use District, and the Pacific Avenue and Polk Street NCDs, one of the following three must apply: (1) no less than 40% of the total number of proposed dwelling units shall contain at least two bedrooms, or (2) no less than 30% of the total number of proposed dwelling units shall contain at least three bedrooms, or (3) no less than 35% of the total number of proposed dwelling units shall contain at least two or three bedrooms with at least 10% of the total number of proposed dwelling units containing three bedrooms. In all other residential districts: no less than 25% of the total number of proposed dwelling units shall contain at least two bedrooms and no less than 10% of the total number of proposed dwelling units shall contain at least three bedrooms. Unit mix requirements are a small factor in the configuration of new projects but can change the calculation on rents and resale. It is not considered a significant constraint.

Production, Distribution, and Repair

PDR Zoning Districts provide space for a wide variety of PDR (production, distribution and repair) and other non-residential land uses. PDR-zoned land is an important reservoir of space in San Francisco for new and evolving industry and activity types that cannot practically function or compete for space in a typical downtown office or neighborhood commercial environment. Businesses and activities allowed in PDR Districts generally share a need for flexible operating space that features large open interior spaces, high ceilings, freight loading docks and elevators, floors capable of bearing heavy loads, and large (often uncovered exterior) storage areas. These uses are often not ideally compatible with housing for operational reasons, including the need for significant trucking and delivery activities, 24-hour operation, and emission of noise, odors, and vibrations. Further, PDR uses are limited in the amount of rent they can afford relative to office, retail, and residential uses, yet are important sectors of the City's economy.

To preserve PDR, a conversion from PDR to another land use category requires a conditional use authorization and replacement of the PDR space that would be lost. The replacement requirements apply in the Central SoMa and Eastern Neighborhood Districts and include the following zoning: Service

Arts Light Industrial, Urban Mixed Use, Mixed Use Office, Service Light Industrial, Mixed Use General, and Mixed Use Residential. The replacement ratios range from 0.4 square foot of PDR to a one-to-one PDR replacement requirement. A replacement requirement for a proposed housing project requires the housing project to include uses uncommon to apartment buildings, and with a potential for future noise and resident conflicts and reduces the available area in the building that can be used for housing.

While there are some impacts to housing projects that are required to provide replacement PDR space or to some parcels which are not able to provide housing, the benefits of maintaining workforce jobs, diversity of job types, and the fact that PDR uses are nearly all at ground level in neighborhoods where housing at grade would be impractical, the constraint is minimal.

Institutional Barriers to Producing and Preserving Affordable Housing

Agency

The Mayor's Office of Housing and Community Development (MOHCD) is the lead agency for all publicly funded affordable housing in San Francisco. They are responsible for 290 affordable housing projects with a total unit count of 12,732 units, as of March 2022. MOHCD is a housing delivery agency, working with the Mayor's Director of Housing Delivery and the Housing Delivery Team and other housing delivery agencies which include the Office of Economic and Workforce Development (OEWD), the Office of Community Investment and Infrastructure (OCII), Treasure Island Development Authority (TIDA) and the Port of San Francisco to streamline the production of housing development in San Francisco. In San Francisco, MOHCD is also the lead agency responsible for the consolidated planning process and for submitting the Consolidated Plan, annual Action Plans and Consolidated Annual Performance Evaluation Reports to the U.S. Department of Housing and Urban Development (HUD). MOHCD administers all HOME Investment Partnerships Program (HOME) and Housing Opportunities for Persons with AIDS (HOPWA) activities as well as the Community Development Block Grant (CDBG) housing, public facility, non-workforce development public service and organizational planning/capacity building activities. OEWD is responsible for economic development and workforce development activities of the CDBG program. These City agencies also coordinate in decision-making at the project level on affordable housing developments in the City, including at the level of individual project funding decisions. The Citywide Affordable Housing Loan Committee makes funding recommendations to the Mayor for affordable housing development throughout the City or to the OCII Commission for affordable housing under their jurisdiction.

Public Financing

Affordable housing development and conservation depends largely on the availability of public funding sources. Figure 11 – Affordable Housing Expenditures by Source Past shows the expenditures by source between 2006-2019 and projected forward through to 2030 for affordable housing production for 2021-22. The total allocation includes rollover from years prior to the fiscal year.

Public financing covers capital funding for the acquisition, rehabilitation, construction, and preservation of affordable housing. Other public financial programs also provide for supportive services, rental assistance, and assistance to first-time home buyers, and administrative costs to city agencies and non-profit corporations that provide the affordable housing, as well as other services.

Figure 12 – Affordable Housing Funding Sources shows the recent Local, State, and Federal affordable housing funding sources from 2012 to 2019. Local funding goes farther for new units. At \$700,000 to \$900,000 cost per new affordable unit, federal funding and local funding fund nearly 80% of this cost, and the remainder come from State funding, loans, and other funding sources. Small Sites affordable

units cost roughly \$450,000 each, where local funding and loans contribute entirely to this cost. Figure 13 – Affordable Housing Funding Stack Example gives an example breakdown of the funding sources for a new and Small Sites affordable unit.

Federal and State funding must grow substantially in order to close the funding gap (see Figure 14 – Affordable Housing Funding Gap).

Federal Funding

Federal caps on certain funding sources make them very competitive. These sources of funding are not stable nor the most reliable because of this uncertainty. Some of the funding programs – such as CDBG, HOME – are expected to be stable sources of affordable housing funds. However, these are also subject to budgetary constraints. Recent Federal funding sources include:

- Low Income Housing Tax Credits (LIHTC)
- Private Activity Bonds (PBA)
- HOME Program
- Public Housing funding
- Rental subsidies like Section 8

State Funding

Similar to Federal funding, State funding sources are vulnerable to the budgeting process. Recent State funding sources include:

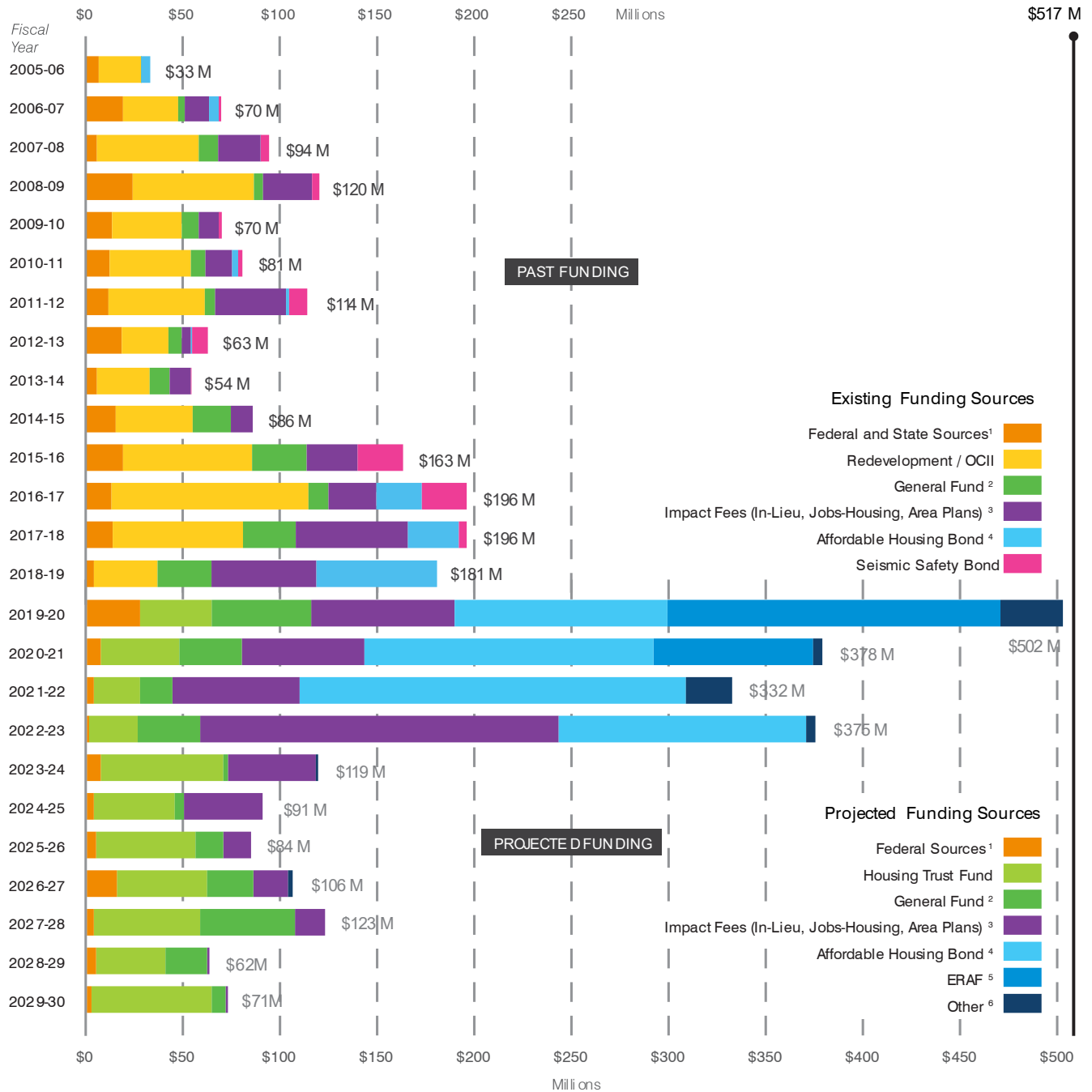
- Affordable Housing and Sustainable Communities program
- Multifamily Housing Program
- Infill Infrastructure Grants

Local Funding

While local funding sources are not necessarily unstable, they come in cycles and can vary. Local funding does not offer a steady and consistent stream of funding from year to year. Impact fees and affordable housing bonds have both grown as local funding sources in recent years, while the Seismic Safety Bond and Redevelopment Funds have decreased. Recent Local funding sources include:

- General Obligation bonds in 2015 and 2019
- Educational Revenue Augmentation Funds (ERAF) and General Fund
- Housing Trust Fund
- Inclusionary Fees
- Property taxes are the largest source of underlying funding in General Obligation Bonds, ERAF, and General Fund.

Figure 11. Affordable Housing Expenditures by Source Past (2006–2019) and Projected (2020–2030)



Note: OCII will fund about 2,500 new affordable units on specific sites to meet its enforceable obligations in coming years and these units are accounted for in the 50,000 unit, 30-year total. Redevelopment and OCII are included in past expenditures above because they were the main affordable housing funding source. Projected expenditures by funding source shown above and the \$517 million estimate of annual funding need are for MOHCD-funded affordable units and do not include OCII.

- (1) Includes HOME and CDBG
- (2) Includes land sales and Certificates of Participation (COPs)
- (3) Includes area-specific fees, inclusionary housing fees, and jobs-housing linkage fees
- (4) Includes 2015 Proposition A and 2019 Proposition A housing bonds
- (5) The Board of Supervisors passed an ordinance to establish the use of excess Education Revenue Augmentation Fund (ERAF) revenue for affordable housing production and preservation

(6) Includes Citywide Development Agreements, Condominium Conversions fees, Low and Moderate Income Housing Asset Fund (LMIHAF), and other project-specific revenue)

Source: Mayor's Office of Housing and Community Development, San Francisco Planning Department, and Strategic Economics, 2020.

Figure 12. Affordable Housing Funding Sources (2012–2019)

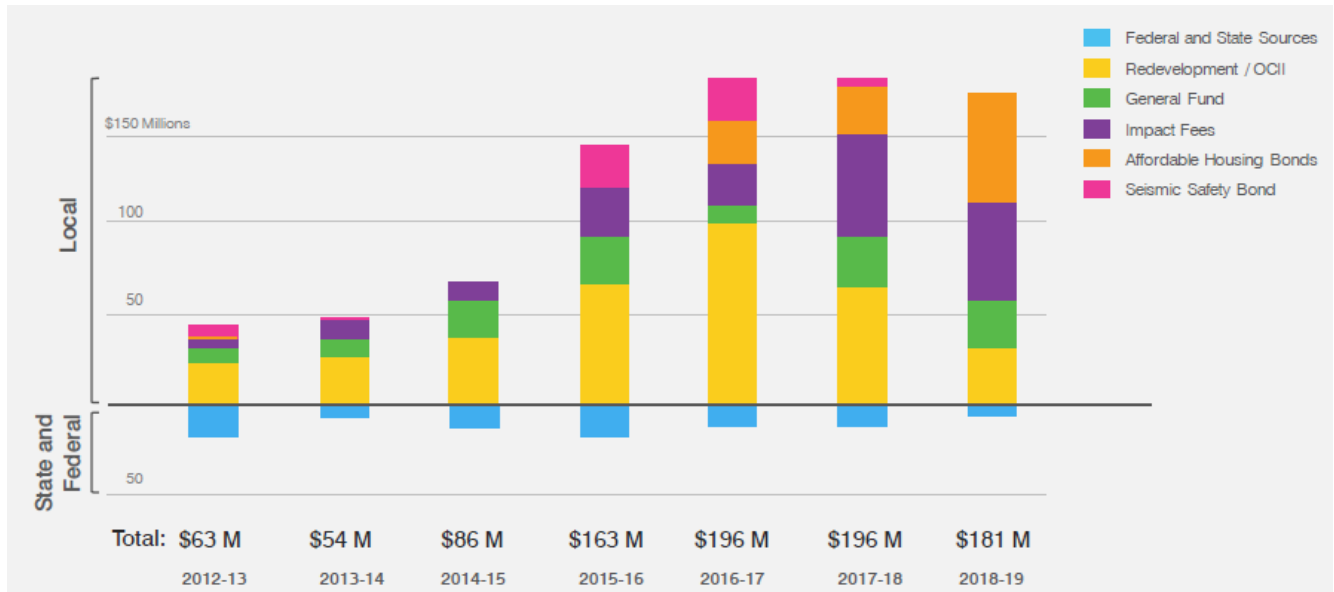


Figure 13. Affordable Housing Funding Stack Example

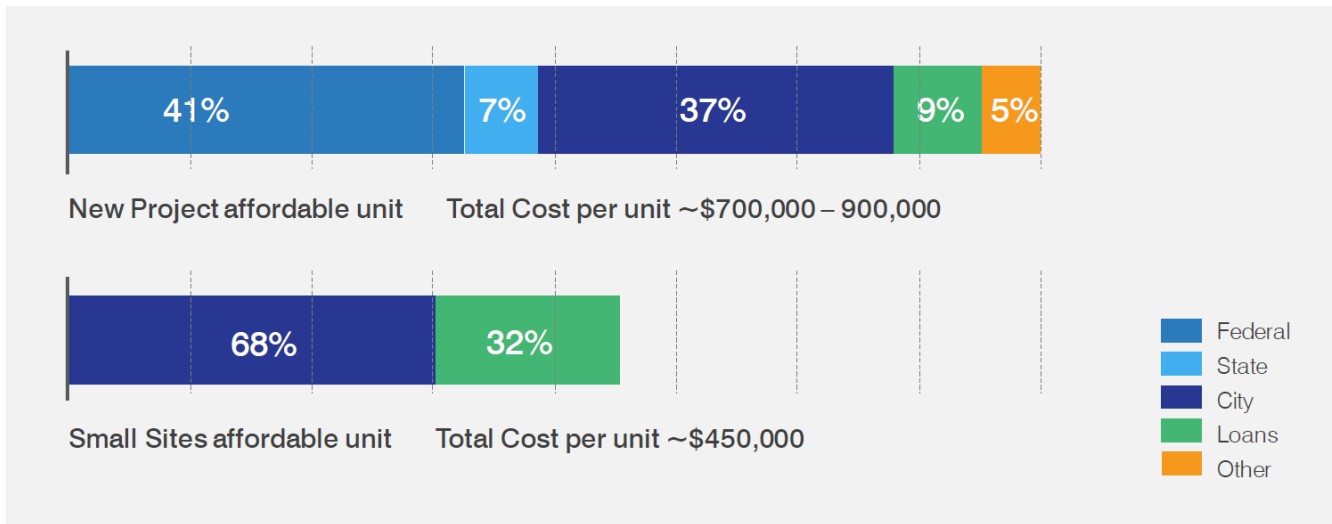
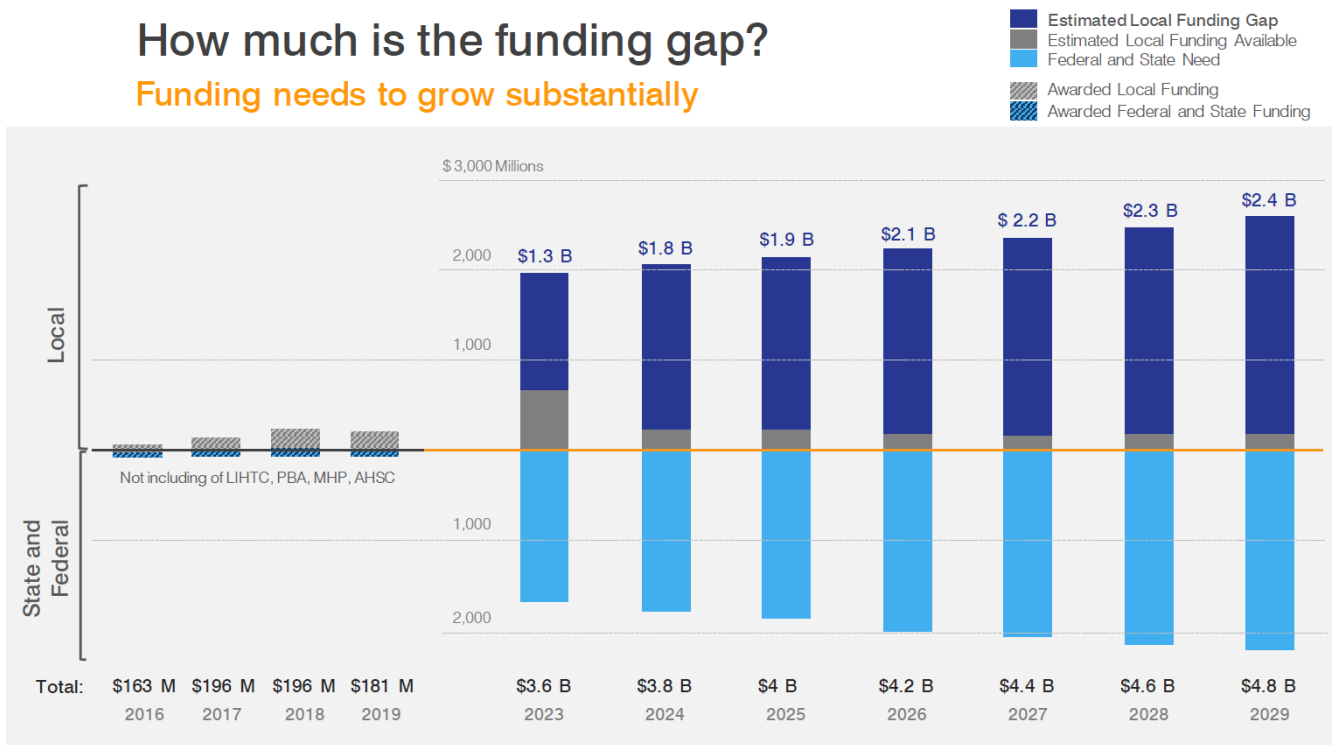


Figure 14. Affordable Housing Funding Gap

How much is the funding gap?

Funding needs to grow substantially



Most local sources such as the Hotel Tax Fund and the Jobs-Housing Linkage Fund are even more dependent on economic trends.

Some public funds are restricted to specific housing types and/or population groups; for example, the elderly housing program (Section 202, Hotel Tax Fund), the disabled housing program (Section 811,

Hotel and Tax Fund), and HOPWA. Administrative costs are also not covered by most public funding sources. Federal grants often carry several restrictions and regulations that can make the funds difficult to use. For example, some federal programs require matching grants while others are impossible to combine with other funds. Most affordable housing programs require three or more sources of funding to become feasible. Different funding sources may have to be tapped for pre-development, construction, and permanent financing costs – leading to considerable transaction and legal costs and delays in the development process.

There are multiple new state funding sources that were adopted in since 2017 as a part of statewide legislation, including the Multifamily Housing Program (MHP), the Infill Infrastructure Grant (IIG), and the Permanent Local Housing Allocation (PLHA).

Additionally, the state added the Homeless Housing, Assistance, and Prevention (HHAP) Program and the Homelessness Emergency Aid Program (HEAP). The City has received \$103.2 in HHAP funding, which HSH has largely used for shelter projects. There have been three rounds of HHAP funding since 2020, with another round anticipated. The HEAP was a one-time block grant. The City received \$27.6 million and spent the funding on shelter programs and housing.

Since 2020, San Francisco was awarded a combined \$212.5 million dollars from the State to purchase six hotel properties to use as Permanent Supportive Housing through Project Homekey. This state funding allowed the City to purchase approximately 800 units of Permanent Supportive Housing with over 1,200 bedrooms. The funding for Homekey is structured to cover capital and five years of operating costs.

San Francisco's primary funding is from property taxes which pay for bonds and which fund large components of both the general fund and the housing trust fund.¹⁶ Property taxes are limited in growth by California's Proposition 13. Bonds as a source of financing are also limited because they are not permanent sources. Similarly, other available sources such as impact fees and hotel occupancy taxes are dependent on the economy and do not provide reliable streams of funding. San Francisco has attempted to create new funding sources by leveraging gross receipts taxes on businesses, which boost the available money in the general fund, but the revenue from an approved proposition to raise this tax further on businesses with the greatest gross receipts is being held as part of a pending lawsuit.¹⁷

The City needs an average of \$517 million (2020 dollars) per year to produce 1,000 city-funded affordable units and preserve 1,100 affordable units. As of 2020, the City was projected to meet that funding need in fiscal year 2019/2020 but has fallen short in the past and will need to expand funding to meet target."¹⁸

16 City of San Francisco Affordable Housing Funding, Production, and Preservation White Paper, 2020.

17 City of San Francisco Affordable Housing Funding, Production, and Preservation White Paper, 2020.

18 City of San Francisco, Housing Affordability Strategies, 2020.

Funding for Affordable Housing and Addressing Homelessness

The City's affordable housing stock is primarily built through the Inclusionary Housing Program, which provides BMR units, and through 100 percent affordable development projects, which rely on a combination of public funding sources. From 2006-2018, the creation of 100 percent affordable housing constituted two-thirds of all new affordable units. Historically, San Francisco's redevelopment agency was responsible for a large share of affordable housing funding. After redevelopment agencies were dissolved in 2012, new local funding sources have filled the gap. Since 2016, the role of affordable housing in-lieu fees and jobs-housing linkage fees has grown, and local bond measures have become more common. For example, in 2019, San Francisco voters passed Proposition A, which authorizes a \$600 million affordable housing bond.

In 2019, the Board of Supervisors also passed an ordinance establishing that excess revenue in the Education Revenue Augmentation Fund can be used for affordable housing production and preservation. The total amount of public funding leveraged for affordable housing since fiscal year 2015-16 has been larger year-over-year than years prior. For example, the range of annual funding from fiscal year 2011-2012 through 2014-2015 was \$54 million to \$114 million. In contrast, the range of annual funding from fiscal year 2015-2016 to 2018-2019 was \$163 million to \$196 million.

Proposition C was a ballot measure passed by the San Francisco voters in November of 2018 to raise revenue by implementing a Gross Receipts Tax (GRT) on the City's highest earning businesses. While initially mired in litigation, the funds were released in 2020 and will generate a new source of permanent funding for homelessness programs, mental health care, and housing

Figure 15 shows funding sources for addressing homelessness.

Figure 15. Department of Homelessness and Supportive Housing Funding Sources

Source	Adopted Budget (\$M)		
	2020-2021	2021-2022	2022-2023
FEMA Revenue	\$142	\$0	\$0
State Homelessness Aid	\$69	\$0	
Prop C Funding	\$295	\$299	\$233
Additional Funds	\$109	\$100	\$154
Revenue Subtotal	\$615	\$399	\$387
General Fund Support	\$237	\$268	\$285
Total	\$852	\$667	\$672

Review of Constraints

<i>Constraint</i>	Meeting the RHNA number for moderate- and lower-income units will take new streams of consistent and substantial funding at the local, state, and federal level.
<i>Constraint Reduction</i>	Related Policies
	Policy 22
	Implementing Program Areas
	1.1 Affordable Housing Funding Actions: 1.1.1

Site Acquisition

Land values in San Francisco are very high and competitive given the drive of the real estate market for office and housing. This challenge means that MOHCD is often competing with the private market for sites for affordable housing. Additionally, State requirements have narrowed tax credit opportunities towards supporting projects in high and higher opportunity neighborhoods as defined by TCAC; for San Francisco, these are in lower density neighborhoods that represent mid and high tier markets and are full of single-family houses, one of the most valued housing products in the region. Affordable housing site criteria, which generally are 10,000 square foot minimums with capacity to seven stories, is similar to efficient private market projects putting both in competition for the few available sites. Lot sizes in this part of the city are also overwhelmingly smaller, typically 2,500 to 5,000 square feet. The lots that are bigger are often for very large houses, wooded and steeply sloped areas, or extensions of historic resources—schools, university land or other institutions—which are likely too expensive, impractical for construction, or not for sale. There are very few one-story commercial buildings that have not already been slated for market-rate development in these lower-density areas.

One of the best opportunities for sites in these areas are parking lots or other underutilized spaces for institutions that are motivated by their missions to sell or donate land, church congregations, for example. Public land is also more viable and has already provided sites for affordable housing including teachers' housing. This has been facilitated by AB857, a State bill that allowed the City to select ten parcels of Caltrans land for purchase. The SFMTA has also made land available for housing uses, including Potrero Yards and Presidio Yards, but only packaged with transportation benefits and may need expected sales prices that return funding to transportation coffers. These have or will become development agreements that balance the many public needs. The project at 30 Van Ness is another example of public land where the revenue was critical to fund a variety of city projects with a stipulation that the private development focus on providing a significant percentage—25%—affordable housing.

There are significant constraints on the use of public land for housing in that many of these parcels are used for permanent infrastructure (for example highways), are controlled by a different jurisdiction (CalTrans, University of California or California State systems, etc.) or are remnants or sliver parcels that are not viable for housing in dimension or location.

The Inclusionary Housing Ordinance off-site housing option has allowed the city to acquire sites, as private developers have good resources for finding available land and covering some of the affordable housing development challenges through financing a larger project. The site at 1979 Mission Street, originally a large market rate project, was acquired by another large project at Market and Van Ness, 10 South Van Ness, to comply with the Inclusionary Housing Ordinance, a deal that satisfied many residents of the Mission neighborhood, who were seeking additional affordable housing to stabilize its residents.

Community Opportunity to Purchase Act

The city passed the Community Opportunity to Purchase Act (COPA) in 2019 gives qualified non-profit organizations the right of first offer, and/or the right of first refusal to purchase certain properties offered for sale in the City. COPA was created to prevent tenant displacement and promote the creation and preservation of affordable rental housing. Buildings with three or more residential units or vacant land that could be developed into three or more residential units are properties that are subject to COPA.

Review of Constraints

<i>Constraint</i>	Acquiring land for affordable housing is challenging given high land costs and required AMI levels.
<i>Constraint Reduction</i>	Related Policies
	Policy 22
	Implementing Program Areas
	1.2 Affordable Housing Production Actions: 1.2.4

Development Goals

Affordable housing is designed to include features that achieve socially driven goals, primarily using public funding to provide housing for people unable to obtain stable housing on the open market. Along with local requirements, federal and state funding and philanthropic sources often come with specific stipulations, requirements, and reporting.

The design and production of affordable housing is a different process than market rate housing production due to these requirements, and local projects tend to use the same architects who are very skilled at navigating the even more complex field of technical requirements. For example, the State sets minimum unit sizes and dimensional requirements for rooms in affordable housing developments, while the US Department of Housing and Urban Development adds additional requirements.

Community Development

Affordable housing is an integral part of community development that aims to improve the health, well-being and economic opportunity of residents. Affordable housing is designed to support stable tenancy and incorporates social services and community spaces like childcare facilities and health clinics.

Family Units

Affordable housing serves many populations that cannot afford market-rate housing, including families, the number of which has been on the decline in San Francisco. To achieve the City's family-retention and family-friendly goals, affordable housing includes a greater percentage of higher bedroom count units than typically offered by the market, which tends to focus on studio, one- and two-bedroom units. By contrast, affordable housing projects' three- and four-bedroom units are more expensive to build, as they reflect fewer total units across which costs can be shared, and are less able to incorporate construction efficiencies, such as stacking of studios and one-bedroom units that have consistent framing and mechanical systems.

Enhanced Accessibility

Affordable housing meets much higher accessibility standards than market rate (non-publicly funded) housing types. While California's Title 24 requires that 5% of newly constructed units provide mobility features, affordable housing construction projects contain a minimum of 10% of units that are accessible with mobility features, and in San Francisco, this is further enhanced with the voluntary installation of grab bars in all dwelling units. Title 24 also requires 2% of units provide communication features whereas affordable housing provides for 4% of units that have communication features. The remaining 90% of units are adaptable (can be modified to provide accommodations for people with mobility or communication needs). Plan review and field inspection must also be completed by an additional City agency.

Public Housing Transformation

In the case of HOPE SF, the City is not only funding the replacement of 1,900 public housing units with 5,300 new units, but also funding the complete transformation of long underserved communities into vibrant, mixed-income neighborhoods. In 2019-2020, the City will be investing \$90 million in new infrastructure at the HOPE-SF development sites to pave the way for new parks, streets, and utilities. Even though the projects are able to leverage non-City funds to keep the City's subsidy contribution lower than the average affordable unit, the total development costs of the projects are high because of the infrastructure component.

Prevailing Wage

San Francisco sponsored affordable housing projects use only union or prevailing wage labor. This is unlike many other municipalities in California, such as Los Angeles.

Anticipating Property Management

Other practicalities change the design and development process of affordable housing. Since public resources are generally more available for constructing properties than for managing them for long periods of time, developers often include a greater investment up front in energy saving appliances, durable interior finishes, and capital costs to delay replacements, wear and tear, and annual expenses including utilities. Affordable housing projects are commonly known to be "built better" than market rate units, since the latter is often sold or transferred and any damage or resulting deterioration is mediated over future financial calculations.

Review of Constraints

<i>Constraint</i>	Cost of affordable housing construction and development.
<i>Constraint Reduction</i>	Related Policies
	Policy 30
	Implementing Program Areas
	<p>8.1 Cost and Fees Actions: 8.1.1</p> <p>8.6 Support for Affordable Housing and Shelters Actions: 8.6.13; 8.6.14; 8.6.15</p>

SRO Protections

Historically, Single Room Occupancy (SRO) hotel rooms were populated by low-wage workers, transient laborers, and recent immigrants for long stays. SRO rooms are differentiated from tourist hotels in that they were meant to house a transient workforce, not tourists visiting the City for pleasure. A typical room in a residential hotel is a single eight (8) x ten (10) foot room with shared toilets and showers on each floor. Approximately 19,000 residential SRO rooms exist in San Francisco, and increasingly many rooms house several people for long periods of time. Approximately 12,500 of those rooms are in for-profit SRO hotels and approximately 6,540 residential rooms are in non-profit owned SRO hotels.

The Residential Hotel Unit Conversion Ordinance (HCO) was adopted on June 26, 1981 by the San Francisco Board of Supervisors. The purpose of this ordinance is to preserve affordable housing by preventing the loss of residential hotel units through conversion to tourist rooms or demolition, and to prevent the displacement of low-income, elderly and disabled persons. This is accomplished by maintaining units reported as residential units within SRO hotels as residential, regulating the demolition and conversion of residential hotel units to other uses, the requirement of a one-to-one replacement of units to be converted from residential use or payment of an in-lieu fee, and appropriate administrative and judicial remedies for illegal conversions.

Some SRO hotels enter master leases with the City, thus ensuring that residential rooms remain at a specific affordability level. However, given the rising housing market, hotel owners have less incentive to enter into master leases and might make a higher profit from listing units at market rate. Some SRO owners have renovated their buildings into higher end group housing by displacing lower-income tenants through eviction or attrition. Units in SRO hotels are generally subject to the rent ordinance (as most were constructed before 1979), but do not typically have permanent price controls like deed-restricted affordable housing. This means that whenever there is a vacant room, prices can increase to market-rate (vacancy decontrol). SRO buildings may also have a certain number of certified residential rooms and certified tourist rooms. However, instead of following the legal process of converting these residential rooms to tourist rooms, some SRO operators do not do accurate reporting or utilize underhanded methods of preventing tenants from establishing tenancy and changing the residential rooms to the more lucrative tourist room use.

Newly constructed SROs are not subject to the same protections as existing SROs. New construction projects can propose a building of entirely studio apartments such that they meet the characteristics of an SRO, defined in Planning Code section 102 as “a Residential Use characteristic, defined as a Dwelling Unit or Group Housing room consisting of no more than one occupied room with a maximum gross floor area of 350 square feet and meeting the Housing Code's minimum floor area standards. The unit may have a bathroom in addition to the occupied room. As a Dwelling Unit, it would have a cooking facility and bathroom.” If the SRO is constructed as a Group Housing room, then it would not have an individual cooking facility and would be subject to other applicable requirements for Group Housing projects including those for shared kitchens and common areas. Protections that exist for SROs do not apply for new construction, as the provisions of the HCO only apply to buildings as they existed at the time the law was passed in 1981 or those that have been added as one-for-one replacements in similarly-aged buildings. New SROs are also generally not subject to the provisions of the Rent Ordinance and may be rented at market rates without vacancy control. Newly constructed SRO buildings with 10 or more units are subject to the Inclusionary Affordable Housing Program.

Review of Constraints

<i>Constraint</i>	Instead of following the legal process of converting these residential rooms to tourist rooms, some SRO operators do not do accurate reporting or utilize underhanded methods of preventing tenants from establishing tenancy and changing the residential rooms to the more lucrative tourist room use.
<i>Constraint Reduction</i>	Related Policies
	Policy 2
	Implementing Program Areas
	2.2 Tenant Protections Actions: 2.2.8
	2.4 Preserving Rental Unit Availability Actions: 2.4.4

Stabilizing and Maintaining Cooperatives

San Francisco's history of redevelopment sparked a set of cooperative housing developments beginning with developments in Diamond Heights, followed by ones in the Western Addition and Bayview/Hunter's Point. There are currently a total of nine such cooperatives with mortgages that are scheduled to end by 2049, leaving 1,545 housing units at risk for losing their permanent affordability and residents with destabilized housing. Given the economic disruption, community trauma, lack of governmental support stemming from redevelopment, and decades of insufficient resources for maintenance, many of these buildings suffer from substantial disrepair. There are many challenges in stabilizing these facilities and communities which will require financing tools, legal structures, public resources, and capacity-building towards future generations.

Review of Constraints

<i>Constraint</i>	There are many challenges in stabilizing cooperatives and communities which will require financing tools, legal structures, public resources, and capacity-building towards future generations.
<i>Constraint Reduction</i>	Related Policies
	Policy 2
	Implementing Program Areas
	1.4 Affordable Housing Preservation Actions: 1.4.3; 1.4.4;1.4.5

Housing Preservation

San Francisco has used available federal programs as well as significant local funding to rebuild or rehabilitate most of the aging public housing in San Francisco. The City has also made a commitment to rebuild all remaining public housing units. The programs described in this section contribute to preserving public housing while improving residents' standards of living.

Rental Assistance Demonstration (RAD)

In RAD, units move to a project-based Section 8 platform with a long-term contract that, by law, must be renewed. This ensures that the units remain permanently affordable to low-income households and provides a steady funding stream that can be leveraged for debt. In addition, housing authorities can enter into partnerships with nonprofit housing developers and tax credit investors bringing professional management expertise and tax credit equity to public housing rehabilitation projects. RAD maintains the public stewardship of the converted property through clear rules on ongoing ownership and use.

RAD program rules prohibit any permanent involuntary relocation of residents because of conversion. In addition, the tenants that are moved out while properties are being repaired have the right to return to the property after completion without any rescreening.

Tenants also have the right to move with tenant-based assistance if needed. To return to the property, the PHA operates and maintains a RAD waitlist.

As of late 2017, approximately 3,181 units in 28 developments around San Francisco in need of major repair and maintenance have been converted to RAD. Approximately 2,535 units have been converted to the project-based Voucher (PBV) program, and about 833 have been made part of the Section 8 moderate rehabilitation program. Thirty-seven percent of the units house families and 63 percent of the units house seniors and people with disabilities. The average income of the residents is \$16,405, which is less than 25 percent of the area median income in San Francisco.

HOPE SF

The HOPE SF program includes four public housing developments in the City to be completely renovated and existing public housing units replaced on a one for one basis along with additional affordable and market rate housing. HOPE SF will rebuild more than 2,000 units in all four public housing

sites and will also create approximately 3,000 additional homes for rent and for purchase. Construction began in early 2010, and several projects have already been completed at Hunters View and Alice Griffith public housing sites. The Sunnydale-Velasco and Potrero Terrace and Annex sites will be rebuilt in phases in years to come.

Since HOPE SF is a local initiative, it relies heavily on local funding, highlighting the importance of local funding in preserving public housing. HOPE SF will likely leverage federal programs such as tax credits and the ability to convert public housing operating subsidy to long term project-based vouchers and rental assistance as well as state funding sources. However, local funding is crucial to leveraging these state and federal sources as well as to complete predevelopment work including planning, design, and infrastructure improvements.

With the new HOPE SF program, the City relocated communities to other housing within the same neighborhood and then replaced the units on a one for one basis for households to return to as soon as rehabilitation was complete. For example, residents of the Alice Griffith Public Housing Development were relocated directly from their old units into the newly constructed Alice Griffith Apartments using a special housing lottery preference.

Small Sites

First launched in 2014, the City has helped non-profit organizations acquire 47 buildings (368 units of affordable housing) through the Small Sites Program. The Small Sites Program is run by MOHCD which works to acquire and preserve at-risk rental housing with three to 25 units. The program was created to establish long-term affordable housing in smaller properties throughout San Francisco that are particularly vulnerable to market pressure that results in property sales, increased evictions, and rising tenant rents. In the face of the increasing pressure, the program helps San Franciscans avoid displacement or eviction by providing loans to non-profit organizations to successfully remove these sites from the market and restrict them as permanently affordable housing. Renovations are also completed as necessary to provide safe and healthy housing for residents.

Review of Constraints

<i>Constraint</i>	Need more funding to maintain and advance small sites projects.
<i>Constraint Reduction</i>	Related Policies
	Policy 3
	Implementing Program Areas
	2.3 Acquisitions and Rehabilitation for Affordability Actions: 2.3.4

Local Affordable Housing Bonus Program

The Local AHBP includes special incentives for 100% affordable housing developments. These projects are generally built by non-profit developers, and usually require public subsidies. The AHBP is available to such projects which provide housing to households making 80% of AMI or less. Projects with 100

percent affordable units are able to build more residential units and up to three additional stories of residential development than currently allowed under existing zoning regulations. On July 29, 2016, Mayor Ed Lee Signed the 100% Affordable Housing Bonus Ordinance into law. Design Guidelines for AHBP 100% Affordable Projects were also adopted. This program has been superseded in use by the State Density Bonus for Affordable Housing legislation under AB 1763.

HOME-SF

The HOME-SF program is San Francisco's local density bonus program. HOME-SF requires that 20 - 30% of the residential units be deed-restricted affordable units, and offers project sponsors priority processing, relief from density controls, and up to two extra stories of height. This program also offers a set menu of modifications project sponsors may choose from. The HOME-SF Program includes a number of location and project-specific eligibility criteria, outlined below, and is not currently available in zoning districts with no density limits. HOME-SF is an optional program for developers constructing mixed-income in certain areas of San Francisco. Under HOME-SF, 20 to 30 percent of the units in a new housing project must be affordable to low, middle and moderate-income families. To provide more family friendly housing, 40 percent of the total units in the building must be two bedrooms or larger (with an additional option of providing 50% of all bedrooms in the project in units with 2 or more bedrooms). In return, density bonuses and zoning modifications are provided, allowing project sponsors to accommodate additional affordable units. HOME-SF has been used on a growing number of projects; however, the majority of bonus projects use the State programs.

Implementing and encouraging projects to take advantage of HOME-SF incentives has been challenging. Barriers have included demolition restrictions, limited geography for applicability, limited modifications, and a requirement for sponsors to analyze wind and shadow impacts to qualify. Any projects that demolish residential units, occupied or not, are disqualified from HOME-SF. This significantly decreases the number of available properties in San Francisco that can take advantage of the local incentive program. SB-330, adopted after HOME-SF, at a minimum, preserves the number of residential units in a jurisdiction and also includes for relocation and replacement provisions. This means that San Francisco should no longer need to restrict demolition in local programs such as HOME-SF. The program could adjust this absolute restriction on demolition of residential units to increase property eligibility.

In addition to inapplicability in RH-1 or RH-2 Zoning Districts and other specific areas, HOME-SF is not eligible in zoning districts with form-based code. One of the primary incentives offered in the program is relief from density restrictions, which is already offered in form-based zoning districts. The HOME-SF program could increase the geographic area of applicability to increase property eligibility.

Other incentives offered through HOME-SF include zoning modifications that reduce the requirements Planning Code requirements requested of a typical project. While some of these modifications may encourage use of the program, others like reduction in open space requirements are so minimal that they make little difference in the feasibility of the project. The HOME-SF program could increase zoning modifications offered to encourage use of the local incentive program to at least match the level of applications for the State Density Bonus.

To determine project eligibility for HOME-SF, the Planning Department requires that project sponsors conduct wind and shadow analysis as part of the application process. This pre-application analysis can delay a project application and may discourage potential applicants from using HOME-SF. The Planning Department could allow a HOME-SF project to analyze wind and shadow impacts during the standard environmental review process.

See *Case Study: 3945 Judah -- Outer Sunset* for an example of a HOME-SF project in San Francisco.

Review of Constraints

<i>Constraint</i>	<p>HOME-SF is not eligible in zoning districts with form-based code. One of the primary incentives offered in the program is relief from density restrictions, which is already offered in form-based zoning districts. Additional incentives should be considered for HOME-SF including administrative review.</p> <p>Projects that demolish residential units, occupied or not, are disqualified from HOME-SF. This significantly decreases the number of available properties in San Francisco that can take advantage of the local incentive program. The Housing Crisis Act (SB-330) includes replacement and relocation provisions that can help alleviate the loss of units due to demolition and construction of a HOME-SF project. Removing the prohibition for demolition of units from HOME-SF will broaden program eligibility while still maintaining the policy objective to replace units.</p> <p>Some HOME-SF modifications are minimal and make little difference in the feasibility of a project. The Planning Department should reconsider the application zoning modifications allowed through HOME-SF and consider broadening the menu to encourage greater usage of the program.</p>
<i>Constraint Reduction</i>	<p style="text-align: center;">Related Policies</p> <p>Policy 26</p> <hr/> <p style="text-align: center;">Implementing Program Areas</p> <p>7.2 Mid-rise and Small Multifamily Buildings Actions: 7.2.9</p>
<i>Constraint</i>	<p>The early wind and shadow analysis required by Planning Department may discourage potential applicants from using HOME-SF.</p>
<i>Constraint Reduction</i>	<p style="text-align: center;">Related Policies</p> <p>Policy 26</p> <hr/> <p style="text-align: center;">Implementing Program Areas</p> <p>8.4 Process and Permit Procedures Actions: 8.4.12</p>



Case Study: 3945 Judah -- Outer Sunset

This case study describes a project approved under HOME-SF, a local alternative to the State density bonus program. The proposal was for the demolition of an existing one-story commercial building, formerly utilized for the operation of a gas and service station, and the construction of a new five-story over basement, 55-foot, approximately 19,160 square-foot mixed-use building containing a total of 20 dwelling units (10 one-bedroom, 9 two-bedroom, and 1 three-bedroom), 2,440 square feet of commercial space, 7 off-street parking spaces, and 24 bicycle parking spaces. The proposal pursued a Tier-2 HOME-SF Project Authorization which permits form-based density, one additional story of height, and five additional feet at the ground floor in excess of the height limit in exchange for providing 25% on-site affordable dwelling units. Additionally, the proposal requested a zoning modification from the rear yard requirement pursuant to Planning Code Section 206.3.

The project applicant originally submitted a Preliminary Project Assessment in November 2013 but then decided to wait to resubmit their application after adoption of HOME-SF. HOME-SF. The project went to Planning Commission on November 7, 2019 with final approval on April 23, 2020. Total days from HOME-SF application to approval was 769 days (~549 business days) of which 398 days were applicant time on hold. Planning re-approved after subsequent agency review completed March 2021 with Site Permit issued October 27, 2021. Total time interacting with Planning was 2,896 days, just under 8 years. This is a draft assessment of the timing. There was no appeal filed. The project encountered significant neighborhood criticism with noting the “pre-apocalyptic future” design and health hazards. The Planning Commission generally praised the project for adding housing in an area that rarely does.

The application required a HOME-SF Affordable Housing Bonus authorization and requested exceptions to rear yard requirements. It was required to obtain permits for Street Improvement, Minor Sidewalk Encroachment, Special Sidewalk, and Street Trees. Its CEQA document was a Class 32 Categorical Exemption. The project was subject to the application of the Affordable Housing Bonus Program Design Guidelines. It paid a total of \$62,182 in impact fees and \$92,291 in application fees for a \$7,723 per net new unit cost.

The motion required findings specific to HOME-SF and Planning General Code Section 101.

Process and Permitting Procedures

In most municipalities, a housing development application falls in one of two pathways towards approval or disapproval: a ministerial one, where staff needs to determine only conformity with applicable ordinances, or a discretionary one, where staff or a decision-making body must exercise judgement. Under its local charter and regulations, San Francisco offers no ministerial pathway for housing projects requiring building permits, unless required by state law. This means that all proposed developments can be subject to a form of discretionary review outside of the formalized planning and zoning process.

The only housing applications that receive ministerial approval are ones that are eligible for programs defined through State action implemented through the San Francisco Planning Department. Senate Bill 35 currently applies only to projects where 50% or more of the units are affordable to households earning 80% of AMI or less, as well as other eligibility requirements. The 50% affordable housing requirement is a result of the City not meeting its Regional Housing Needs Allocation (RHNA) requirements at lower income levels and is subject to future changes. The State's Accessory Dwelling Unit requirements mandate ministerial approval of ADU permits under its program. And recently adopted Senate Bill 9 allows for ministerial approvals of duplexes and lot splits on land zoned for single-family homes. Other state programs limit local discretion, for example the Housing Accountability Act, which limits a local jurisdiction's ability to deny or reduce the density of a code complying project of two units or more; the Housing Sustainability District law, which only has minor discretionary element in administrative design review; and the Housing Crisis Act of 2019, which freezes the controls applicable to projects at the time of their predevelopment application and limits the number of hearings to five, reducing delays.

The California Environmental Quality Act (CEQA) applies to all projects subject to discretionary review. This makes most housing projects in San Francisco subject to CEQA because all projects are subject to discretionary review. While a technical review of a housing project's compliance with the Planning Code can take little time, depending on the size of the project, review under CEQA can take as little as one day, or up to 18 months if an environmental impact report is required. Along with the sheer volume of planning permits received every year, additional review under CEQA can be a common reason why projects experience longer review times in San Francisco than a similar project in another jurisdiction.

Processing Time Data

One of the current challenges to understanding permit processing is the inability of the City's various permitting databases, some of which are proprietary and decades-old technology, to track the different phases and durations that make up an application process. It is challenging to establish how much time a permit sits in a queue, undergoes planner review, or is in the hands of the applicant undergoing revisions towards response. All the reported processing times include any periods of holding time – time in which the application has been returned to the applicant and is under the applicant's exclusive control, which does not accurately reflect the time the City takes to review and process applications. These processing times are based on internal data logged by Department of Building Inspection or Planning Department staff, depending on the application type. For projects that rely exclusively on a Building Permit to entitle a project, a project's start date is logged as the "arrived date" in the City's Permit

Tracking System, controlled by the Department of Building Inspection. For projects that require land use entitlement approvals from the Planning Department prior to filing a Building Permit, a project's start date is logged as "application accepted".

Implementing State Requirements

The Planning Department has a dedicated team of planners who review and ensure compliance with State housing programs.

SB-330: Housing Crisis Act

Effective January 1, 2020, and further amended in 2021, the Housing Crisis Act of 2019 (HCA), also known as SB330, establishes a statewide "housing emergency" until January 1, 2030. During the housing emergency, the Housing Crisis Act suspends certain restrictions on the development of new housing and expedites the permitting of housing.

During the housing emergency, cities, and localities in urban areas, such as San Francisco, are generally prohibited from rezoning or imposing new development standards that would reduce the capacity for housing or adopting new design standards that are not objective. In these jurisdictions, the demolition of existing housing units is only permitted if the same number of units are created, and the demolition of existing below-market rate, rent-controlled units, units rented by low-income households or units withdrawn from the rental market within the last ten years is only permitted if replaced by units that meet certain conditions related to affordability and tenant protections.

Additionally, all localities must comply with additional project review requirements and timelines for housing developments applications. These include a prohibition on applying new zoning regulations and development standards or listing the project as a local historic landmark after a project's application is submitted, except in certain circumstances. Housing developments that meet all applicable objective zoning standards may only be subject to five public hearings, including continuances and most appeal hearings. The HCA does not establish any new ministerial approval programs, mandate any rezoning actions, prevent additional restrictions on short-term rentals or demolition of existing units, or supersede the requirements in the California Coastal Act or CEQA.

The Department prepared Planning Director Bulletin No. 7 to provide guidance on the application of the HCA to the review and approval processes for residential development projects and zoning actions in San Francisco during the housing emergency. The Planning Department created a Preliminary Application pursuant to SB-330 that project sponsors can choose to submit with a Project Application or a Preliminary Project Assessment. Once it is submitted and deemed complete, the zoning, design, subdivision, and fee requirements in effect at the time the preliminary application was submitted remain in effect for the remainder of the entitlement and permitting process

To date, the Planning Department has received roughly 91 projects under SB-330. The average Planning Department review time is 326 days for 26 approved projects, and 291 median days. The average DBI review time is 155 days for and 122 median days for the approved projects. Note that length of

department review time does not match permit issue time, as the Permit Filed and Issued dates are different from department review time totals because departments may be reviewing concurrently.

Since the passing of SB-330, the City of San Francisco has not reduced the capacity for housing through rezoning or imposing new development standards without concurrently increasing housing capacity of other parcels elsewhere. For example, the Planning Department initiated a rezoning effort to preserve San Francisco's valued and dwindling Production, Distribution, and Repair uses. This resulted in the removal of housing capacity from one parcel. Concurrently with this rezoning, the Planning Department initiated a rezoning that would increase housing capacity far exceeding the removal.¹⁹ Similarly, the City of San Francisco has not applied or adopted any new subjective design standards after January 1, 2020. The City has adopted objective design standards used for review of SB-9 projects. Public hearings for housing developments that meet all applicable objective zoning standards have been limited to five hearings or less.

Review of Constraints

Constraint	Parts of the Housing Crisis Act of 2019 (SB 330) lack clarity and make the local implementation of this state requirement challenging to follow. Jurisdictions across California interpret the “tenant history” portion of the law differently.
Constraint Reduction	Related Policies
	Policy 28
	Implementing Program Areas
	2.2 Tenant Protections Actions: 2.2.9
	8.5 Compliance with State Programs and Law Actions: 8.5.4

SB-9: California Housing Opportunity and More Efficiency (HOME) Act

The California Housing Opportunity and More Efficiency (HOME) Act, also known as SB 9, became effective statewide in January 2022 and requires that cities ministerially allow duplexes and lot splits by-right on most single-family lots which meet eligibility criteria and objective standards set by cities. Typically, this type of proposal might have required zoning changes or conditional use permits.

The Planning Department created a dedicated webpage and published an informative bulletin (Planning Director Bulletin No. 8) for applicants interested in pursuing streamlined approval through SB-9. Project applicants use this bulletin to determine eligibility for SB-9 and understand the development scenarios possible under SB-9. The Planning Department reviews project applications for completeness within 30 days of submittal to the department. San Francisco passed objective design standards in response to SB-9 including rules regarding massing, permeability and landscaping, a minimum size for 800 square

¹⁹ San Francisco Planning Department, Bayview Industrial Triangle Zoning Update, March 2020, <https://sfgov.legistar.com/View.ashx?M=F&ID=8175024&GUID=4BB5805B-D476-4A6E-AC60-0C50120223C5>

feet for a second unit, four-foot setbacks on all interior lot lines, and the prohibition of roof decks on rear units.

Steps to applying for Parcel Map Lot Split through SB-9 with Public Works:

1. Applicants may submit for a lot split with Public Works at any time. The Planning Department will conduct the eligibility review for the lot split project whether or not there is construction. These steps mirror the Planning Department review for construction of dwelling units through SB-9 listed below.
2. Steps to apply for a building permit for the construction of dwelling units through SB-9 with the Planning Department and Department of Building Inspection:
3. Application primer: PIC, PRV, Pre-Application, and/or Interdepartmental Project Review Meeting (optional)
4. Applicant submits housing application and building permit. The applicant will often submit a SB-330 application if there are existing units or if they want to lock in the code.
5. Planning Department assesses the completeness of the application for review within 30 days.
6. Planner is assigned to the application.
7. Planner determines eligibility for SB-9. If eligible, letter is issued.
8. If eligible for SB-9, planner reviews project for Planning Code requirements and against Objective Design Standards. If project does not meet requirements, the applicant must revise projects to meet requirements. If applicant does not revise project, the project is not approved.
9. If applicant is requesting relief from a code standard in order to construct a unit at least 800 square feet, planner brings project to Housing Advisory Team (i.e. meets SB-9)
10. If project is code compliant, planner issues a SB-9 approval letter and routes to other department(s) for review.
11. SB-9 Notice of Special Restrictions (NSR) is recorded before building permit issuance (in tandem with other department reviews)
12. The appeal process only applies to whether the project complies with objective Planning and Building Codes, how the City implemented SB-9 and not the project itself.

To date, the Planning Department has received 27 project submissions under SB-9, two of which were deemed ineligible. The two ineligible applications had previous Ellis Act evictions. Of the 25 eligible SB-9 projects, 16 have been duplex only, 4 have been lot split only, 5 have been combination (lot split and construction).

See **Case Study: 120 Seneca -- Outer Mission** for an example of a SB-9 project in San Francisco.

Review of Constraints

Constraint	Interdepartmental coordination and review can add time to the review of projects. Review under SB-9 is ministerial, however, departments involved in application review, such as DBI, require changes to project applications to meet applicable codes.
Constraint Reduction	<p style="text-align: center;">Related Policies</p> <hr/> <p>Policy 31</p> <hr/> <p style="text-align: center;">Implementing Program Areas</p> <p>7.2 Mid-rise and Small Multifamily Buildings Actions: 7.2.3; 7.2.4</p>



Case Study:
120 Seneca -- Outer Mission

This case study describes a housing project that used SB 9 ministerial permitting. This project proposed a three-story addition of approximately 2,019 gross square feet at the rear of an existing two-story single-family home and the addition of a new unit per SB 9 at the ground floor. The existing unit will occupy the second and third floors and roof deck of the addition, expanding the existing unit by approximately 829 square feet for a total of 3,239 square feet. The new unit will occupy the ground floor of the addition—approximately 722 square feet—and convert 468 square feet of existing storage space for total of 1,190 square feet.

The project applicant submitted in July 2021 with iterative comments until they decided to resubmit under SB9 and SB330 in February 2022. The project was deemed eligible for SB9 on April 20, 2022, comments were issued in June 2022, two subsequent comments and revisions. The final approval was on July 25, 2022 with a total SB9 timeline of 160 days (~114 business days) with some of that time on hold. This is a draft assessment of the timing.

The application required a site permit, did not request any exceptions, and was not subject to the Housing Accountability Act. No CEQA document was required. It was required to provide two new street trees required; 1 tree proposed, and 1 in-lieu fee paid. There were no Objective Design Standards in place at the time, so it was not subject to design standards or guidelines. It paid a total of \$4,826 in impact fees and \$29,087 in application fees for a \$33,912 per net new unit cost.

Permit Streamlining Act

The Permit Streamlining Act (Government Code Sec. 65920-64) applies to housing development projects. During the housing emergency declared in the Housing Crisis Act, the required timeframe to

approve or disapprove a housing development project for which an EIR is prepared is decreased by 30 days. The new timelines are as follows:

- 90 days after certification of an EIR for a housing development project
- 60 days after certification of an EIR for a housing development project in which at least 50 percent of the units are affordable to low-income households and that receive public financing.

All other required review timeframes in the Permit Streamlining Act continue to apply unchanged during the housing emergency.

San Francisco complies with the Permit Streamlining Act. For most larger housing projects, the time required for CEQA review, especially if wind, preservation, or transportation studies are required, allows ample time for required internal processes, such as design review and neighborhood notification, to take place.

San Francisco's current data processes do not consistently and automatically mark when an application is "complete" or "approved." Updates to San Francisco's data processes would help demonstrate compliance with all required timelines. The current data system relies on manual notations by individual planners with significant caseloads of projects that are often revised multiple times. Feedback from planners related to compliance with Planning Code requirements and/or revisions in projects by project applicants are at times found in email exchanges, and are not always formally recorded in Plan Check Letters or noted in Accela, the permit data system. Likewise, the manual system does not easily allow planners to mark projects as being "on hold" when a project sponsor is revising a proposed development.

Review of Constraints

<i>Constraint</i>	Manual data recording and collection do not readily facilitate transparent evidence of meeting the required review deadlines.
<i>Constraint Reduction</i>	Related Policies
	Policy 28
	Implementing Program Areas
	8.5 Compliance with State Programs and Law Actions: 8.5.5; 8.5.7; 8.5.10

SB-167: Housing Accountability Act

In 2017, the State of California adopted Senate Bill-167, which reformed the Housing Accountability Act (HAA). These reforms raised the standards local jurisdictions must use to reject affordable housing projects, increased punishments for violations, and loosened restrictions on what is considered an eligible mixed-use project. The HAA limits the City's ability to deny or reduce the density of projects that comply with applicable objective zoning and development standards and completed housing applications must be reviewed for compliance within 30 or 60 days depending on the project size. HAA

only applies to code-complying projects with at least two units, at least 2/3 of square footage is residential, or transitional or supportive housing.

See *Case Study: 921 Howard Street Central SoMa* (in *100% Affordable Housing Permit Processing section*) for an example of a project subject to the Housing Accountability Act in San Francisco.

Housing Sustainability Districts

The Central SoMa Area Plan adoption process included legislation to establish the City's first Housing Sustainability District (HSD) adopted in 2017. Covering 230 acres, this legislation affords projects ministerial approval via the Planning Department under the authority of the Director. Projects are eligible if they meet specific labor, on-site affordability, and other requirements.

To date, the Planning Department has only had two HSD projects: 585 Bryant Street and 300 5th Street, both located within the Central SoMa Area Plan. The project at 300 5th Street was filed on August 29, 2019 and proposed to demolish an existing commercial building to construct a new mixed-use residential building with 130 new residential units. The project at 585 Bryant Street was filed on February 12, 2021 and proposed to construct a new mixed-use residential building with 500 net residential units. The project also sought concessions/incentives and waivers from development standards under the State Density Bonus law.

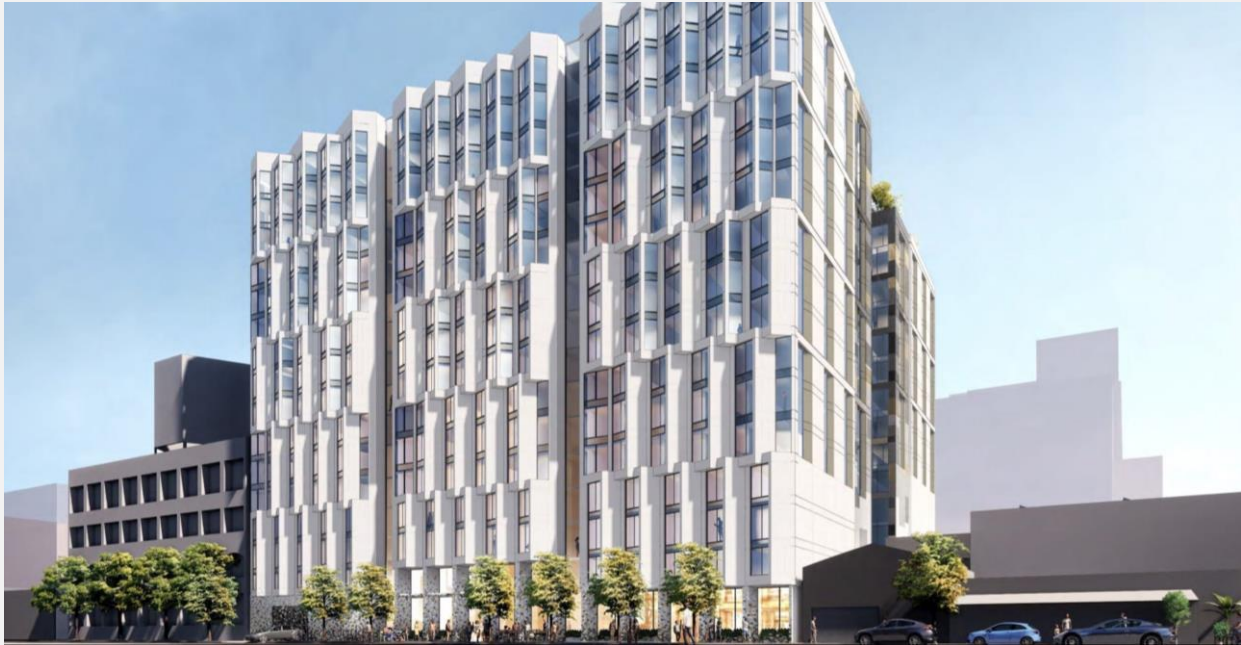
Comment from Developer interviewee

Smaller multifamily/infill projects taking much longer than bigger projects and seem to have a very different entitlement process

Within a discretionary process, a project's timeline and approval process timeline may be significantly affected by whether the application is subject to approval by Planning Department staff under the authority of the Director, or after a hearing at the Planning Commission. In addition, the City's

Historic Preservation Commission reviews environmental impact reports (EIRs) that analyze significant impacts to historic resources under the California Environmental Quality Act (CEQA). The HPC reviews the adequacy of proposed preservation alternatives that were selected to eliminate or reduce significant historic resources impacts prior to publication of a draft EIR, and provides comments on the historic resource analysis after the draft EIR is published. Approvals by the Board of Supervisors add significant time and expense; these projects also require the appropriate level of CEQA review before project approval. For smaller projects, the majority can be handled by planning staff except the few where discretionary review is requested; these projects also require CEQA review before approval, typically simple CEQA exemptions that can be completed quickly. Note that all projects that require CEQA may be subject to an appeal to the Board of Supervisors, in accordance with state law.

See *Case Study: 555 Bryant Street -- Central SoMa* for an example of a housing project within a Housing Sustainability District in San Francisco.



Case Study: 555 Bryant Street -- Central SoMa

This case study describes a ministerial site permit housing application in the Central SoMa Housing Sustainability District. The project proposed new construction of a 160-foot-tall mixed-use residential building with 500 dwelling units, 20,605 square feet of PDR use space, 125 accessory parking spaces, and 202 Class One and 27 Class Two bicycle parking spaces. The project requested approval through the ministerial review process provided under the Central SoMa Housing Sustainability District (Planning Code Section 343) and concessions/incentives and waivers from development standards under the State Density Bonus Law (Planning Code Section 206.6 and California Government Code Section 65915). The project included 85 studios, 206 one-bedroom, 209 two-bedroom units and 21% inclusionary onsite 13% at 50% AMI (to meet SDB requirement), 4.5% at 80% AMI, 4.5% at 110% AMI with the fee for the bonus portion of the project at 30%.

The project applicant submitted a Preliminary Project Assessment in late October 2020 with a PPA Letter issued January 2021. The applicant then completed a pre-application meeting with neighbors in January 2021 and submitted a permit application in late February. The project application was deemed complete on May 11, 2021, and went to Planning Commission as an informational item on June 17, 2021. Final approval was issued on June 30, 2021. The total days between Preliminary Project Assessment application and approval was 245 days (~175 business days). The time between HSD application and approval excluding applicant hold time was 51 days. This is a draft assessment of the timing. There was no appeal filed.

The project required waivers from the following requirements in the Planning Code: Setback and Street Wall (Planning Code Section (Sec.) 132.4), Permitted Obstruction for Bay Window (Sec. 136), Ground Floor Ceiling Height (Sec. 145.1 and 249.78), Residential Open Space (Sec. 135), Off-street Loading Space (Sec. 152.1, 153, and 154), Lot Coverage (Sec. 249.78), Wind Comfort (Sec. 249.78), Height Limit (Sec. 260), Narrow Street and Alley (Sec. 261.1), Apparent Mass Reduction (Sec. 270), Horizontal Mass Reduction (Sec. 270.1), and Mid-block Alley in Large Lots (Sec. 270.2). It also required an incentive / concession from the Living Roof (Sec. 149 and 247.78) and Curb Cut on Transit Preferential Street (Sec. 155) requirements of the Planning Code. As a ministerial project under the HSD, it was not subject to CEQA. It was required to provide street trees, sidewalk widening as per Better Streets and street lighting. It paid a total of \$29,266,420 in impact fees and \$690,644 in application fees for a \$59,914 per net new unit cost.

It required a memo that used HSD-specific findings.

SB-35: Affordable Housing Streamlined Approval Act

California Senate Bill 35 (SB-35), Government Code Section 65913.4, became effective January 1, 2018. SB-35 applies in cities that are not meeting their Regional Housing Need Allocation (RHNA) goal for construction of above-moderate income housing and/or housing for households below 80% area median income (AMI). Government Code Section 65913.4 requires local entities to streamline the approval of certain housing projects by providing a ministerial approval process. Currently, San Francisco meets its RHNA goal for construction of above-moderate income housing. As of 2020, San Francisco was falling short of meeting RHNA targets for units that are below 80 percent of AMI. Because of this, multifamily projects with at least 50 percent of their units at 80 percent of AMI or below are required to receive ministerial approval, which entails a streamlined approval process and exemptions to CEQA requirements.²⁰

The Planning Department has a dedicated team of staff that oversee projects applied through SB 35 and ensure City compliance with the streamlined, ministerial review of qualifying multifamily residential projects. Planning Director Bulletin No. 5, posted on the SF Planning website, offers clarity on the streamlined approval process of SB 35.²¹ The bulletin provides an overview of SB 35 and AB-2162 (see section below), and outlines the types of projects that are eligible, the streamlined development review timeline, how to apply, and the development review process. The bulletin specifically addresses 100% Affordable Housing Projects, 100% Affordable Housing Bonus Projects, State Density Bonus Projects, and Mixed-Income Affordable Projects (50-99% Affordable). Additionally, SF Planning's Informational and Supplemental Application Packet, issued in October 2020, walks interested applicants through the same information as Bulletin No. 5, and also includes more information on how other entitlements, like Shadow Analysis Applications and Certificate of Appropriateness and Permits to Alter, will be affected.²²

To date, 19 projects have been approved through SB 35 with a total of 2,429 units, of which 2,130 are affordable, and 6 projects are in the pipeline. All projects that have applied through SB 35 have met the streamlined timeline requirements. The average review time at the Planning Department for the approved projects is 178 days, and a median of 120 days. The average review time at DBI is 108 days and a median of 87 days. As stated in the Processing Time Data section, this data also includes "holding" time and other types of time factors aside from department review that have increased the average and median review times beyond the 90-day requirement for SB-35. Steps to apply for streamlined approval through SB-35 with the Planning Department:

1. Project sponsor submits applications, architectural plans, including a Preliminary Application pursuant to SB-330.
2. Planning Department notifies relevant California Native American tribes about the proposed development (Tribal Notification: Tribal Cultural Resources Consultation and Streamlined CEQA Review) for at least 30 days.

20 City of San Francisco Affordable Housing Funding, Production, and Preservation White Paper, 2020.

21 <https://sfplanning.org/resource/planning-director-bulletin-no-5-senate-bill-no-35-affordable-housing-streamlined-approval>

22 https://sfplanning.org/sites/default/files/forms/SB35_SupplementalApplication.pdf

3. If there is no response to the notification or there is an agreement reached in a scoping consultation and the project application is deemed complete and eligible for SB-35 review, the project is eligible for SB-35 (ministerial) approval. If there is no agreement reached, a project is not eligible for SB-35 approval. The project sponsor submits a site or building permit application and an SB-35 Streamlined Development application demonstrating the project's eligibility at Department of Building Inspection. Provided that the notification and scoping session result in either an agreement or no response, SB-35 timelines shall commence once a site permit is submitted.
4. Planning Department staff determine if a project is eligible for streamlining within 60 days of application submittal for projects of 150 or fewer units, and 90 days for projects containing more than 150 units. If the Department provides written comments to a Project Sponsor detailing how a project is not SB-35 eligible as proposed, or requests additional information to make such a determination, then the 60 or 90 day timeline will restart upon submittal of a revised development application in response to that written notice.
5. If the Planning Department finds that a project is eligible for streamlining and has submitted a complete application package, then the assigned planner will issue a Notice of Eligibility for Streamlining under SB 35.

Design review or public oversight is completed in 90 days for projects with 150 or fewer units, and 180 days for projects with more than 150 units, measured from the date of the SB-35 submittal.

The Planning department approves the site permit and issues a Notice of Approval.

See ***Case Study: 730 Stanyan Street -- Haight Ashbury Neighborhood*** for an example of a housing project combining SB-35 and 100% affordable housing.



Case Study: 730 Stanyan Street -- Haight Ashbury Neighborhood

This case study describes a **longer-than-average approval path for an 100% affordable housing project** that used SB 35 ministerial permitting. The project proposed an 8-story building containing 175,426 square feet of residential uses above 12,556 square feet of ground floor commercial uses on vacant lot. The project provided 160 100% affordable housing rental units. The building proposed to serve residents earning from 30% to 100% AMI, including low-income families, families exiting homelessness, low-income transitional aged youth (TAY) and TAY exiting homelessness. The project proposed 40-units subsidized by the Local Operating Subsidy Program (LOSP) and featured five commercial spaces on the ground floor to serve both residents and the wider neighborhood. These spaces would be operated by nonprofit partners and include an early childhood education center, a drop-in center for TAY, a community technology training center, a senior center, and a food incubator space featuring affordable food options. The dwelling unit mix consists of 35 studios, 43 one-bedroom units, 42 two-bedroom units, and 40 three-bedroom units.

The project applicant submitted the project in August 2021 (originally February but requested significant change of work and put the application on hold). The first Plan Check letter was issued in November 2021 for a total of 75 days (~53 business days). It went through two iterations with final revisions submitted May 2022. The project was approved June 15, 2022, for a total of 292 days (~209 business days) with 154 days as hold time for the project applicant to provide revisions. This is a draft assessment of the timing. There was no appeal filed.

The application required a site permit, and used the State Density Bonus, SB 330 application, and SB35. The project requested exceptions to the rear yard, dwelling unit exposure, bird-safe glazing, and usable open space requirements of the Planning Code. It was required to provide curb ramp reconstruction. No CEQA document was required since it required a ministerial permit per SB 35. It paid a total of \$0 in impact fees and \$406,650 in application fees for a \$2541 per net new unit cost.

AB-2162: Supportive Housing Streamlined Approval

California Assembly Bill No. 2162 (AB-2162) was effective January 1, 2019. AB-2162 requires that supportive housing be a use that is permitted by right in zones where multifamily and mixed-use development is permitted. AB-2162 amends Government Code Section 65583 and adds Code Section 65650 to require local entities to streamline the approval of housing projects containing a minimum amount of Supportive Housing by providing a ministerial approval process, removing the requirement for CEQA analysis and removing the requirement for Conditional Use Authorization or other similar discretionary entitlements granted by the Planning Commission.

Similar to SB 35, SF Planning outlines how the department administers streamlined approval as required by AB-2162 in Planning Director Bullet No. 5. Despite the opportunity for streamlined approval of housing projects, SF Planning has not received any applications through AB-2162. This may be due to the bill's requirement for either 25% or 12 units of supportive housing, whichever number of units is greater, to be included in the project. Compared to SB 35, this added layer of regulation may discourage use of the program. However, one of the advantages of AB-2162 is that participating projects are permitted to demolish and replace units, compared to SB 35, which prohibits demolition of certain types of residential units.

State Density Bonus

The California State Density Bonus Law (CA Govt. Code Section 65915) was codified locally in 2017 Individually Requested State Density Bonus Program (PC Section 206.6). The Planning Department issued Planning Director Bulletin No. 6 in December 2018, providing more information on how the City implements the State Density Bonus (SDB) program.²³ The bulletin is updated periodically as the Department continues to issue interpretations related to the implementation of the SDB program in San Francisco and clarify existing policies as needed. It was last revised in May 2022. The bulletin summarizes the following key topics covering implementation:

- Calculating a Density Bonus
- Requests for Waivers, Incentives, and Concessions
- Review Process: Eligibility, Submittal Requirements, and Process
- Inclusionary Affordable Housing Requirements in State Density Bonus Projects
- Projects must submit an application specific to the State Density Bonus program along with a Preliminary Project Assessment (PPA) Application or Project Application.

The Planning Department takes the following steps to process State Density Bonus projects and remain in compliance with state requirements:

Application primer: PIC and/or PRV (optional)

1. PPA, Pre-application (if required per Planning Code Sec. 311)
2. Interdepartmental Project Review Meeting (required as described in application)

²³ https://default.sfplanning.org/publications_reports/DB_06_Implementing_State_Density.pdf

3. Applicant submits application package – Project Application with an Individually Requested State Density Bonus supplemental application.
4. Planning Department assesses the completeness of the application for review within 30 days.
5. Planner conducts review and issues a Plan Check Letter within 90 days.
6. The application is reviewed with the Planning Code, Residential Design Guidelines, Street Design Advisory Team (SDAT), Policy team, CEQA, and Historic Preservation.
7. Following issuance of the Plan Check Letter, the applicant has 90 days to respond and submit revisions.
8. Planning Department reviews revisions within 30 days.
9. Steps 6a, 7 and 8 may repeat any number of times until the application reaches a stable project description and responds to all Planning Department comments.
10. Once the project description is stable, Environmental Planning will mark the Project Description as “stable” in the online project review tracker (Accela).
11. A hearing will typically be scheduled within 30 days of the environmental review being complete.
12. Prior to the Planning Commission hearing, a 20-day hearing notice must be mailed to neighbors and community groups and posted on the site. If additional entitlements are also required, there may be a newspaper notification also required, that runs for 30-days concurrently with this mailed and posted notice timeframe.
13. If a hearing to the Recreation and Parks Commission and Historic Preservation Commission are required, these hearings happen before the Planning Commission takes action.
14. After any other required non-Planning Commission hearings, the project is brought to Planning Commission.* The Commission may approve the project with or without conditions, disapprove the project, or continue the hearing to a later time.
15. Approving a State Density Bonus project requires the Commission to make findings that the project is eligible to use the State Law and that the Density Bonus Law has been applied correctly. If the project requires an entitlement in addition to the State Density Bonus findings, then the Commission may make those findings when they approve an entitlement or approve an entitlement with conditions. If the project does not require an entitlement, the Commission must adopt the required findings for the State Density Bonus project.
16. A Continuance at Commission often happens when the project does not have community support and the sponsor attempts to work with the community before scheduling or obtaining Commission approval. Continuances may also be requested to give the applicant the opportunity to provide missing or insufficient information at the request of the Commissioners.

After the project is approved:

- A. Transportation Demand Management Notice of Special Restrictions (NSRs)
- B. Assess impact fees when the Planning Department is approving the Building Permit. Fees are logged into the Building Department's Permit Tracking System.
- C. Below Market Rate NSR recorded at architectural addendum or 12 months prior to Temporary Certificate of Occupancy.
- D. Regulatory Agreement completed before site permit issuance

*Discretionary Review can be filed on 311

** An appeal can be filed on entitlement. Appeals cannot be filed on SDB-only findings.

San Francisco's implementation of the local inclusionary program in conjunction with the State Density Bonus program is also detailed in Planning Director Bulletin No. 6. San Francisco's Inclusionary Affordable Housing Program (Planning Code section 415 et seq.) applies to the entirety of any development project with 10 or more units, regardless of whether the project includes additional density through a state or local program. Section 415 requires a project to pay the Affordable Housing Fee. In lieu of the Affordable Housing Fee, projects may elect to provide a percentage of units as "below market rate" (BMR) units at a price that is affordable to a specified mix of low, moderate, and middle-income households either on-site or off-site, referred to as the On-Site Alternative or Off-Site Alternative, respectively.

Projects that include on-site units to qualify for a density bonus under the State Law may also be able to satisfy all or part of the Affordable Housing Fee requirement, by receiving a "credit" for the on-site units provided. This "credit" is calculated in accordance with Planning Code Section 415.5(g)(1)(D), referred to as the Combination Alternative. The Combination Alternative allows projects to satisfy the Inclusionary Housing requirement through a combination of payment of the fee and provision of on-site units. An example of how to apply the Combination Alternative to a Density Bonus project is provided below.²⁴

Under State Law and the Individually Requested State Density Bonus Program, projects may only receive a density bonus for below market rate units provided at a single income level; projects cannot combine different below market rate income levels to receive a greater density bonus. The Inclusionary Affordable Housing Program requires projects with 25 or more units that elect the On-Site Alternative to provide BMR units at three different income levels, or "tiers." These tiers are set at different levels depending on the tenure of the proposed projects. Each tier is provided at a specific amount required by the Planning Code. For example, if the applicable on-site rate for an ownership project is 20%, it would be comprised of 10% of the units at 80% AMI, 5% of units at 105% AMI, and 5% of units at 130% AMI. The Project must provide the tiers at the proportion set forth in the Planning Code. When calculating the tiers, remainders of 0.5 are usually rounded up unless rounding results in one more or one fewer affordable unit than

24 Projects seeking approval using the Central SOMA HSD must maximize the number of on-site units in the base project.

required. A Density Bonus Project may round the low-income tier (55% AMI for rental, 80% AMI for ownership) up to a whole unit from any remainder.

Rental projects must provide units at 55% AMI, 80% AMI, and 110% AMI, and units that are priced at 55% AMI in rental projects may qualify for a density bonus under the "very low-income" category of the State Density Bonus Law (50% AMI). Ownership projects must provide units at 80% AMI, 105% AMI, and 130% AMI. When using the required On-Site units to qualify for a density bonus, the project must include the required percentage of very low-income (55% AMI) or low-income (80% AMI) units in both small and large projects. Because the inclusionary units are more deeply affordable, rental projects will generally qualify for a greater bonus than ownership projects but note that projects that qualify for a bonus with rental Inclusionary Units may be restricted in the ability to convert from rental to ownership in the future.

If a project that has been approved by the Department or the Commission without a density bonus later resubmits a project using the State Law, the Department will apply the Inclusionary Rate in effect at the time of resubmittal.

To calculate the applicable Inclusionary Housing Fee for projects seeking a "credit" for on-site units provided to qualify for a density bonus, applicants must submit the following information:

- the number and type of on-site units to be provided, and the percentage of the total number of units in the proposed project these represent;
- documentation that all on-site units comply with the affordability levels, unit size, unit mix, unit distribution and equivalency, and other requirements of Section 415.6 (as further specified in Zoning Administrator Bulletin No. 10), depending on the location, tenure, and number of total units in the project, and the date that the Project Application was accepted; and
- necessary AMI information to verify if/how the project qualifies for a State Density Bonus.

The remaining portion of the Fee requirement not satisfied by the credit for on-site units shall then be provided by payment of a pro-rated amount of the Affordable Housing Fee. The following examples illustrate how the Inclusionary requirement may be satisfied in 1) areas where density is regulated by a ratio of units to lot area, and 2) in areas where density is regulated by the permitted volume on the site (form-based density).

Some projects find that meeting both the local inclusionary requirements and the with state programs is economically infeasible due to:

- Tiered local inclusionary requirements and applying the fee.
- Smaller projects that become large projects because of the bonus and are then required to increase the inclusionary to that of a larger project.
- Different rates for rental and ownership projects.
- Inclusionary percentages that increase every year.

- Confusion around how to apply the program in form-based districts.
- All projects require a hearing, even if they don't have an accompanying entitlement and the Commission is only making findings of consistency with State Law.

See *Case Study: 95 Hawthorne Street -- Financial and Transbay Districts* for an example of a housing project requiring a Downtown Authorization and re-applied using State Density Bonus.

Figure 16. Example Project – Zoning District Establishes Density as Ratio of Units to Lot Area

<p><i>Project Location</i> Polk NCD</p> <p><i>Project Tenure</i> Rental</p> <p><i>On-Site Inclusionary Rate</i> 19% total</p> <p>11 % low-income (55% AMI) 4% moderate income (80% AMI) 4% middle income (110%)</p> <p><i>Fee Rate</i> 30%</p> <p><i>Affordable Housing Fee Amount Per Square Foot</i> \$230.91</p> <p><i>Maximum Allowable Residential Density (Base Density)</i> 93 units</p> <p><i>Bonus Project – Residential Gross Floor Area</i> 96,292 gross square feet</p> <p><i>Bonus Project Total Number of Units</i> 115</p>	<p>Step 1</p> <p>Determine the total Fee and total on-site units due as if applied to the bonus project.</p> <p>Total Fee: Bonus Project Residential Gross Floor Area x Fee Rate x Affordable Housing Fee amount: $96,292 \text{ gsf} \times 30\% \times \\$230.91 = \\$6,670,435.72$ (Rounded to the nearest cent – round up from 0.005 and above)</p> <p>Total On-Site: Bonus Units x On-Site Inclusionary Rate: $115 \text{ units} \times 19\% = 21.9 = 22 \text{ units}$ (Rounded to the nearest whole unit – round up from 0.5 and above)</p> <hr/> <p>Step 2</p> <p>Determine the number of on-site units required for the project. For projects with 25 or more units, calculate the required AMI tiers beginning with the low-income tier. The requirement for units at middle and moderate income are the same, so if rounding results in one more affordable unit than required, the Project Sponsor may elect which income level to round up and which to round down.</p> <p>Base density x On-Site Inclusionary Rate $93 \text{ units} \times 19\% = 17.7 = 18 \text{ units required}$ (Rounded to the nearest whole unit – round up from 0.5 and above)</p> <p>Low-Income (55% AMI): $93 \times 11\% = 10.23 = 11 \text{ units required}$ (Rounded to the nearest whole unit, round up from any remainder)</p> <p>Moderate Income (80% AMI): $93 \times 4\% = 3.72 = 4 \text{ units required}$ (Rounded to the nearest whole unit, round up from 0.5 and above)</p> <p>Middle Income (110% AMI): $93 \times 4\% = 3.72 = 3 \text{ units required}$ (Rounded to the nearest whole unit, round up from 0.5 and above) In this example, the middle-income tier has been rounded down because rounding up would result in one more affordable unit than required.</p>
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	<p>Step 3</p> <p>Determine the proportion of the Inclusionary requirement satisfied by on-site units</p> <p>18 units provided/22 units to satisfy the On-Site Alternative = 0.818181 = 81.8% (Rounded to the nearest tenth of a percent – round up from 0.05% and above)</p>
	<p>Step 4</p> <p>Determine the Affordable Housing Fee amount required to satisfy the remainder of the Inclusionary requirement</p> <ul style="list-style-type: none"> • 81.8% of Inclusionary requirement met by providing on-site units • 100% - 81.8% = 18.2% of Inclusionary requirement remains • Total Fee amount x remainder: \$6,670,435.72 x 18.2% = \$1,214,019.31 <p>(Rounded to the nearest cent – round up from 0.005 and above)</p>

Figure 17. Example Project – Zoning District with Form-Based Zoning

<p><i>Project Location</i> C-3-G Zoning District</p> <p><i>Project Tenure</i> Rental</p> <p><i>On-Site Inclusionary Rate</i> 20% total</p> <p>12 % low-income (55% AMI) 4% moderate income (80% AMI) 4% middle income (110%)</p> <p><i>Fee Rate</i> 30%</p> <p><i>Affordable Housing Fee Amount Per Square Foot</i> \$199.50</p> <p><i>Bonus Project – Residential Gross Floor Area</i> 100,000 gross square feet 135,000 gross square feet</p>	<p>Step 1</p> <p>Determine the total Fee and total on-site units due as applicable to the bonus project.</p> <p>Total Fee: Bonus Project Residential Gross Floor Area x Fee Rate x Affordable Housing Fee amount: 135,000 gsf x 30% x \$199.50 = \$8,079,750 (Rounded to the nearest cent – round up from 0.005 and above)</p> <p>Total On-Site: Bonus Units x On-Site Inclusionary Rate: 200 units x 20% = 40 units (Rounded to the nearest whole unit – round up from 0.5 and above)</p>
	<p>Step 2</p> <p>Convert maximum allowable floor area into units, and apply the on-site inclusionary rate.</p> <p>Determine the ratio of the project represented by the maximum allowable residential density (base density): 100,000 gross square feet/135,000 gross square feet = 0.7407 = 74.1% (Rounded to the nearest tenth of a percent – round up from 0.05% and above)</p> <p>Apply that ratio to the total number of units in the project to determine the maximum allowable residential density in units (base density): 200 total units x 74.1% = 148.2 = 149 units (base density)</p> <p>(Rounded to the next highest whole number – round up any remainder)</p>

Bonus Project Total Number of Units

200

Apply the on-site rate to the maximum allowable residential base density in units:

Base Density x On-Site Inclusionary Rate

149 units x 20% = 29.8 = 30 units

(Rounded to the nearest whole unit – round up from 0.5 and above)

For projects with 25 or more units, calculate the required AMI tiers beginning with the low-income tier. The requirement for units at middle and moderate income are the same, so if rounding results in one more affordable unit than required, the Project Sponsor may elect which income level to round up and which to round down

Low-Income (55% AMI):

149 x 12% = 17.88 = 18 units required

(Rounded to the nearest whole unit, round up from any remainder)

Moderate Income (80% AMI):

149 x 4% = 5.96 = 6 units required

(Rounded to the nearest whole unit, round up from 0.5 and above)

Middle Income (110% AMI):

149 x 4% = 5.96 = 6 units required

(Rounded to the nearest whole unit, round up from 0.5 and above)

Step 3

Determine the proportion of the Inclusionary requirement satisfied by on-site units

30 units provided/40 units required to satisfy the On-Site Alternative: $30/40 = 75\%$

(Rounded to the nearest tenth of a percent – round up from 0.05% and above)

Step 4

Determine the Affordable Housing Fee amount required to satisfy the remainder of the Inclusionary requirement

- 75% of Inclusionary requirement met by providing on-site units
- 25% of Inclusionary requirement
- Total Fee amount x remainder: $\$8,079,750 \times 25\% = \$2,019,937.50$

(Rounded to the nearest cent – round up from 0.005 and above)

San Francisco has received 84 project applications for State Density Bonus projects, 38 of which have been approved. The City has issued 22 permits related to the approved projects. The average review time at the Planning Department is 162 days, and a median of 137 days. The average review time at DBI is 187 days and a median of 180 days.

Review of Constraints

<i>Constraint</i>	State Density Bonus projects significantly restrict the ability of Planning Commission to disapprove projects but a hearing is required under local procedures which can delay the process and creates greater project uncertainty.
<i>Constraint Reduction</i>	<p style="text-align: right;">Related Policies</p> <hr/> <p>Policy 28</p> <hr/> <p style="text-align: right;">Implementing Program Areas</p> <p>8.5 Compliance with State Programs and Law Actions: 8.5.2</p>



Case Study:
95 Hawthorne Street --
Financial and Transbay Districts

This case study describes a **longer-than-average Downtown authorization for a housing approval, which re-applied using State Density Bonus**. The project included the demolition of the existing five-story office building and construction of a new 42-story residential building reaching a height of 443'-9" tall (462'-3" including rooftop mechanical equipment) with approximately 3,500 square feet of ground-floor retail. The project contained a mix of 199 one-bedroom units, 144 two-bedroom units, and 49 three-bedroom units totaling 392 dwelling units, with 55 dwelling units provided as affordable (Below Market Rate). The project provided 107 off-street vehicle parking spaces, 4 car-share spaces, and 3 freight loading spaces within a below-grade garage in addition to 184 Class 1 and 24 Class 2 bicycle parking spaces.

The project applicant submitted for a Preliminary Project Assessment in February 2016 and a PPA Letter was issued on May 5, 2016. The project application was submitted in late September 2016 with the project being considered stable for the purposes of CEQA analysis on October 17, 2017. The project went on hold with a was resubmitted as a State Density Bonus project in October of 2018. The Planning Commission June 27, 2019, but was continued to September 19, 2019, when it was approved. It also went to the Rec and Park Capital Committee twice in June 2019 to address Section 295 shadow impacts. The total days from the Preliminary Project Assessment to approval was 1,318 days or just over three and a half years (~941 business days) including both applicant and planning staff and hearing time. This is a draft assessment of the timing. No appeal was filed.

The application required a site permit and downtown authorization along with minor encroachment, vault encroachment, special paver permission, and parking removal permits from SFMTA and Public Works. It used the State Density Bonus program and requested waivers from: Setbacks and Streetwall Articulation (Section 132.1(c)(1)); Rear Yard (Section 134); Common Useable Open Space (Section 135(g)); Dwelling Unit Exposure (Section 140); and Reduction of Ground-Level Wind Currents in C-3 Districts" (Section 148); and Height (Section 250). It was evaluated as a Community Plan Exemption under the Transbay Center District Plan EIR. It was required to meet Better Streets requirements including widening the sidewalk and requested its transformer vault in the sidewalk. It was required to meet the Urban Design Guidelines. It paid a total of \$20,034,396 in impact fees and \$400,796 in application fees for a \$52,130 per net new unit cost.

The motion required for the Conditional Use Authorization referenced Urban Design Element, the Housing Element, and Planning General Code Section 101.

AB-101: Shelters

The State passed AB-101 on July 31, 2019. AB-101 includes regulatory tools around Low Barrier Navigation Centers, supportive housing, and streamlining. Projects that meet the requirements of AB-101 in San Francisco qualify for ministerial review, meaning no CEQA review and no public notice or Discretionary Review. The City complies with AB-101's specific requirements around Shelters by implementing the following steps:

1. At the earliest possible moment, Public Works, Department of Homelessness and Supportive Housing (HSH), or the Project Sponsor will begin this process once it is clear the project will move forward and contact Planning staff on the Priority Projects and Process Team.
2. Public Works or HSH will draft a letter stating how the shelter will comply with the definition of AB 101 and submit to Planning staff.
3. Planning Department will issue a letter to the agency that the project complies with the zoning requirements and that the project is exempt from CEQA review due to compliance with AB 101.
4. The Project Sponsor will then engage DBI to continue with an alternative to a building permit process.
5. If a General Plan Referral is required, the Project Sponsor must submit an application to Planning staff, following the submittal instructions on the application. Planning review takes a minimum of 45 days.

Local Processing and Permitting

Principal Permitting

Many projects come through the Planning Department for approval and are principally permitted. These are projects that do not require any special authorizations, such as a Conditional Use Authorization, to be approved. Principally permitted projects must comply with codes and policies. Planning Department staff utilize Plan Check sheets unique to each zoning district, where each zoning district includes hyperlinks to relevant pages in the Planning Code and adopted policy to check the project against. Once it is determined that the project meets regulations, then the public is notified pursuant to Planning Code section 311. At this point, members of the public have the right to request that the City begins a process of Discretionary Review.

See *Case Study: 434 20th Avenue -- Outer Richmond* for an example of a project that did not require entitlements in San Francisco.

From Project Approval to Building Permits

While not the case for most projects in San Francisco, a number of large projects in the city currently have or have had long gaps of time between when the City has approved a project and when a project sponsor submits a building permit application. This waiting period is often due to the following factors:

1. **Detail of construction plans.** The level of detail needed for construction plans in the permitting process is much greater than what San Francisco requires for the entitlement process. Adding this level of detail alone can take months before project sponsors are ready to submit detailed construction plans for review.
2. **Cost and Financing.** Applying for a permit is much more expensive compared to applying for entitlement. In addition to paying professionals for more the detailed drawings noted above, impact fees must be paid when the project sponsor files a permit application; those fees can be a significant portion of the permit application cost. Project sponsors may also face increased challenges in securing financing for the permit application, as often, lenders prefer to finance projects that have already received permits, as those projects are more likely to be developed. The cost of permitting and the ability to pay for this cost has been one of the reasons for delay between approval and permitting.
3. **Getting entitlements as a business.** Given the challenges of navigating San Francisco's entitlement process, some developers have transitioned to the business of solely securing and selling entitlements - not actually constructing projects. Sometimes, after entitlement, these developers do not have buyers ready to proceed with submitting a permit application and building the project. There have been some cases where the ultimate buyer of the entitlement seeks to change the project entirely, prolonging the Planning Department's permit review due to the major difference between the permit application and s from what was entitled.

Review of Constraints

<i>Constraint</i>	Shifting fee collection later in the process, and closer to revenue generation, could help projects move forward as they are paid closer to revenue generation.
<i>Constraint Reduction</i>	Related Policies
	Policy 26
	Implementing Program Areas
	8.1 Cost and Fees Actions: 8.1.3

<i>Constraint</i>	Varying parties from entitlement to permitting can present a range of challenges including miscommunication, change of plans and ideas, conflicting project comments, and tracking down many points of contact.
<i>Constraint Reduction</i>	<p style="text-align: center;">Related Policies</p> <hr/> <p>Policy 27</p> <hr/> <p style="text-align: center;">Implementing Program Areas</p> <p>8.4 Process and Permit Procedures Actions: 8.4.14; 8.4.20</p> <p>8.6 Support for Affordable Housing and Shelters Actions: 8.6.7; 8.6.8; 8.6.14</p> <p>8.9 Post-Entitlement Permitting and Pipeline Support Actions: 8.9.1</p>

<i>Constraint</i>	The level of work and detail required for permitting can be complex, confusing, and costly.
<i>Constraint Reduction</i>	<p style="text-align: center;">Related Policies</p> <hr/> <p>Policy 26</p> <hr/> <p style="text-align: center;">Implementing Program Areas</p> <p>8.4 Process and Permit Procedures Actions: 8.4.15</p> <p>8.6 Support for Affordable Housing and Shelters Actions: 8.6.9; 8.6.13; 8.6.15</p>



Case Study:
434 20th Avenue -- Outer Richmond

Photo by Mithun | Solomon

This case study describes a **median processing timeline for a site permit project approval** that did not require entitlements. The project was for an existing three-story two-unit building to add one new dwelling unit through a horizontal rear addition. The square footage expanded from approximately 3,000 to 4,300 square feet. The project applicant held a pre-application meeting with neighbors as required in April 2020, followed by application submittal in October of the same year. Public notification was held March 2021, no Discretionary review was filed, and final approval was granted May 3, 2021 for a total of 194 days (~139 business days). A building permit was issued on November 2021. This is a draft assessment of the timing. There was no appeal filed.

The application did not require inclusionary, site improvements other than a street tree, legislation, a variance, any exceptions, use any State or bonus programs, and was considered categorically exempt from CEQA. It was subject to applications of the Residential Design Guidelines which required 5' setbacks on each side of the rear addition. It paid a total of \$1,614 in impact fees and \$43,816 in application fees for a \$45,430 per net new unit.

Types of Entitlements

Conditional Use Permits / Variances

Comment from Developer interviewee

There is not a lot of vacant land and having to get a conditional use permit to demolish one unit to replace with multiple units is a burden.

Conditional use authorizations require public hearing at the Planning Commission which has an impact on the schedule and permit processing for housing projects. Conditional Use requirements allow additional public scrutiny to project application types on a case-by-case basis, often in response to constituent concerns or changes in the built environment.

After its hearing on the application, or upon the recommendation of the Director of Planning that no hearing is required, the Planning Commission shall approve the application and authorize a Conditional Use if the facts presented are such to establish that:

1. The proposed use or feature, at the size and intensity contemplated and at the proposed location, will provide a development that is necessary or desirable for, and compatible with, the neighborhood or the community. If the proposed use exceeds the Non-Residential Use Size limitations for the district in which the use is located, the following shall be considered:
 - a. The intensity of activity in the district is not such that allowing the larger use will be likely to foreclose the location of other needed neighborhood-servicing uses in the area; and

- b. The proposed use will serve the neighborhood, in whole or in significant part, and the nature of the use requires a larger size in order to function; and
 - c. The building in which the use is to be located is designed in discrete elements which respect the scale of development in the district; and
2. Such use or feature as proposed will not be detrimental to the health, safety, convenience, or general welfare of persons residing or working in the vicinity, or injurious to property, improvements, or potential development in the vicinity, with respect to aspects including but not limited to the following:
- a. The nature of the proposed site, including its size and shape, and the proposed size, shape and arrangement of structures.
 - b. The accessibility and traffic patterns for persons and vehicles, the type and volume of such traffic, and the adequacy of proposed off-street parking and loading and of proposed alternatives to off-street parking, including provisions of car-share parking spaces.
 - c. The safeguards afforded to prevent noxious or offensive emissions such as noise, glare, dust and odor.
 - d. Treatment given, as appropriate, to such aspects as landscaping, screening, open spaces, parking and loading areas, service areas, lighting, and signs

When considering an application for a Conditional Use with respect to applications for development of "dwellings," the Commission shall comply with that Chapter which requires, among other things, that the Commission not base any decision regarding the development of "dwellings" in which "protected class" members are likely to reside on information which may be discriminatory to any member of a "protected class." In addition, when authorizing a Conditional Use as provided herein, the Planning Commission, or the Board of Supervisors on appeal, shall prescribe such additional conditions, beyond those specified in this Code, as are in its opinion necessary to secure the objectives of the Code.

See Case Study: 1513 York Street -- Bernal Heights and Case Study: 4171 24th Street -- Noe Valley for examples of projects that require a Conditional Use Authorization in San Francisco.



Case Study: 1513 York Street -- Bernal Heights

This case study describes a longer-than-average conditional use authorization required for a housing project, which also required the merger and subdivision of the underlying property. The project required a Conditional Use Authorization, pursuant to Planning Code Sections 209.1 and 303, to allow residential density of up to one unit per 1,500 square feet of lot area for the project involving construction of four, two-to-three-story duplex buildings (with a total of eight dwelling units measuring approximately 1,325 to 1,950 square feet) on interior lots and two residential flats of approximately 1,030 square feet on the lot fronting York Street. The project merged three lots and provided access to the mid-block townhouses through a pedestrian walkway at York Street. The units included four two-bedroom and six three-bedroom units with no onsite inclusionary units (the sponsor opted to fee out instead). The project included a basement garage on the York Street parcel with eight car parking spaces using a mechanical car lift and 16 Class 1 and two Class 2 bicycle parking spaces. The project sought a variance from the requirements for front setback, rear yard, and dwelling unit exposure, pursuant to Planning Code Sections 132, 134 and 140, respectively.

This site had been vacant since the early 1980s. Project sponsors had attempted to subdivide the parcel in 1993, 1995, 2002, 2008, and 2013. This process has been well-documented in local news which describes four designs, two architects, and four Commission hearing attempts. The project applicant completed a Pre-application meeting with neighbors in May 2014 but did not submit an application until May 2018. The application was considered complete in October 2019 which included a new design. A Plan Check Letter was issued in early November 2019. Both the Conditional Use Authorization and a variance were approved on December 13, 2019. The building permit was approved on July 24, 2020 with a site permit issued December 6, 2021. Total time from application to approval was 794 days (~567 business days) with substantial applicant hold time. This is a draft assessment of the timing.

The application required a site permit, a conditional use authorization, and a variance. It requested a variances for front setback, rear yard, and dwelling unit exposure. It was determined to be categorically exempt from CEQA . It was also subject to the application of the Residential Design Guidelines. It paid a total of \$884,938 in impact fees and \$60,709 in application fees for a \$94,564 per net new unit cost.

There was no appeal filed. The motion required for the Conditional Use Authorization referenced Urban Design Element, the Housing Element, and Planning General Code Section 101.



Case Study:
4171 24th Street -- Noe Valley

This case study describes a median time frame for a **housing approval that required a conditional use authorization for demolition of an existing unit**. This project included the new construction of a four-story, five unit residential and commercial mixed-use building, 45 feet tall, in place of a single-family home. The project included one one-bedroom, three two-bedroom, and one three-bedroom units. The existing density limits allowed one unit per 600 square foot lot area, or the density permitted in the nearest R District, whichever is greater. It included no automobile parking with five bicycle spaces.

The project applicant completed a pre-application meeting with neighbors in September 2014 and submitted an application in October 2014. The application was considered complete in November 2015. It went to Planning Commission on January 21, 2016, and was approved. The site permit was issued June 2016 with a Certificate of Occupancy and Final Completion April 23, 2018. Total time between application submittal and approval was 454 days (~ 324 business days) with 165 days being on hold for applicant revisions. This is a draft assessment of the timing. No appeal was filed.

The application required a site permit and conditional use authorization and did not request exceptions. It required a Class 3 Categorical Exemption. It was required to meet the Urban Design Guidelines, and also provide new street trees. It paid a total of \$0 in impact fees and \$26,288 in application fees for a \$6,572 per net new unit cost.

It used Urban Design and General 101 findings in the motion approved at Planning Commission.

Planned Unit Development

In districts other than C-3, the Eastern Neighborhoods Mixed Use Districts, the DTR Districts, or the North Beach Special Use District, the Planning Commission may authorize as Conditional Uses Planned Unit Developments. After review of any proposed development, the Planning Commission may authorize such development as submitted or may modify, alter, adjust or amend the plan before authorization, and in authorizing it may prescribe other conditions as provided under Conditional Use Authorizations. The development as authorized shall be subject to all conditions so imposed and shall be excepted from other provisions of this Code only to the extent specified in the authorization.

Large Project Authorization

Within Eastern Neighborhoods Mixed Used Zoning Districts, a project sponsor must apply for a Large Project Authorization if the proposal meets certain size thresholds listed below. The project sponsor may request particular exceptions from the Planning Code provided that the Planning Commission evaluates the physical design aspects of the proposal at a public hearing. Planning Code Section 329 specifies exceptions to Code provisions which may be granted by the Planning Commission. The Planning Commission may require project modifications or conditions in order to achieve the objectives and policies of the General Plan or the purposes of the Planning Code.

Section 329 applies to all new construction and proposed alterations of existing buildings in the Eastern Neighborhoods Mixed Use Districts that meet at least one of the following criteria: 1. The project includes the construction of a new building greater than 75 feet in height (excluding any exceptions permitted per Section 260(b)), or includes a vertical addition to an existing building resulting in a total building height greater than 75 feet; or 2. The project involves a net addition or new construction of more than 25,000 gross square feet. As a component of the review process under Planning Code Section 329, the project may seek exceptions and shall be reviewed by the Planning Commission which shall evaluate physical design issues.

For projects located in Central SoMa Special Use District, a Large Project Authorization is required when at least one of the following criteria are met: 1. The project includes the construction of a new building greater than 85 feet in height or includes a vertical addition to an existing building with a height of 895 feet or less resulting in a total building height greater than 85 feet; or, 2. The project involves a net addition of new construction of more than 50,000 gross square feet.

Figure 18 - Large Project Authorization summarizes the criteria for Large Project Authorization in San Francisco.

See *Case Study: 800 Indiana Street -- Dogpatch* and *Case Study: 2070 Bryant Street -- Mission District* for examples of projects that required a Large Project Authorization in San Francisco.

Figure 18. Large Project Authorization

Area		Large Project Authorization Criteria
Outside Central SoMa SUD	C-3*	<ul style="list-style-type: none"> • The Project would result in a project 75 feet in height or greater, or • The project would result in a net addition of more than 50,000 square feet of gross floor area of space, or, • The project would require an exception (deviation from the Planning Code) as provided in Subsection 309(a).
	Downtown Residential Districts	<ul style="list-style-type: none"> • The Project would result in a project 85 feet in height or greater, or, • The Planning Commission shall hold a public hearing for all projects greater than 50,000 gross square feet, or, • The project would require an exception (deviation from the Planning Code) from features listed in Section 309.1(b).
Eastern Neighborhood Mixed-Use Districts	Outside Central SoMa SUD	<ul style="list-style-type: none"> • The project results in a building greater than 75 feet in height, or • The project involves a net addition or new construction of more than 25,000 gross square feet.
	Within Central SoMa SUD	<ul style="list-style-type: none"> • The project results in a building greater than 85 feet in height; or • The project involves a net addition or new construction of more than 50,000 gross square feet.

*Planning Code Section 309



Case Study: 800 Indiana Street -- Dogpatch

This case study describes the typical approval of a **Large Project Authorization that includes demolition of a historic resource**. The proposed project included demolition of the existing two-story industrial warehouse and one-story office (approximately 74,847 square feet) on the subject lot, and new construction of a five-story, residential building (approximately 431,020 gross square feet) with 326 dwelling units, 4 car-share parking spaces, 260 off-street parking spaces, 195 Class 1 bicycle parking spaces, 16 Class 2 bicycle parking spaces, and 147 addition bicycle parking spaces. The project included a dwelling unit mix consisting of nine three-bedroom units, 121 two-bedroom units, 86 one-bedroom units, and 110 studio units. The project included a 23% inclusionary rate under the Inclusionary Housing Ordinance and elected to pay the fee. The project included common open space (approximately 22,235 square feet), private open space for 73 dwelling units via private decks and balconies, and a publicly accessible plaza (approximately 3,510 sq ft). The project incorporated a public dog park underneath the overpass along 20th Street.

The project applicant submitted the project for a Preliminary Project Assessment in December 2011 with a PPA Letter issued in February 2012. A permit application was submitted in March 2012 with a Planning Commission hearing and approval on January 8, 2015. A Building Permit Application was submitted in June 2014 and a building permit was issued on October 9, 2015. Total time between PPA submission and approval was 1,128 days (~ 806 days). This is a draft assessment of the timing and includes time the application was on hold. There was no appeal filed.

The application used the Large Project Authorization entitlement. It requested exceptions from Rear Yard, Open Space, Dwelling Unit Exposure, Off-Street Loading & Horizontal Mass Reduction. It was not subject to specific design guidelines other than the Urban Design Element policy. It required a Community Plan Exemption as a CEQA document that relied on the Central Waterfront EIR. It paid a total of \$25,379,426 in impact fees and \$1,533,161 in application fees for a \$82,554 per net new unit.

The approval motion included findings from the Urban Design Element, the Housing Element, and Planning General



Case Study: 2070 Bryant Street -- Mission District

This case study describes a **longer-than-average processing timeline for a Large Project Authorization**. The Project included demolition of the six existing buildings on the project site (collectively measuring approximately 68,690 square feet), and new construction of a six-story, 68-ft tall, mixed-use building (approximately 203,656 square feet) with 199 dwelling units, ground floor retail/trade shop spaces along 18th Street and Florida Street (up to 7,007 square feet), 12,000 square feet of PDR space, 1 car-share parking space, 84 off-street parking spaces, 128 Class 1 bicycle parking spaces, and 18 Class 2 bicycle parking spaces. The Project included a dwelling unit mix consisting of 80 two-bedroom units, 89 one-bedroom units, and 30 studio units. The project included onsite 16% inclusionary at 55 AMI. The Project also incorporated one off-street freight loading space within the private mid-block alley. The Project included common open space (approximately 15,920 square feet) via two interior courtyards and a roof terrace. The Project also included a lot merger and subdivision of Lots 001, 002 and 021 on Block 4022. The new lots would measure 230-ft by 200-ft (Project), and 95-ft by 200-ft (Land Dedication Site for affordable housing).

The project applicant submitted the project for a Preliminary Project Assessment in late May 2013 with a PPA Letter issued in July 2013. The application was submitted in September 2013 with a Planning Commission hearing and approval on June 2, 2016. The project was appealed, and the hearing occurred on September 13, 2016. A building permit was issued on July 2017. Total time between PPA submission and approval was 1,208 days (~ 863 days). This is a draft assessment of the timing and includes time the application was on hold.

The application used the Large Project Authorization entitlement. It requested exceptions from Rear Yard, Open Space, Dwelling Unit Exposure, Off-Street Loading & Horizontal Mass Reduction. It was not subject to specific design guidelines other than the Urban Design Element policy. It required a Community Plan Exemption as a CEQA document that relied on the Central Waterfront EIR. It paid a total of \$25,379,426 in impact fees and \$1,533,161 in application fees for a \$82,554 per net new unit.

The approval motion included findings from the Urban Design Element, the Housing Element, and Planning General Code Section 101.

Downtown Authorization

Planning Code Section 309 establishes a framework for review of construction or substantial alteration of structures in C-3 (Downtown Commercial) Zoning Districts. Projects are reviewed for conformity with the Planning Code and the General Plan, and modifications may be imposed on various aspects of the project to achieve this conformity. These aspects include overall building form, impacts to public views, shadows and wind levels on sidewalks and open spaces, traffic circulation, relationship of the project to the streetscape, design of open space features, improvements to adjacent sidewalks (including street trees, landscaping, paving material, and street furniture), quality of residential units (if applicable), preservation of on-site and off-site historic resources, and minimizing significant adverse environmental effects. Through the Section 309 Review process, the project sponsor may also request exceptions from certain requirements of the Planning Code, if the applicable criteria can be satisfied.

While Planning Code Section 309 applies to nearly all new construction and substantial alterations in C-3 Zoning Districts, not all projects will require a formal Section 309 Application. Some projects may be reviewed by through the standard site or building permit review process, without filing a separate Section 309 Application with the Planning Department. The Planning Commission will conduct a hearing to consider the following types of projects within C-3 Zoning Districts:

- Any project that will result in a net addition of more than 50,000 gross square feet.
- Any project that will result in a building greater than 75 feet in height.
- Any project that requests exceptions to specified provisions of the Planning Code.
- Projects that were administratively approved by Planning Department staff through a site or building permit but were modified by the imposition of conditions. In such circumstances, an applicant may agree to the modifications and waive the right to a hearing.
- Projects that were administratively approved by Planning Department staff through a site or building permit, however, a member of the public has requested within 10 days of the "Notice of Proposed Approval" that the Planning Commission review the project. In such circumstances, the Commission may deem that there are no reasonable grounds to conduct a hearing.

See *Case Study: 706 Mission -- Financial District / Downtown Area Plan* for an example of a housing project that required a Downtown Authorization.



Case Study: 706 Mission -- Financial District / Downtown Area Plan

This case study describes a longer-than-average downtown authorization for a housing project approval. The project proposed partial demolition and rehabilitation of the Arson Mercantile Building (a Significant Building under Article 11), to include addition of a new 42-story, 500-foot-tall mixed use residential, with 36,000 square feet for the Mexican Museum. The project also included the purchase of the adjacent Jessie Square Garage and approximately 260 of its parking spaces (sale or lease from City College of San Francisco). The project included 15 one-bedrooms, 64 two-bedrooms, and 67 three-bedroom apartments for a total of 146 new units and paid an inclusionary fee instead of providing on-site affordable units. It was in a form-based zoning area and had no maximum density limit.

The project applicant submitted an environmental application June 30, 2008, with an entitlement application in October 2012. It went out for public notification in March 2013 with a Planning Commission hearing on April 11, 2013, that was continued to May 23 which was heard at a joint hearing with the Planning Commission and Recreation and Parks Commission to address shadow impacts under Planning Code Section 295. It also went to the Historic Preservation Commission. The EIR was certified on April 11, 2013, but was appealed. The appeal was denied on May 7, 2013, by the Board of Supervisors and the building permit was issued on October 27, 2015, with a Certificate of Occupancy and Final Completion issued September 2, 2021. Total time from environmental application to approval was 1,788 days (~1277 business days). This is a draft assessment of the timing and includes applicant hold time.

The application required a site permit, a downtown authorization, subdivision condo map approval, shadow approval pursuant to Planning Code 295, a general plan referral, minor and major encroachment permits, and a permit to alter pursuant to Article 11 of the Planning Code. The project was evaluated under an Environmental Impact Report, and it was required to meet the following planning and land use standards: the Secretary of the Interior's Standards for Rehabilitation, Bird-Safe Buildings, Green Landscaping, garages and curb cuts, Better Streets, Window Replacement, and Downtown Fine Arts 1% for art. It requested exceptions from the following requirements: Reduction of Ground-Level Wind Currents in C-3 Districts, Off-Street Parking Quantity, Rear Yard, and General Standards for Off-Street Parking and Loading. The project required a legislated height increase and also the passage of the Yerba Buena SUD Section 249.71. It paid a total of \$11,958,037 in impact fees and unknown application fees.

The EIR was appealed. Findings included the Transportation, Arts, Commerce and Industry Element, and Urban Design Elements. The following Housing Element Objective was included: To provide new housing, especially permanently affordable housing, in appropriate locations which meets identified housing needs and takes into account the demand for affordable housing created by employment demand.

Application Process

Typical timeline for a medium-density, multi-family residential project (50 to 100 units) is about one to two and a half years from the initial conceptual project review with the Planning Department to commencement of construction. This schedule assumes concurrent procedures for CEQA and entitlement review requiring Planning Commission review and approval. Timelines can be longer if an environmental impact report (EIR) is required, it can take 18 to 22 months for all necessary studies and environmental analyses to be conducted prior to approval at the Planning Commission.

Comment from Developer interviewee

Most significant barriers to permit issuance are the multiple disaggregated steps required of developers, as opposed to the timing of Planning staff's processing.

The Department has three options for prospective applicants to receive preliminary feedback on whether their proposed projects meet applicable codes and requirements and a likely pathway towards approval: 1) The Planning Counter (PIC), 2) Project Review Meeting (PRV), and 3) Preliminary Project Assessment (PPA). The Planning Counter (PIC) at the Permit Center is an accessible resource

for development teams working on projects with few complications where there are limited Code questions. PIC enables developers to get answers to technical or procedural questions that can be done in approximately 30 minutes. For smaller projects, prospective applicants can have a Project Review Meeting (PRV) which includes environmental, planning review, and design review staff where they can present whatever level of information they wish to get a direct, in meeting, response. PRVs typically are scheduled and completed within two to three weeks of a request, if not less. Moderate to larger projects must submit a Preliminary Project Assessment (PPA). This early review of the project provides sponsors with feedback and procedural instructions, and also allows staff to coordinate at the beginning in the development process. It is also fee-neutral for projects that advance to further applications. The PPA application is not a development application, and issuance of a PPA letter is not a development approval or denial. For any project that requires a PPA, no development application, including for Environmental Evaluation (EE) will be accepted until after the PPA letter has been issued. If requesting a density bonus under the State Density Bonus Law, applicants must provide both the Project Description and Project Summary Table for both the base (Planning Code-compliant) project and the bonus project.

A PPA is required for any housing project that includes the creation of 10 or more dwelling units and/or creation or expansion of any group housing use of 10,000 square feet or more. For ADU projects, only proposals of 25 or more new ADUs will require a PPA. The Department may also request a PPA review for other complex projects.

As a matter of Planning Commission Policy, some housing projects require a Pre-Application (Pre-App) Community Outreach Process prior to submitting permits or land use applications. A Pre-App is legislated for PDR-1-B (non-housing) projects. All other Pre-App requirements, typically for smaller projects not going to a hearing, are the result of a Commission Policy. Pre-App meetings are intended to initiate neighbor communication and identify issues and concerns early on; provide the project sponsor the opportunity to address neighbor concerns about the potential impacts of the project prior to

submitting an application; and reduce the number of Discretionary Reviews (DRs) that are filed. The residential projects that require a Pre-App meeting are:

Projects subject to 311 Notification include:

- New construction;
- Any vertical addition of 7 feet or more;
- Any horizontal addition of 10 feet or more;
- Decks over 10 feet above grade or within the required rear yard

A Project Application is the primary means by which the Planning Department collects information necessary to conduct environmental evaluation and determine Planning Code compliance and conformity with the General Plan for a proposed development project. In order for the Department to consider a Project Application accepted, the application must be accompanied by all required supporting materials (e.g. plan sets, letters of authorization, etc.) and all relevant supplemental applications. For projects that are required to submit a Project Application, project review will not begin unless a complete Project Application has been submitted and accepted along with its related entitlement applications (building permit or hearing supplemental).

Project applications that are adding two or more housing units as per the Mayor's Executive Directive, proceeds with these steps:

- Within 30 days of receiving a Project Application along with its related entitlement applications (building permit or hearing supplemental), Planning will determine whether a Project Application submittal is complete or incomplete. Incomplete applications will be held until all required application materials are provided. Once an application is complete, the application will be deemed Accepted.
- Within 90 days of the accepted date, Planning will issue a first Plan Check Letter identifying the specific outstanding Planning Code and environmental review issues with the project, and any other required materials or applications. During this time, the assigned planner reviews the project against the appropriate Plan Check sheet. If there is only a change of use and no building modifications, the planner proceeds straight to completing the Plan Check Letter. Design review is triggered on any project application that is discretionary with the Residential or Urban Design Guidelines as the lead guidance except for PDR and historic properties. At the review planner's discretion on smaller projects as to whether they prefer discussion with a staff architect, any project that meets the threshold for requiring a PPA will be reviewed by the Design Review Team, the Streetscape Design Advisory Team (see section in On and Off-Site Improvements), and Policy planners. Then the planner completes the Plan Check Letter.
- Once the applicant provides all requested materials, additional applications, and project modifications, Planning will determine whether this response to the first Plan Check Letter is complete or incomplete within 30 days.

- Once a complete response has been received, the project will have a Stable Project Description. For Housing Projects only (those adding two or more net new units) will be assigned a Target Hearing Date within 6 to 22 months, depending on the level of environmental review. Note that the 6-month time frame applies to a project for which no CEQA review is required; 9 months for a Categorical Exemption or other exemption; 12 months for a Negative Declaration (ND), Mitigated Negative Declaration (MND), or Community Plan Evaluation (CPE); 18 months for an Environmental Impact Report (EIR); or 22 months for a complex EIR.
- If Public Noticing is required for the project (see Notification Requirements), members of the public will be notified of the project once the project meets applicable code, standards, and guidelines. At this point, members of the public may choose to file a Discretionary Review on a project for a subsidized fee. If Discretionary Review is filed, the Discretionary Review manager will review the file and either resolve the issue negating the need for the Planning Commission hearing, or schedule a Discretionary Review hearing. Hearings are scheduled within three months of a Discretionary Review being filed. Once the hearing concludes, Planning staff approve the permit once any revisions required by the Planning Commission are resubmitted.
- All other required hearings for the project (e.g. Historic Preservation Commission, Recreation and Parks Commission), environmental review, and any requested project modifications will be completed prior to the Target Hearing Date, at which time – or sooner if possible – the project may be approved, approved with modifications, disapproved.
- Post-Entitlement: After approval, projects may be subject to appeal. Once the appeal window is closed or a determination from appeal bodies is complete, projects continue to apply for or receive their other required permits, typically building permits, but also permits for encroachments in the public right of way, permission from public utilities, condo mapping, and many other processes. Projects must also submit material samples for historic and large projects for final sign-off as part of the construction permitting phase, referred to as the “addenda process”. Any project that makes substantial changes at the addenda phase to the design, massing, or other key planning criteria will be re-evaluated to see if a new entitlement or Site Permit must be sought. The rule of thumb is that anything that makes the project not less than 5% bigger or not more than 10% smaller is unlikely to need to re-entitle, however the Zoning Administrator has discretion to determine what is a “significant” change to a project post-entitlement and what requires a new notification or new entitlement.

The review process is iterative and requires navigation for applicants and planners. Applicants have been challenged in providing a "complete" application despite the Department's many handouts and descriptions helpful to them. The list of requirements that a housing project must meet can be challenging and often requires extensive technical drawings, reports, data, and descriptions. An architect, engineer, land use attorney, or expediter are especially helpful for moderate and larger housing projects. Given the additional programs offered by the state, up-to-date knowledge about procedures can substantially affect the ease of navigating the process.

After the issuance of a Plan Check Letter, the next step is for applicants to respond with questions for clarification and/or revised proposal and plans. This back-and-forth process can be short for projects that are close to compliance, or difficult and lengthy depending on the understanding of the project team, responsiveness to comments, speed and completeness of revisions, and the case load of the project planner. The more iterations and the logistics of each step can extend the timeframe.

Planner Caseload

The high level of knowledge and lengthy code review process also challenges even the most experienced Department staff. The Department created a very detailed and up-to-date internal Standard Operating Procedures (SOP) manual. The SOP has added an element of internal streamlining, creating “cheat sheets” for planners so that they do not spend months figuring out a process. This has increased efficiency and consistency of reviews. Even so, quickly changing rules with very detailed procedures means that staff are also having to continually study and adjust to changing process. Many of the new rules, especially coming from State legislation, start with the Department's specialized Housing Implementation team who must evaluate how they will be practically used and enforced in consultation with the Zoning Administrator and other affected departments.

The pressure on Department staff to manage 60 to 100 cases, stay abreast of code changes and procedural updates, and field calls from eager applicants, or inquisitive and even hostile neighbors, results in a stressful job. Turnover of staff can be difficult for managers and project applicants who feel like it sets the clock back. Hiring has several challenges, especially in a city with large swings in development permit cycles. When the City is receiving numerous permits, the civil service system does not quickly enable hiring planners, and positions are required to be permanent. And unlike other cities, San Francisco's complex Planning Code and labor provisions makes it difficult to outsource Planning Code review to consultants, which would otherwise allow the City it to be nimbler.

Figure 19. Typical Processing Times for Application Types

<i>Type of Approval or Permit</i>	<i>Typical Processing Time</i>
Conditional Use Authorization / Planned Unit Developments	300 median days
Large Project Authorization	543
Downtown Project Authorization	609
Site Plan Review	365
Discretionary Review	154
Affordable Housing	286
Environmental Impact Report	1,004
Community Plan Evaluations	477
Negative Declaration	788
Categorical Exemption	122

Processing Times

The following describes the median processing times for various applications from time of application submittal to application action for permits submitted since adoption of the 2014 Housing Element (see Figure 19 - Typical Processing Times for Application Types). The Planning Department's typical timelines for processing 100% affordable projects demonstrate an average of 286 days for review and approval.

100% affordable housing projects were not always processed administratively or ministerially reviewed and approved. But local legislation created an administrative review process under Planning Code Section 315 that went into effect in 2016 and a ministerial review process under SB-35 that went into effect in 2018, both of which require completed review periods of 90 days and 180 days for 150 or fewer residential units and for more than 150 residential units, respectively. Conditional Use Authorizations and Planned Unit Developments averaged 300 median days from accepted project date to Planning Commission Action date. Project applications that required Large Project Authorizations averaged 543 days and Downtown Authorizations averaged 609 days. Site permit plan review, for principally permitted, Code compliant projects, averaged 365 median days from arrival date at Planning to completed Planning review date. Discretionary review applications averaged 154 days from Planning accepted date to Planning Commission Action date.

HCD has notified San Francisco that it will be subject to a Policy and Practice Review which will examine the City's housing approval process, including processing times. The research and recommendations from this process will be integrated into the Housing Element Update 2022. This is expected to begin fall 2022.

Consolidated Project Application

In response to the Mayor's Executive Directive, the Planning Department consolidated the many often overlapping applications required for projects. This consolidated Project Application reduced paperwork, application pages, redundant information that multiplied the potential for errors, and centralized the data.

Permit Center at 49 South Van Ness (49SVN)

In addition to the online permit and project tracking systems, the City constructed a new permit center at 49 South Van Ness (49SVN) that opened Spring 2020 which provides a centralized place for business permitting. Previously, 13 different locations in San Francisco offered different permitting services. Now, almost all permitting can be completed at 49SVN, including business, special events, and construction permitting. The larger permit center can now offer Expanded Services, such as expansion of Over The Counter (OTC) Fire-Only Permits and expansion of Trade Permits, all of which can be completed online.

Electronic Plan Review

While previously in process, the COVID-19 pandemic sped up the Planning and Building Department's efforts to transition to electronic plan review for all projects other than those approvable over-the-counter, in an effort to streamline the permitting process. It eliminates the need for applicants to come to the City's permit center, enables better tracking/ records management, allows applicants to see the

City's comments in real-time, and allows for concurrent review of permitting agencies once a project is cleared by Planning. The Department also began allowing online payments in 2019.

California Environmental Quality Act

Residential projects in San Francisco that require a discretionary action are subject to environmental review under the California Environmental Quality Act (CEQA). CEQA can act impact the pace of housing development because it can increase both the costs and the time associated with development review. A substantial portion of the Department's staffing, around 40 staff, is to accomplish CEQA review towards all public and private project requiring approvals under San Francisco jurisdiction; over the last five years, the Department has completed over 5,000 CEQA reviews per year.

The timeline and cost of environmental review for residential projects varies (see Figure 20 - Project Intake, Environmental Review & Approval Process). The Department complies with the 2017 Mayoral Executive Directive to render an entitlement decision for residential projects according to different timeframes, based on the complexity and type of environmental determination required under CEQA for a given residential project. The Department typically determines that most residential projects qualify for exemptions under CEQA. Exemptions are considerably faster to complete than other types of environmental review. For instance, large volumes of simple CEQA exemptions are completed within one day or one week in the Department, while it takes no more than six to nine months to complete a small volume of more complex CEQA exemptions that require background technical studies. The Department completes fewer than ten negative declarations per year and fewer than five environmental impact reports (EIRs) per year for residential projects. Such environmental analysis for residential projects can take no more than 12 months to complete negative declarations and 18 to 22 months to complete EIRs, per the 2017 Mayoral Executive Directive's established timelines.

San Francisco is highly urbanized. Thus, significant environmental impacts may relate to topics such as historic resources, transportation, air quality, noise, wind, and shadow, while it is rare to have significant impacts related to biological resources.

San Francisco Planning shares anticipated project CEQA timelines with project sponsors in the Preliminary Project Assessment (PPA). PPA's offer project sponsors early feedback and procedural instructions on moderate to large projects, and also allow staff to coordinate at the beginning in the development process.²⁵ Some CEQA timeframes can be pre-identified based on project size, such as smaller buildings and projects with more than 10 units. In some cases, technical studies like transportation and historical reports are needed to determine estimated CEQA timelines. In order for projects to begin CEQA review, a Stable Project Description is needed. This is complete when the applicant has provided all materials, additional applications, and made modifications to the project that meet the project's Plan Check Letter. The timeline for an applicant to submit a Stable Project Description can vary and take a long time, which then pushes out the timeframe for CEQA review to begin.

25 San Francisco Planning Department Preliminary Project Assessment, <https://sfplanning.org/resource/ppa-application>

Figure 20.
Project Intake,
Environmental
Review & Approval
Process

This flowchart provides an overview of Planning Department's project review and approval procedures for projects with two or more housing units.

- LEGEND**
- Process Milestone
 - Current Planning
 - Environmental Planning
 - Project Sponsor
 - EIR - environmental impact report
 - NIA - Notice of Incomplete Application
 - PD - project description
>
 - PPA - preliminary project assessment
 - SOW - scope of work
 - SDAT - residential design advisory team
 - UDAT - urban design advisory team



Version // November 28, 2018

Comment from Developer interviewee

SF applies CEQA in a way that no other California community does, with a degree of precision and specificity that is not mandated by law. What takes 9 months in the peninsula takes over 3 years in SF. One major issue to address is the process required to declare a project stable for EIR.

Historic resources are broadly defined under CEQA. This includes those listed in, or determined to be eligible for listing in, the California Register of Historical Resources. According to CEQA Guidelines Section 15064.5, historical resources are listed in, or formally determined to be eligible for listing in, the California Register of Historical Resources (California Register), meeting one or more of four criteria related to events, persons, architecture, and information

potential. Historical resources are also properties included in a local historic register, such as Article 10 landmarks in San Francisco, for the purposes of CEQA. Properties that are not listed but otherwise determined to be historically significant, based on substantial evidence, would also be considered historical resources under CEQA. Furthermore, resources that are listed in or formally determined to be eligible for listing in the National Register of Historic Places are automatically listed in the California Register and are thus considered historical resources for the purposes of CEQA compliance. Anyone may nominate a property to be a historic resource for inclusion on the Register, including unelected and unappointed officials and that generally would happen as a community sponsored landmark with the City of San Francisco or register listing with the State of California. Many sites in San Francisco that are significantly less developed than zoning would permit include a historic resource. The presence of a historic resource on-site can preclude a residential project from moving forward or substantially increases the review process through an EIR, typically a Focused EIR under CEQA where the environmental analysis is focused on the historic resources topic. State and local housing legislation, SB 35 for example, aimed at adding housing often excepts properties that contain historic state, federal, Article 10, and Article 11 (excluding CEQA Category A) resources, thereby restricting the development of underutilized property, including lots where there is a parking lot or other undeveloped portion of a site adjacent to a historic structure.

Opponents to residential projects may use local administrative CEQA appeal processes and courts as a threat, negotiating, or delay tactic, and/or a backstop to prevent environmental damage. Under CEQA appeals, project opponents can file anonymous lawsuits, recover attorney fees from the lead agency/project proponent if their lawsuit is successful, and delay or prevent project proponents from moving forward.

The Department is implementing a variety of initiatives to increase the efficiency of the environmental review process and thereby reduce the time and costs associated with achieving CEQA compliance for residential projects. This includes setting timelines for environmental review of residential projects generally, reassessing approaches for technical environmental topic reviews, and standardizing and pursuing the adoption of applying commonly used CEQA mitigation measures to apply them as code requirements, instead of mitigation for projects. CEQA also affords a variety of opportunities to streamline environmental review for housing projects, particularly if the Department assessed housing growth under an adopted area plan or under a general plan element environmental review process.

Environmental planning and review decision-making are detailed further in the Decision-making Process section of the Constraints Analysis.

Priority Processing

All applications received by the Planning Department shall be assigned, reviewed, and completed in the order received, except for: Type 1: Applications for 100 Percent Affordable Housing Projects where all of the on-site dwelling units with the exception of any manager's unit are affordable units. For Type 1 projects, "affordable units" are those defined either in Planning Code Sections 315 or 406(b). Type 1A: Applications for HOME-SF Projects and Market-Rate Housing Projects that Exceed Affordability Requirements which are those for housing projects (1) which are seeking approval under the HOME-SF program, as provided for in Planning Code Section 206.3 or (2) where at least 30 percent but less than 100 percent of the total number of on-site dwelling units are affordable for a term of no less than 55-years to households with an income no higher than for middle-income households, as defined in Planning Code Section 401. Navigation Centers and Temporary Shelters are included in priority processing. In addition, the City provides priority permit processing for applications made by City Departments, clean construction projects, projects consisting of seismic retrofit work, and certain medical projects. Priority means that these projects are elevated for quick planner assignment and review, often with planners with specialties in the types of projects and procedures.

Mayor's Executive Order / ADU roundtable

On August 31, 2018, Mayor Breed issued an Executive Directive to accelerate the approval of Accessory Dwelling Units (ADUs), commonly known as in-law units, and to clear the backlog of pending applications. The Directive instructs City departments to set clear, objective code standards for ADU applications, to which will provide the guidance necessary for applicants to navigate otherwise conflicting code sections, and as a result, allow these units to be approved more quickly. This will take the form of an information sheet that will set these standards, so all ADU applicants have clear and reliable guidelines.

Since 2014 when the first ordinance was passed to allow the construction of new ADUs in the Castro neighborhood, the program has gradually expanded to allow new ADU construction throughout San Francisco. ADUs are constructed within buildings, using underutilized storage or parking spaces, within expansions, and as part of new construction, and are often cheaper and faster to build than traditional units. When an ADU is built on a lot that contains a "rental Unit" as defined in Section 37.2(r) of the Administrative Code, that new ADU is subject to rent control.

As part of the Mayor's acceleration effort, several process improvements were made by the City departments involved in reviewing and issuing permit approvals. A streamlined "roundtable" review process was introduced where multiple reviewing departments, including the Planning Department, Department of Building Inspection (DBI), Fire Department, San Francisco Public Utilities Commission, and the Department of Public Works came together concurrently to review applications electronically. This improvement allowed all agencies to issue comments or requests for plan revisions to ADU applicants at once, instead of the former linear process. Applicants can see comments and reply in real time. Thus, an applicant no longer has to visit the City in person to apply for or pick up an ADU permit. In

the first six months following the executive order, the City permitted more ADUs than the three years before the executive order.

Efforts to clarify and expedite the application process have benefited from the addition of public services and documents now available to applicants, including:

- Optional meetings before filing with the Planning, Building, and Fire Departments, allowing for early multi-agency collaboration and identification of red flags
- Public information sessions on ADUs for design professionals and homeowners
- Dedicated department staff to provide informative and consistent advice to applicants
- Both new and updated public information documents, including a first-ever multi-agency “ADU Checklist” to outline all requirements and submittal guidelines for each agency
- An updated “ADU Handbook” to reflect legislative updates and requirements for permitting.

100% Affordable Housing Permit Processing

100% Affordable housing is allowed more waivers and concessions under state legislation for affordable housing density bonuses to remove constraints such as fees and other financial impediments.

100% Affordable housing is designated for priority processing but is not subject to ministerial permitting under local rules, only under some parameters established by the state. The City’s Economic Recovery Taskforce, a group of public and private leaders assembled by the Mayor and Board of Supervisors in response to the COVID-19 pandemic in 2020, recommended this be adopted at the local level.

Design review is often cited as a challenge by applicants for affordable housing approvals, although this has been practically eliminated given the streamlining available through SB 35, as Department staff may only apply objective standards to the project. Affordable housing developers have recommended to MOHCD that cost-effectiveness is prioritized in design review, advanced with architects and contractors in material and design choices and supported in conversations with members of the public including at the Planning Commission and with neighborhood groups. Overall, there have been significant advancements in the approval processes of affordable housing projects in San Francisco since 2014. As part of its priority processing, the Planning Department has internal staffing methods to review all affordable housing projects to support efficient and effective design accommodations.

The City has been enacting policies to make affordable housing greener and more sustainable as part of its climate action goals. These policies include storm water management, recycling non-potable water, conversion to public power and electrification, and zero waste. While these are rules that market-rate affordable housing projects are subject to, they add constraints to funding towards more units more quickly.

See *Case Study: 921 Howard Street -- Central SoMa* for an example of a 100% affordable housing project in San Francisco.



Case Study: 921 Howard Street -- Central SoMa

This case study describes a **median processing timeline for a 100% affordable housing project** that used SB 35 ministerial permitting to obtain a site permit. The proposed project included construction of a new 180' tall, eighteen story, mixed-use residential building containing 203 residential units (33 studios, 84 one-bedrooms, 81 two-bedrooms, and 5 three-bedrooms) and 2,027 square feet of ground floor retail. Three off-street parking spaces, 134 bicycle parking spaces and one loading space were located at the ground floor with access from Tehama Street. A podium terrace at the third floor and private balconies provide open space for residents. The units are 100 percent affordable ranging from 50% - 120% AMI.

The project applicant submitted the project in late March 2020 with a complete application in early April. It received comments twice in March and April with final revisions submitted by the applicant in May 2020. The approval, a site permit, was granted May 5, 2020 for a total processing time of 41 days (~29 business days). This is a draft assessment of the timing.

The application used SB 35 ministerial permitting, State Density Bonus program, and was subject to the Housing Accountability Act. It requested exceptions from setbacks, height, dwelling unit exposure, open space, and lot coverage. As it was a ministerial process, no CEQA document was required. It paid a total of \$4,354,725.56 in impact fees and \$573,491 in application fees for a \$24,277 per net new unit.

Department of Building Inspection Permitting

Department of Building Inspection's (DBI) identified the root challenge of their in-house review process as a lack of quality control. DBI's typical plan review process followed the following steps:

1. Applicant submits permit application and plans
2. Application and plans are reviewed by Permit Technicians
3. Fees are received, application is created in permit tracking system, and plans are routed
4. Incomplete plans and documentation, selecting the incorrect process for review, unnecessary review stations, inaccurate valuation estimate and fees, and static project-based staff have all contributed to inefficiencies of the in-house review process. The end result was small projects getting delayed behind large projects, and permit issuance taking more time and money.

Department of Building Inspection Enhanced In-House Review Permit Process

Department of Building Inspection's new administration has an entirely new leadership team since the last building code cycle. Their focus is streamlining and making process improvements to expedite review of permitting. In early 2022, DBI streamlined how workload is assigned internally. Whereas previously only Permit Technicians reviewed applications and plans, the new process introduces Plan Examiners into that step also:

- Applicant submits permit application and plans
- Application and plans are reviewed by Plan Examiners and Permit Technicians
- Fees are received, application is created in permit tracking system, and plans are routed

DBI developed standardized pre-plan check screening checklists for residential and commercial projects that ensure a consistent intake process and clarify required documents for permit submittal. These checklists are shared publicly on DBI's "Get a building permit with In-House Review" step-by-step page.²⁶ Engineers have been introduced to the pre-plan check screening process. Among other checklist tasks, they match the scope of work in the application to plans and write a concise description of work for the application going forward. Engineers estimate the level of time in hours required for the initial review of plans. Based on this time estimate, plans are routed to several tiers of review: Over-the-Counter (less than 1 hour), In-House Level 2 (1-4 hours), In-House Level 3 (4-8 hours) and In-House Level 4 (greater than 8 hours). This categorization of work ensures that smaller projects that require less review effort are reviewed in an appropriate time compared to larger projects.

Any projects that require re-checks will receive priority. DBI added a new section to their website so applicants can anticipate the start of their plan review. These recent changes were shared through a public webinar with a Q&A session now posted online.²⁷

26 <https://sf.gov/sites/default/files/2022-07/Residential%20Pre-Plan%20Check%20Checklist.pdf>

27 <https://sfdbi.org/virtualevents>

DBI has also started using PowerBI in summer 2022 to track all permits based on the info collected during the pre-plan check. DBI assigns work to mirror how Planning assigns work, holding the backlog with management, and assigning new work every week based on the estimated time to review ensuring the oldest permits are reviewed first and not stuck in an individual plan checker's backlog. This uses data to track all permits Department-wide, assigns work in a methodical manner, and holds staff accountable to a full workload weekly.

Notification Requirements

Planning Code Section 311 requires that neighborhoods are notified about most discretionary permits within certain zoning districts. Notifications are intended to inform the broader community about the planned development. The city mails neighborhood notification to residents and owners of properties located within 150 feet of a subject property, as well as to registered neighborhood groups, which initiates a 30-day public review period. Additionally, the plans must be posted at the subject site for the duration of the notification period. DR applications can only be filed during the notification period.

Section 311 public noticing is applicable in the following areas:

- All building permit applications in Residential, NC, NCT, and Eastern Neighborhoods Mixed Use Districts for a Change of Use
- Establishment of a Micro Wireless Telecommunications Services Facility
- Establishment of a Formula Retail Use in the zoning districts listed in the first bullet.
- Demolition, new construction, or alteration of buildings in Residential, NC, NCT, and Eastern Neighborhoods Mixed Use Districts
- Removal of an authorized or unauthorized residential unit
- Building permits that would establish Cannabis Retail or Medical Cannabis Dispensary uses, except for Grandfathered MCDs converting to Cannabis Retail
- Building permit applications to construct a new unit within an existing building envelope, including Accessory Dwelling Units are not subject to the notification or review requirements of Section 311.

Planning Code Section 333 pertains to public hearing notices and is applied in addition to Section 311. Posting signs is required for public hearings before the Planning Commission, Historic Preservation Commission, and Zoning Administrator. The types of hearings that require sign posting are detailed in Planning Department's Instructions and Declaration of Posting,²⁸ and apply to:

- 100% Affordable Housing Bonus Program (AHB)
- Certificate of Appropriateness (COA)
- Coastal Zone Permit (CTZ)

²⁸ San Francisco Planning Department, Section 333 Public Hearing Notice Instructions and Declaration of Posting, May 2019, https://sfplanning.org/sites/default/files/forms/Section333Instructions_DeclarationForm.pdf

- Conditional Use Authorization (CUA)
- Condominium Conversion (5-6 Dwelling Units) (CND)
- Discretionary Review of Building Permits (DRP/DRM)
- Downtown Large Project Authorization Section 309 (DNX)
- Downtown Residential Project Authorization Section 309.1 (DNX)
- Executive Park Special Use District Projects Section 309.2
- Institutional Master Plan (IMP)
- Large Project Authorization in Eastern Neighborhoods (ENX)
- Office Allocation (OFA)
- Permit to Alter (PTA)
- Planned Unit Development (PUD)
- Rear Yard Modifications
- Reclassification of Property (Rezoning One-Half Acre or Less) (MAP)
- Requests for Reasonable Modification – Residential Uses
- Variance (VAR)

Review of Constraints

<i>Constraint</i>	Neighborhood notification takes time and causes delays in housing project approvals.
<i>Constraint Reduction</i>	Related Policies
	Policy 26
	Implementing Program Areas
	8.4 Process and Permit Procedures Actions: 8.4.17

Department of Building Inspection Permitting

Department of Building Inspection’s (DBI) identified the root challenge of their in-house review process as a lack of quality control. DBI’s typical plan review process followed the following steps:

1. Applicant submits permit application and plans
2. Application and plans are reviewed by Permit Techs
3. Fees are received, application is created in permit tracking system, and plans are routed
4. Incomplete plans and documentation, selecting the incorrect process for review, unnecessary review stations, inaccurate valuation estimate and fees, and static project-based staff have all contributed to inefficiencies of the in-house review process. The end result was small projects getting delayed behind large projects, and permit issuance taking more time and money.

Discretionary Review

The Planning Commission derives its discretionary review authority from San Francisco's Municipal Code under the Business & Tax Regulations Code, Article 1 Permit Procedures, Section 26 (a) and predates many of the later code changes and provisions, such as height controls, design guidelines, and notification procedures, intended to guide new development.

The Planning Commission has discretion over all building permit applications. Normally, this discretion is delegated to the Planning Department, which approves applications that meet the minimum standards of the Planning Code. During their weekly hearings, the Commission will hear a request to review a permit application when requested by a member of the public or neighborhood organization. The Commission may determine that modifications to the proposed project are necessary in order to protect the public interest and require such changes or may not "take" the request and instead let the project remain as proposed. This process of Commission consideration is commonly known as "Discretionary Review" or simply "DR." By filing a DR application, a member of the public is asking the Commission to exercise its discretionary power. Many larger housing projects are already seeking an entitlement that would require it to get approval at a Planning Commission hearing; thus, DRs are more commonly filed on smaller projects in lower density neighborhoods.

The Discretionary Review process can result in a significant cost to developers and homeowners. The costs are typically the result of holding or temporary housing costs associated with extended time delays, and the expense of making changes to the project that will mitigate concerns or withdraw the Discretionary Review Application. Scheduling a hearing causes significant delay along with the unpredictable outcomes of DR requests. The extra time and process further impacts Planning staff time which can impact the overall housing permit assignment and approval processes.

It is important to distinguish reviewing applications in a discretionary manner from Discretionary Review. All projects that San Francisco Planning reviews outside of State ADUs, projects subject to Senate Bill 35 and 9, and sign permits, are reviewed in a discretionary manner. In this review, however, San Francisco Planning does not propose any design changes that reduce density; SF Planning has also pivoted away from design-based review and focused more on improving form of a building so that the number of units does not significantly change.

Discretionary Review typically only applies when a neighbor requests that the Planning Commission hears the project, offering opportunities for members of the public to support, change, or oppose the project. DRs may also be initiated by planning staff if an applicant refuses to make changes that the Planning Department has asked for, or when the applicant is seeking to add back a scope of work that was removed through a previous DR. Most Discretionary Review requests are a result of either Planning Code Section 311 notification requirements or where a neighbor has filed a Block Book Notification (BBN) and gets notified of a project application. These occur mostly in RH, RM, RTO, and Eastern Neighborhoods zoning districts. The majority of projects brought to Planning Commission due to Discretionary Review are single-family homes and two-unit homes.

The Department has begun various forms of DR reform over the past ten years without success. To address this process internally, the Department instituted a principal planner level staff position in 2018

to coordinate and manage all DRs efficiently, systematizing application timing and process. This has been very effective as it has streamlined the hearing time, discussion, potential mitigations to resolve the issues, and even in many cases, helps parties negotiate to eliminate the DR hearing altogether. Average DR resolution timelines lowered from an average of 199 to 112 days with the instigation of this effort.

While the DR process can be perceived as a constraint to the development process, the Planning Department policy is not to make significant massing reductions or reduce density in this process. It is a "re-review" by the Department's management to ensure the project was reviewed accurately, with a consistent application of adopted Design Guidelines, by the staff planner. . Remodels of Single-Family

Homes or two-unit homes tend to be the majority of DR applications. Typical modifications that are made during this process are relating to decks and stairs (removal, reduction in size, or relocation), relocation/removal of windows, as well as small side setbacks. One of the greatest impacts DR has on the development review process is the additional time it can add to a small project and the lost opportunity cost of utilizing a principal planner/architect full time to support this role. Additionally, the process adds uncertainty for applicants, which often leads to applicants voluntarily reducing the scope of their project based on early concerns from neighbors, due to the fear of being DR'd and having the Planning Commission make a more drastic change, even if that is not statistically the case. It is typically during that interaction when projects are reduced in scale and density.

Comment from Developer interviewee

Discretionary review is one of the biggest hindrances to feasibility. If this wasn't applied so broadly to so many permits, we could build more housing here.

See **Case Study: 870 Union Street -- Russian Hill** for an example of a housing project subject to Discretionary Review in San Francisco.



Case Study:
870 Union Street --
Russian Hill

This case study describes the processing of a **site permit for a housing application, for which five members of the public requested that the Planning Commission take Discretionary Review**. The proposed project was an interior renovation to the existing 3-unit building and a 4-story addition to the existing building, with an expansion to the west lightwell and converting an exterior stairwell in the northwest corner of the building into living space. The project also proposed adding a new 3-story unit at the rear of the lot (4 stories including basement garage) to match the adjacent properties, leaving a shared courtyard in the center of the lot. The dwelling unit mix consisted of three two-bedroom units, and one four-bedroom units, with one net unit in a district where four units are permitted.

The project applicant completed a pre-application meeting with neighbors in October 2015 and submitted an application in November 2015. Three design review meetings were held, and a Plan Check Letter was issued in March 2016. Revisions were submitted twice, with final changes in September 2016. It was not required to go to Planning Commission, but did require a variance by the Zoning Administrator. The project requested a variance for exceptions from the following requirements: Rear Yard (Section 134), Open Space (Section 135), and Exposure (Section 140, and was found to be categorically exempt from CEQA. It was required to meet the Residential Design Guidelines. It paid a total of \$23,074 in impact fees and \$72,426 in application fees for a \$95,500 per net new unit cost.

In response to the neighborhood notification posted in September 2016, five members of the public requested Discretionary Review, which was scheduled for hearing at the Planning Commission on October 27, 2016, along with the Variance application. Final approval was on May 30, 2017. Total time between project application and approval was 564 days (~403 business days) including applicant hold and planning time. This is a draft assessment of the timing. There was no appeal filed.

Figure 21. Median Days for Discretionary Review Cases, 2015–2021

	<i>Approve</i>		<i>Cancelled/Withdrawn</i>	
	<i>Median Days</i>	<i>Projects</i>	<i>Median Days</i>	<i>Projects</i>
2021	123	14	77	9
2020	112	44	321	9
2019	147	36	116	32
2018	160	29	116.5	32
2017	204	50	135	33
2016	195	33	130	31
2015	120	5	104	18

Design Review

Design Review is a comprehensive evaluation process in which Planning staff assesses a proposed project to ensure that it meets the City's existing policies and general principles of urban design as laid out by the Urban Design Element in the General Plan. For code compliant projects, Design Review focuses on improving building form so that a program does not significantly change from what a project sponsor originally proposed. In practice, this review happens by planners and design review staff depending on the scale of the project and applicable design guidelines. Staff work with project sponsors informally during the review process and as recorded in comments given in Plan Check Letters. Many project application types require design review compliance with approval from either staff or the Planning Commission.

Comment from Developer interviewee

Interviewees were concerned that too many impositions are based primarily on project size. Permit requirements for housing consistent with zoning should be limited to Planning Department's Design Review to check that project is compliant with objective design standards.

This process can be efficient when project sponsors are responsive to comments, or more time-consuming and iterative if sponsors are resistant to staff input or interpretations.

Overall, architects on project applicant teams must navigate between client requests, technical challenges, building program needs, Planning staff review and comments, members of the public or adjacent neighbors' requests, and the Planning Commission along with other city agencies including

Public Works and the Arts Commission; these various points of view, interests, and regulatory functions are complex and often at odds, leading to delay, frustration, unpredictability, and constraints to housing production.

Design Guidelines

The City currently has over thirty sets of design guidelines which make design review more complex. To make this a more efficient and direct process, the City in practicality has focused and organized design review comments on two primary documents which cover most of the city. The Residential Design

Guidelines (RDGs) apply to projects in R districts, including RH-, RM- and RTO, and were adopted by the Planning Commission in 2003. And the Urban Design Guidelines (UDGs), adopted by the Planning Commission in 2018, apply to mixed use, neighborhood commercial, and downtown commercial districts and for larger sites in R-Districts; they do not apply to historic districts. There are additional sets of guidelines for more specific areas of the city that supersede the UDGs or RDGs, including Calle 24 Cultural District, Polk Street, and the Japantown Cultural District. DNX Downtown Exceptions and ENX Large Project Authorizations require design review as part of their entitlement processes.

The RDGs significantly affect the buildable envelope in many residential districts where it applies because it asks new or renovated projects to match neighboring structures rather than conform to rear yard requirements or the scale of the site. Many of San Francisco's lots have long narrow proportions considerably longer than the housing that was built on them. When neighboring projects want to add units or expand, this constrains their new envelope. The RDGs also often ask for sculpting at or reduced upper stories to match two- or three-story environments. The Planning Department generally permits a greater massing in the RH Districts when there is increased density that would otherwise be reduced or sculpted if it was a single-family dwelling. One of the residential design guidelines also asks for the use of "natural" materials which may limit component or product selections.

The UDGs have less of an impact on massing. The most significant impact of the UDGs is in request for façade modifications including materials and entries and adaptations of the ground floor in an interest to heighten the activation of the uses at the street level. The request for higher quality materials or site design adjustments can impact the feasibility of projects given the high costs of construction.

Design Principals

Design review is a common topic at Planning Commission, with neighbors or community groups making requests for reduced massing or projects to be more "compatible" with neighborhood character. While architecture may lie at the heart of some of these requests, the history of exclusionary zoning and fears of development or neighborhood change—either in the built environment or the people—sit also in many of these comments. Many of the "design" guidelines built into the documents do not represent principals that architects use for good architecture and instead tend to suppress innovation, creativity, and individualistic expression for more conformity, repetition, and predictability. This habit of repeating older patterns and style of architecture can exclude new voices, cultural identities, and personal expression as these neighborhoods expand housing opportunities over time.

Many guidelines are also designed to reinforce consistency at a very detailed scale. Although design review can be helpful to prevent dramatic changes in architectural qualities, such as from delicate three- or four-story apartments or houses in rows to dehumanizing 200' high-rises separated from the broader urban fabric – a common occurrence during redevelopment in the 20th century, more recent concerns are of a much smaller scale. Design review is often translated into concerns about an extra story "looming" over a neighboring yard or a three-story building in a two-story context. These concerns primarily express private owner to private owner negotiations more than critical decisions in the public's interest. Many discretionary review applicants also cite "light and air" as a reason to ask for reduced massing of neighboring structures when these are already governed by building code health and safety considerations that can be met on each property regardless of adjacent structures.

Review of Constraints

<i>Constraint</i>	Design review process can lead to different interpretations of guidance increasing application review time and feedback.
<i>Constraint Reduction</i>	Related Policies
	Policy 41
	Implementing Program Areas
	8.3 Objective Design Standards & Findings Actions: 8.3.1; 8.3.7

<i>Constraint</i>	Design guidelines are applied at very small scales of difference between neighboring structures which are not in the public's interest and extend application review.
<i>Constraint Reduction</i>	Related Policies
	Policy 41
	Implementing Program Areas
	8.3 Objective Design Standards & Findings Actions: 8.3.11

Historic Preservation

Article 10 of the City's Planning Code regulates the process for designation of individual landmarks and historic districts and, through the Certificate of Appropriateness permitting process, it also regulates physical alterations to both landmarks and districts, individual property landmarks and properties within landmark districts throughout the city (see Figure 22 - Historic and Cultural Districts). Article 11 of the City's Planning Code regulates the process for designation for individual significant and contributory buildings and conservation districts in the downtown, and, through the Permit to Alter permitting process, it also regulates physical alterations to those buildings and districts property deemed significant or contributory and properties within conservation districts. Both articles of the code are aimed to protect the special architectural, historical, and aesthetic value of structures, sites, and areas within the city. Regulations pertaining to both articles of the code limit the degree to which a property's exterior²⁹ can be physically altered; however, neither limits the use of the property. Therefore, residential uses on these designated lots would typically only be constrained by the need to largely preserve and maintain the historic volume and key architectural features of the building. While additions to subject historic buildings

29 In some cases, publicly used and accessible interior spaces can be included in the protections of Articles 10 and 11, such as hotel lobbies, ballrooms, theaters, etc.

are common, these expansions are usually limited to 20% or less³⁰ of the existing volume. Constraint of residential development within landmark and conservation districts may also apply to vacant lots or non-contributory buildings within their boundaries, as new construction is typically required to be incompatible with surrounding building heights and forms. Development constraints are somewhat offset by financial and developmental incentives, such as local, state, and federal tax credits and the transfer of development rights program (Article 11 only). While additional regulatory review, including a hearing at the Historic Preservation Commission, is required for these properties via Certificates of Appropriateness or Major Permits to Alter, the process does not typically add significant review time.

Pursuant to the California Environmental Quality Act (CEQA), public agencies must review the environmental impacts of proposed projects, including impacts to historic resources. Project applicants must first determine whether their project sites are historic resources prior to knowing a regulatory pathway. While some have been part of previous historic resource surveys, most sites in the city have not and fit into three categories: not age-eligible and not a resource or age-eligible and unknown, described as a Category B. This determination, which has a significant impact on the potential time and process required for alterations or demolition and new construction, can be established through a Historic Resource Evaluation. This process provides additional information to assist the Department in analyzing whether a property qualifies as a historic resource under CEQA.

Historic Resource Assessment

Comment from Developer interviewee

Holding cost is 5-7% of total project cost. Add a tremendous cost. After 4 to 5 years holding, waiting for permitting, a project becomes infeasible.

The Historic Resource Assessment (HRA) provides preliminary feedback from the Planning Department regarding whether a property is eligible for listing on the National Register of Historic Places (NR) and/or California Register of Historical Resources (CR) in cases where a property's historic resource status is unknown (i.e. a Category B – Unknown Historic Resource Status). This process improvement was

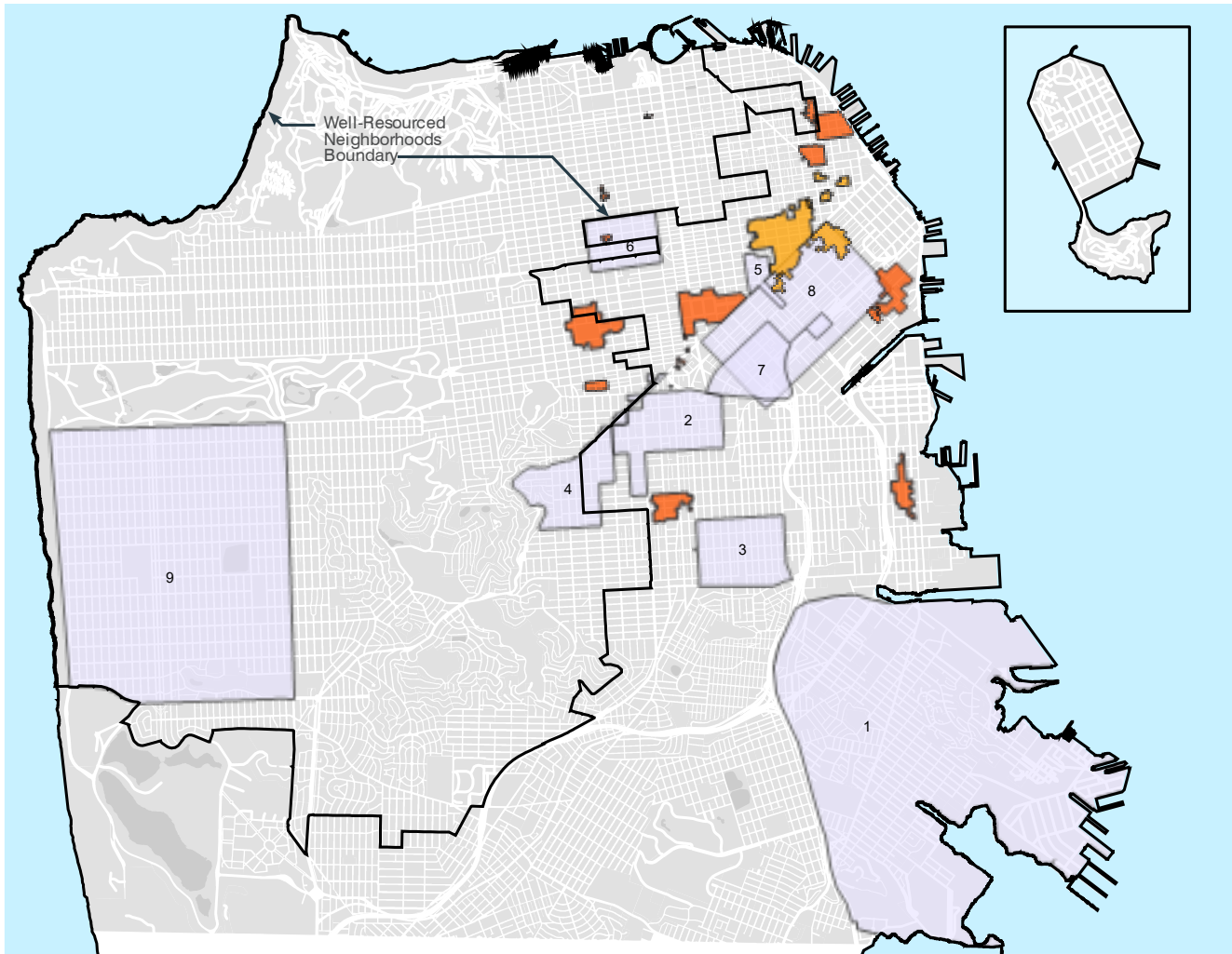
created by the Department to reduce the time needed for applicants to learn about the pathways available for developing their site and increase knowledge early and less expensively in their timelines. It supports more certainty.

30 This is an approximation. Actual rehabilitation projects vary widely in terms of the volume and mass of additions approved for historic buildings depending on site conditions, topography, visibility of the addition from public rights-of-way, and the structural interventions required for the project.

Review of Constraints

<i>Constraint</i>	Historic Preservation process is triggered by age and eligibility of buildings and can increase the complexity of design review and CEQA analysis delaying projects or restricting the development capacity.
<i>Constraint Reduction</i>	<p style="text-align: right;">Related Policies</p> <hr/> <p>Policy 28</p> <hr/> <p style="text-align: right;">Implementing Program Areas</p> <p>8.5 Compliance with State Programs and Law Actions: 8.5.6</p>

Figure 22. Historic and Cultural Districts



Article 10

- Alamo Square
- Blackstone Court
- Bush Street-Cottage Row
- Civic Center
- Clyde and Crooks
- Dogpatch
- Duboce Park
- Jackson Square
- Liberty Hill
- Market Street Masonry
- Northeast Waterfront
- South End
- Telegraph Hill
- Webster Street

Article 11

- Commercial-Leidesdorff
- Front-California
- Keamy-Belden
- Keamy-Market-Mason-Sutter
- Mint-Mission
- New Montgomery-Mission-2nd St
- Pine-Sansome

Cultural Districts

- 1 - African American Arts and Cultural District
- 2 - American Indian Cultural District
- 3 - Calle 24 Latino Cultural District
- 4 - Castro Cultural District
- 5 - Compton's Transgender Cultural District
- 6 - Japantown Cultural District
- 7 - Leather & LGBTQ Cultural District
- 8 - SoMa Pilipinas – Filipino Cultural District
- 9 - Sunset Chinese Cultural District

Multijurisdictional Review of Affordable Housing

Affordable housing is subject to more agency reviews and approvals than market-rate housing because of the regulatory requirements governments have imposed, and due to escalating construction costs, the longer it takes for a project to start construction, the higher its construction costs will be. Typically, affordable housing projects take five years to develop, three of which to secure entitlements and financing and two to construct, but the process can be longer if a project needs to wait for availability of state or tax credit funding that is offered once or twice a year, relies on the impact fees generated by a specific market-rate project it is tied to by agreement, or is appealed or litigated.

Local requirements for affordable housing include:

- Mayor's Office on Disability review for accessibility
- Arts Commission and Historical Preservation Commission design review
- PUC right of first refusal for power and review of recycling water and storm water management
- Contract Monitoring Division review of small and local business procurement
- Board of Supervisors review for site acquisition or jurisdictional transfer, ground lease, and financing

State requirements for affordable housing include:

- Environmental review (unless the project is ministerially approved, which most are)
- Local legislative approval for applying for state funding
- SFPUC and related projects must meet City standards. These commonly affect affordable housing projects where utilities must be negotiated with PG&E and right of first refusal for affordable housing projects is offered to SFPUC. Challenges related to these requirements often create delays, uncertainty, and added costs to new affordable housing. A detailed description of these requirements and challenges are presented in the On and Off-Site Improvements section, Utilities subsection.

Typical Permits

Below is a list of the typical permitting needs for affordable housing projects:

<i>Agency / Type</i>	<i>Permit Descriptions</i>
<p>ENTITLEMENTS</p> <p>Planning Department</p>	<ul style="list-style-type: none"> • NEPA • Project Review Meeting with Planning Department • Site Permit (Not subject to SF Port approval) • SB-35 • Planned Unit Development (PUD) • Conditional Use Authorization (CUA) • Shadow Study (SHD) • Historic Resource Evaluation • Certificate of Appropriateness • MMRP-Vibration Management • MMRP-Archeology • Development Agreement • Master Development Agreement • Interagency Cooperation Agreement • Cost Recovery Memorandum of Understanding or Work Order Agreements
<p>UTILITY DESIGN AND CONNECTION</p> <p>Public Utilities Commission, PG&E, Fire Department</p>	<ul style="list-style-type: none"> • Public Power – City Owned Properties – Temporary (Construction) Service • Public Power – City Owned Properties – Permanent Service • SFPUC/PG&E Outage Information: Reliable power source to omit inclusion of emergency generators • Natural Gas – City Owned Properties • Water / Wastewater • Water for Fire Service Application – SFPUC and SFFD (for Auxiliary Water Supply System) • City provided Fiber Optic Cabling within the joint trench (Fiber to Housing) & Private communication services in the building • Private communication services at Lease-up / Occupancy (adoption of service) • SFFD Fire Flow Test (Field Flow Test required. Records Analysis not acceptable.) • Maher Ordinance – Building or Grading permit which disturbs at least 50 cubic yards of soil within designated Article 22A area or other Maher Criteria • Article 38 Mechanical Ventilation • Stormwater Control Plan (Preliminary) • Stormwater Control Plan (Final) • Non-potable Re-Use On-Site (for projects that cannot meet SCP compliance with modified compliance method) • Reclaimed Water Use Program – City Supplied • Fats, Oils, and Grease (FOG) – FOG Ordinance • Onsite Water Reuse • Recycled Water • Water Efficient Landscape • Hydraulic Capacity Assessment • Residential Water Submetering • Construction Site Runoff • Water Efficient Plumbing • Cross-Connection Control

	<ul style="list-style-type: none"> • Utility Operations License (for new infrastructure not yet completed but operable) • Streetlight Photometrics
<p>BUILDING PERMITTING</p> <p>Department of Building Inspection</p>	<ul style="list-style-type: none"> • SFFD Fire Plan Check and Inspection Services • Mayor's Office on Disability • ADDENDA - Demolition & Excavation • ADDENDA - Foundation, Podium, & Cathodic • ADDENDA - Superstructure • ADDENDA - Architectural, Landscape, Civil, & MEP • ADDENDA - Fire Protection, Fire Alarm, Elevator, ERRCS • SF MOD (Mayor's Office on Disability) • PORT Owned Property • Trust consistency check • State Lands Commission (if subject to the Trust) • Port Commission Approval • Port Building Code (if in Port Jurisdiction) • BCDC Permit (if within shoreline band - 100 feet) • Site Permit requiring SF Port approval • Port in proprietary capacity (licenses, etc.) • USACE if in-water work required • Regional Water Quality Control Board (not Port specific, just in-water) • California Fish and Wildlife (for in-water work)
<p>PUBLIC RIGHT OF WAY</p> <p>Public Works</p>	<ul style="list-style-type: none"> • Pre-application Meeting with Public Works for public way accessibility • Street Space permit - Temporary use of parking or traffic lanes, pedestrian crossing, bus pads, etc. • Traffic Control Plan - Traffic, pedestrian, lane, and line changes. • Street Improvement Permit – Initial - New and existing sidewalks, curb ramps, curb cuts, bulbs. • Street Improvement Permit - Final • Sidewalk Legislation - triggered by SIP or Encroachment that cannot be issued by DPW by permit • Minor Encroachment Permits - Minor (Furnishings such as bike racks, benches), Special Sidewalk, Existing or new subsurface conditions (vaults, pipe barriers) • Major Sidewalk Encroachment - New subsurface conditions, vaults, etc. otherwise not accepted under Minor Encroachment permit • Tree Removal and Street Tree Ordinance Compliance - Bureau of Urban Forestry • Public Works – DAC Review • Public Works – Hydraulics Review • Public Works - Street Excavation and/or Sewer Lateral Replacement • Street Vacation Legislation • Modify initial Street Improvement Permit to Street Improvement Plans • Major Encroachment Permit or Master Major Encroachment Permit • Subdivision Map • Public Works – Landscape Review

OTHER APPROVALS	<ul style="list-style-type: none"> • Zero Waste SF: Waste Service, Trash Collection, Recycling, Composting • Demolition Debris Recovery Plan • Integrated Pest Management • SFPUC- Bureau of Light Heat Power Review • Commercial Tenant Improvements Building Permit and Inspections • Dust Control Plan and Monitoring • BAAQMD application for emergency backup generators • Civic Design Review - Arts Commission • Maher Applications – Department of Public Health • Debris Removal / Recovery Plan and Green Halo
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Review of Constraints

<i>Constraint</i>	
<i>Constraint Reduction</i>	Related Policies
Policy 27	
	Implementing Program Areas
	8.6 Support for Affordable Housing and Shelters Actions: 8.6.9; 8.6.10

Transparency Requirements

The City has a robust internet website and most departments have dedicated staff that can timely respond to any public records if requested. Links to documents listed in 65940.1 can be found in Figure 23 – Posting of Required Standards and Development Information. Consistent with AB 602, effective January 1, 2022, the City will request and post the total amount of fees and exactions associated with the project from development proponents under 65940.1(a)(3), and will post annual fee reports under 65940.1(a)(1)(D), as well as any changes to any of the information required as part of AB 602 within 30 days of any changes.

Figure 23. Posting of Required Standards and Development Information

<i>Source</i>	<i>Link(s)</i>
Land Use Controls	
Property Information Map*	https://sfplanninggis.org/PIM/
San Francisco Planning Code**	https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_planning/0-0-0-17747
Fees and Exactions	
Impact Fee Register***	https://sfplanning.org/resource/development-impact-fee-register
Fee Schedule for Applications	https://sfplanning.org/resource/fee-schedule-applications
Planning Director Bulletin No. 1: Overview of Development Impact Fees	https://sfplanning.org/resource/planning-director-bulletin-no-1-overview-development-impact-fees
Application Standards and Guidelines	
Plan Submittal Guidelines	https://sfplanning.org/sites/default/files/documents/publications/Guidelines_Plan_Submittal.pdf
Planning Director Bulletin No. 2: Department Priority Application Processing Guidelines	https://sfplanning.org/resource/planning-director-bulletin-no-2-department-priority-application-processing-guidelines
Planning Director Bulletin No. 3: Condominium Application, New Construction and Conversion	https://sfplanning.org/resource/planning-director-bulletin-no-3-condominium-application-new-construction-and-conversion
Affordability Requirements	
HOME-SF Affordability Requirements	https://sfplanning.org/home-sf#affordability-requirements
Inclusionary Affordable Housing Program	https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_planning/0-0-0-23792
Development Standards	
All Electric New Construction Ordinance	https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_building/0-0-0-100003
Better Streets Plan	https://sfplanning.org/sites/default/files/archives/BetterStreets/docs/Better-Streets-Plan_Final-Adopted-10-7-2010.pdf
Transportation Demand Management Program	https://sfplanning.org/transportation-demand-management-program
Procedures for In-Kind Agreements	https://default.sfplanning.org/publications_reports/in_kind_policy_final_CPC_endorsed.pdf
Design	
Affordable Housing Bonus Program Design Guidelines for 100% Affordable and HOME-SF Projects	https://default.sfplanning.org/plans-and-programs/planning-for-the-city/ahbp/AHBP_Design_Guidelines.pdf
Balboa Reservoir Neighborhood Design Standards and Guidelines	https://sfplanning.org/resource/balboa-reservoir-neighborhood-design-standards-and-guidelines
Calle 24 Special Area Design Guidelines	https://sfplanning.org/project/calle-24-special-area-design-guidelines

Residential Design Guidelines	http://default.sfplanning.org/publications_reports/residential_design_guidelines.pdf
Urban Design Guidelines	https://sfplanning.org/project/urban-design-guidelines
Excelsior & Outer Mission Streetscape Design Guidelines	https://sfplanning.org/excelsior-outer-mission-streetscape-design-guidelines
Cow Hollow Neighborhood Design Guidelines	http://default.sfplanning.org/publications_reports/NeighborhoodDesignGuidelines_CowHollow.pdf
Ground Floor Residential Design	https://sfplanning.org/sites/default/files/documents/publications/Guidelines_Groundfloor_Frontage.pdf
India Basin Design Guidelines	https://sfplanning.org/resource/india-basin-design-guidelines
Industrial Area Design Guidelines	https://sfplanning.org/resource/industrial-area-design-guidelines
Japantown Special Area Design Guidelines	https://sfplanning.org/resource/japantown-special-area-design-guidelines
Living Roof Manual	https://default.sfplanning.org/publications_reports/Living_Roof_Manual_Web-102815.pdf
Polk/Pacific Special Area Design Guidelines	https://sfplanning.org/resource/polk-pacific-special-area-design-guidelines
Residential Deck Guidelines	https://sfplanning.org/resource/residential-deck-guidelines
SB-9 Objective Design Standards	https://sfplanning.org/resource/senate-bill-9-sb-9-objective-design-standards
Standards for Bird-Safe Buildings	https://sfplanning.org/resource/standards-bird-safe-buildings
Standards for Storefront Transparency	https://sfplanning.org/resource/standards-storefront-transparency
Standards for Window Replacement	https://sfplanning.org/resource/standards-window-replacement
Western SoMa Design Standards	https://sfplanning.org/resource/western-soma-design-standards
Implementing State Programs	
Planning Director Bulletin No. 5: Senate Bill No. 35 Affordable Housing Streamlined Approval	https://sfplanning.org/resource/planning-director-bulletin-no-5-senate-bill-no-35-affordable-housing-streamlined-approval
Planning Director Bulletin No. 6: Implementing the State Density Bonus Program	https://sfplanning.org/resource/planning-director-bulletin-no-6-implementing-state-density-bonus-program
Planning Director Bulletin No. 7: Housing Crisis Act of 2019	https://sfplanning.org/resource/planning-director-bulletin-no-7-housing-crisis-act-2019
Planning Director Bulletin No. 8: Streamlined Housing Development	https://sfplanning.org/resource/planning-director-bulletin-no-8-streamlined-housing-development
Projects	
Public Notices for Project Applications	https://sfplanning.org/page/public-notice-project-applications
Permits in My Neighborhood	https://sfplanning.org/resource/permits-my-neighborhood
Nexus Studies	
Residential Nexus Analysis Supporting San Francisco's Residential Affordable Housing Program	https://sfplanning.org/resource/residential-nexus-analysis-supporting-san-franciscos-residential-affordable-housing

San Francisco Citywide Nexus Analysis	https://sfplanning.org/sites/default/files/documents/reports/1222_2021_SF_Nexus_CitywideAnalysis.pdf
San Francisco Infrastructure Level of Service Analysis	https://sfplanning.org/sites/default/files/documents/reports/1222_2021_SF_Nexus_LevelOfServiceAnalysis.pdf
Transportation Sustainability Fee (TSF) Nexus Study	https://sfplanning.s3.amazonaws.com/default/files/plans-and-programs/emerging_issues/tsp/TSF_NexusStudy_May2015.pdf

*Includes by-parcel information: zoning (height and bulk, Special Use Districts, plan areas, design guidelines), assessor, environmental, historic preservation, planning applications, building permits, other permits, complaints, appeals, BBNs and NSRs.

**Includes all land use controls: parking, lot coverage, unit size requirements, open space requirements, inclusionary requirements

***Includes Annual Fee Registers back to 2018

Decision-making Process

Internal Department Processes

- While there are official pathways for project applications, the range of discretionary processes, entitlements, permits, and State implementation programs, highlight the complexity of informal decision-making that goes into application outcomes. To explain the choices and implications in both review and CEQA processes which interrelate, the Planning Department has prepared a key application process diagram (see subattachment 3 - Process Diagram).
- This diagram reveals a set of phases that applications, planners, applicants, decision-makers, and members of the public face in navigating long and complex environments. The diagram indicates places where review and/or environmental planner and teams of staff architects, planners, managers, or directors have discretionary choices on additional internal process, technical studies, or review that must be done before an application proceeds to the next stage. It also describes the articulated thresholds that trigger different forms of CEQA technical analysis. Here are the key phases:
- The Pre-Application Process: This is led by potential project applicant to find out initial planning requirements and process. Preliminary Project Assessment and Pre-application meetings may be required prior to Project Application.
- Complete Application: After project submission, it is reviewed to make sure it includes all information, forms, payments, drawings, and technical information so that it can be reviewed effectively.
- Pathway Determination: Review and Environmental planners establish which entitlements and CEQA pathways will be required given the project site location, conditions, and proposed project configuration.
- CEQA Stable Project Description: This iterative coordination process involves building and streetscape design review, preliminary technical analysis (preservation, transportation, and/or wind experts), code assessment, and pathway determination. Key decisions are height, bulk, and site placement of building massing; amount of vehicular parking or loading; demolition or modification of historic structure.
- Technical Studies: This iterative process involves technical analysis that may require modification of the project. These or other changes may trigger re-review of design, code compliance, or further technical studies if the project changes enough to create new or other impacts which can bring the project back in the timeline.
- Public Notification and/or Hearing Process: Once a project determined to meet applicable guidelines, code requirements, and completion of CEQA process, it is scheduled for notification and/or hearings at Planning or other additional Commissions. This is determined by pathway. Some projects do not require either. Decision-making bodies use State and local law and findings from

the General Plan as a basis for approval or disapproval. They may request modification and a continuance or approval with modifications which can be done without returning.

- Completion Documents: Completion of supportive documents and CEQA wrap-up happens prior to permit sign-off.
- Discretionary Approval / Disapproval: Permit Issuance
- Post-Entitlement: After approval project may be subject to appeal. Projects continue to apply for or receive their other required permits, typically building permits, but also permits for encroachments in the public right of way, permission from public utilities, condo mapping, and many other processes.

See Subattachment 7 – Decision Making Process Table, which further explains how choices are made in application process and by whom.

Review of Constraints

<i>Constraint</i>	Discretionary permits have many more process and decision-making steps and delay housing approvals.
<i>Constraint Reduction</i>	Related Policies
	Policy 25; Policy 28
	Implementing Program Areas
	8.4 Process and Permit Procedures Actions: 8.4.2; 8.4.3; 8.4.4
	8.5 Compliance with State Programs and Law Actions: 8.5.8

<i>Constraint</i>	Phase from complete application to stable project description is complex and iterative. Any significant changes to a project description that result from impacts discovered in technical studies can delay housing approvals.
<i>Constraint Reduction</i>	Related Policies
	Phase 28
	Implementing Program Areas
	8.4 Process and Permit Procedures Actions: 8.4.13
	8.5 Compliance with State Programs and Law Actions: 8.5.6

Adjudicating Bodies and Processes

Findings

The Case Report is the document sent to the Planning Commission or Historic Preservation Commission for consideration of a Project Application prior to the Commission's public hearing. The Case Report includes an Executive Summary, Draft Motion, Conditions of Approval, Plans and Renderings, Environmental Determination, Land Use Data, Maps and Context Photos, Project Sponsor Statement, and any additional information such as a Building Permit approval history, Rent Board history, previous entitlement documents, or various other exhibits prepared by the sponsor and department staff. Once Planning Commission approval is obtained, the Draft Motion is finalized and therein becomes the "Final Motion" or simply "Motion." The Motion is a legally binding document stipulating the entitlement granted, any conditions contained with the granting of the entitlement, and the timeline for vesting (or acting upon) the entitlement before the agreement expires. Acting on the entitlement in the City and County of San Francisco is achieved with a building permit only.

The body of the Draft Motion is made up of the General Plan findings section that lists the relevant objectives and policies and provides a summary articulating the project's on-balance compliance with the General Plan Objectives and policies to demonstrate that the analysis balances any competing priorities.

Findings commonly then establish that the proposed project has the meets the requirements of approval: project description, site description and present use, surrounding properties and neighborhoods, public outreach and comment, planning code compliance, conditional use findings, general plan compliance, planning code section 101.1(b), and first source hiring.

Planning code compliance typically addresses uses, required setbacks, open space, dwelling unit exposure, required street and/or sidewalk improvements, bicycle parking, transportation demand management, unit mix planning, height, rear yard, off-street parking maximums, curb cuts and garage doors, design, residential childcare requirements (fee), inclusionary affordable housing program, and other additional fees per plan area.

Conditional use findings typically include:

- A. The proposed new uses and building, at the size and intensity contemplated and at the proposed location, will provide a development that is necessary or desirable, and compatible with, the neighborhood or the community.
- B. The proposed project will not be detrimental to the health, safety, convenience or general welfare of persons residing or working in the vicinity. There are no features of the project that could be detrimental to the health, safety or convenience of those residing or working the area, in that:
 - (1) Nature of proposed site, including its size and shape, and the proposed size, shape and arrangement of structures;

- (2) The accessibility and traffic patterns for persons and vehicles, the type and volume of such traffic, and the adequacy of proposed off-street parking and loading;
 - (3) The safeguards afforded to prevent noxious or offensive emissions such as noise, glare, dust and odor;
 - (4) Treatment given, as appropriate, to such aspects as landscaping, screening, open spaces, parking and loading areas, service areas, lighting and signs; Geology, stormwater management, site access for emergency personal, landscaping, screening, and open space, parking, lighting, and signage.
- C. That the use as proposed will comply with the applicable provisions of the Planning Code and will not adversely affect the General Plan;
 - D. That the use or feature as proposed will provide development that is in conformity with the stated purpose of the applicable Use District.

General Plan Compliance

Approved motions require that a Project is, on balance, consistent with the Objectives and Policies of the General Plan. The following are objectives and policies used in the case studies and reflect common language in recent motions approved at Planning Commission. They are from the General Plan's primary elements as well as area or subarea plans as appropriate by site location or applicability:

Housing Element

**OBJECTIVE 1:
IDENTIFY AND MAKE AVAILABLE
FOR DEVELOPMENT ADEQUATE
SITES TO MEET THE CITY'S
HOUSING NEEDS, ESPECIALLY
PERMANENTLY AFFORDABLE
HOUSING.**

POLICY 1.1
Plan for the full range of housing needs in the City and County of San Francisco, especially affordable housing.

POLICY 1.8
Promote mixed use development, and include housing, particularly permanently affordable housing, in new commercial, institutional or other single use development projects.

POLICY 1.10
Support new housing projects, especially affordable housing, where households can easily rely on public transportation, walking and bicycling for the majority of daily trips.

**OBJECTIVE 4:
FOSTER A HOUSING STOCK THAT
MEETS THE NEEDS OF ALL
RESIDENTS ACROSS LIFECYCLES.**

POLICY 4.1
Develop new housing, and encourage the remodeling of existing housing, for families with children.

POLICY 4.4
Encourage sufficient and suitable rental housing opportunities, emphasizing permanently affordable rental units wherever possible.

POLICY 4.5
Ensure that new permanently affordable housing is located in all of the City's neighborhoods, and encourage integrated neighborhoods,

with a diversity of unit types provided at a range of income levels.

POLICY 4.6
Encourage an equitable distribution of growth according to infrastructure and site capacity.

**OBJECTIVE 11:
SUPPORT AND RESPECT THE
DIVERSE AND DISTINCT
CHARACTER OF SAN FRANCISCO'S
NEIGHBORHOODS.**

POLICY 11.1
Promote the construction and rehabilitation of well-designed housing that emphasizes beauty, flexibility, and innovative design, and respects existing neighborhood character.

POLICY 11.2
Ensure implementation of accepted design standards in project approvals.

POLICY 11.3
Ensure growth is accommodated without substantially and adversely impacting existing residential neighborhood character.

POLICY 11.4
Continue to utilize zoning districts which conform to a generalized residential land use and density plan and the General Plan.

POLICY 11.6
Foster a sense of community through architectural design, using features that promote community interaction.

POLICY 11.8
Consider a neighborhood's character when integrating new uses, and minimize disruption caused by expansion of institutions into residential areas.

**OBJECTIVE 12:
BALANCE HOUSING GROWTH WITH
ADEQUATE INFRASTRUCTURE
THAT SERVES THE CITY'S GROWING
POPULATION.**

POLICY 12.1
Encourage new housing that relies on transit use and environmentally sustainable patterns of movement.

POLICY 12.2
Consider the proximity of quality of life elements, such as open space, child care, and neighborhood services, when developing new housing units.

POLICY 12.3
Ensure new housing is sustainably supported by the City's public infrastructure systems.

**OBJECTIVE 13:
PRIORITIZE SUSTAINABLE
DEVELOPMENT IN PLANNING FOR
AND CONSTRUCTING NEW
HOUSING.**

POLICY 13.1
Support "smart" regional growth that locates new housing close to jobs and transit.

POLICY 13.3
Promote sustainable land use patterns that integrate housing with transportation in order to increase transit, pedestrian, and bicycle mode share.

Urban Design Element

**OBJECTIVE 1:
EMPHASIS OF THE
CHARACTERISTIC PATTERN WHICH
GIVES TO THE CITY AND ITS
NEIGHBORHOODS AN IMAGE, A
SENSE OF PURPOSE, AND A MEANS
OF ORIENTATION.**

POLICY 1.2
Recognize, protect and reinforce the existing street pattern, especially as it is related to topography.

POLICY 1.3
Recognize that buildings, when seen together, produce a total effect that characterizes the city and its districts.

POLICY 1.7
Recognize the natural boundaries of districts, and promote connections between districts.

POLICY 1.10
Indicate the purposes of streets by adopting and implementing the Better Streets Plan, which identifies a hierarchy of street types and appropriate streetscape elements for each street type.

**OBJECTIVE 2:
CONSERVATION OF RESOURCES
WHICH PROVIDE A SENSE OF
NATURE, CONTINUITY WITH THE
PAST, AND FREEDOM FROM
OVERCROWDING.**

POLICY 2.6
Respect the character of older development nearby in the design of new buildings.

**OBJECTIVE 3:
MODERATION OF MAJOR NEW
DEVELOPMENT TO COMPLEMENT
THE CITY PATTERN, THE
RESOURCES TO BE CONSERVED,
AND THE NEIGHBORHOOD
ENVIRONMENT.**

POLICY 3.1
Promote harmony in the visual relationships and transitions between new and older buildings.

POLICY 3.2
Avoid extreme contrasts in color, shape and other characteristics which will cause new buildings to stand out in excess of their public importance.

POLICY 3.3
Promote efforts to achieve high quality of design for buildings to be constructed at prominent locations.

**OBJECTIVE 4:
IMPROVEMENT OF THE
NEIGHBORHOOD ENVIRONMENT
TO INCREASE PERSONAL SAFETY,
COMFORT, PRIDE AND
OPPORTUNITY**

POLICY 4.1
Protect residential areas from the noise, pollution and physical danger of excessive traffic.

POLICY 4.3
Provide adequate lighting in public areas.

POLICY 4.4
Design walkways and parking facilities to minimize danger to pedestrians.

POLICY 4.11
Make use of street space and other unused public areas for recreation, particularly in dense neighborhoods, such as those close to downtown, where land for traditional open spaces is more difficult to assemble.

POLICY 4.12
Install, promote and maintain landscaping in public and private areas.

Commerce and Industry Element

**OBJECTIVE 1:
MANAGE ECONOMIC GROWTH AND
CHANGE TO ENSURE
ENHANCEMENT OF THE TOTAL-
CITY LIVING AND WORKING
ENVIRONMENT.**

POLICY 1.1

Encourage development which provides substantial net benefits and minimizes undesirable consequences. Discourage development which has substantial undesirable consequences that cannot be mitigated.

POLICY 1.2

Assure that all commercial and industrial uses meet minimum reasonable performance standards.

**OBJECTIVE 2:
MAINTAIN AND ENHANCE A SOUND
AND DIVERSE ECONOMIC BASE AND
FISCAL STRUCTURE FOR THE CITY.**

POLICY 21

Seek to retain existing commercial and industrial activity and to attract new such activity to the city.

**OBJECTIVE 6:
MAINTAIN AND STRENGTHEN
VIABLE NEIGHBORHOOD
COMMERCIAL AREAS EASILY
ACCESSIBLE TO CITY RESIDENTS.**

POLICY 6.1

Ensure and encourage the retention and provision of neighborhood-serving goods and services in the city's neighborhood commercial districts, while recognizing and encouraging diversity among the districts.

POLICY 6.2

Promote economically vital neighborhood commercial districts which foster small business enterprises and entrepreneurship and which are responsive to economic and technological innovation in the marketplace and society.

POLICY 6.3

Preserve and promote the mixed commercial-residential character in the neighborhood commercial districts. Strike a balance between

POLICY 6.7

Promote high quality urban design on commercial streets.

**OBJECTIVE 11:
SUPPORT AND RESPECT THE
DIVERSE AND DISTINCT
CHARACTER OF SAN FRANCISCO'S
NEIGHBORHOODS.**

POLICY 11.1

Promote the construction and rehabilitation of well-designed housing that emphasizes beauty,

flexibility, and innovative design, and respects existing neighborhood character.

POLICY 11.2

Ensure implementation of accepted design standards in project approvals.

POLICY 11.3

Ensure growth is accommodated without substantially and adversely impacting existing residential neighborhood character.

POLICY 11.4

Continue to utilize zoning districts which conform to a generalized residential land use and density plan and the General Plan.

Transportation Element

**OBJECTIVE 2:
USE THE TRANSPORTATION
SYSTEM AS A MEANS FOR GUIDING
DEVELOPMENT AND IMPROVING
THE ENVIRONMENT.**

POLICY 2.1
Use rapid transit and other transportation improvements in the city and region as the catalyst for desirable development, and coordinate new facilities with public and private development.

**OBJECTIVE 24:
IMPROVE THE AMBIENCE OF THE
PEDESTRIAN ENVIRONMENT**

POLICY 24.2
Maintain and expand the planting of street trees and the infrastructure to support them.

POLICY 24.3
Install pedestrian-serving street furniture where appropriate

Recreation and Open Space Element

**OBJECTIVE 4:
PROVIDE OPPORTUNITIES FOR
RECREATION AND THE ENJOYMENT
OF OPEN SPACE IN EVERY SAN
FRANCISCO NEIGHBORHOOD**

POLICY 4.5
Require private usable outdoor open space in new residential development.

POLICY 4.6
Assure the provision of adequate public open space to serve new residential development

Downtown Area Plan

**OBJECTIVE 2:
MAINTAIN AND IMPROVE SAN
FRANCISCO'S POSITION AS A PRIME
LOCATION FOR FINANCIAL,
ADMINISTRATIVE, CORPORATE,
AND PROFESSIONAL ACTIVITY.**

**OBJECTIVE 7:
EXPAND THE SUPPLY OF HOUSING
IN AND ADJACENT TO DOWNTOWN.**

POLICY 7.1
Promote the inclusion of housing in downtown commercial developments.

**OBJECTIVE 10:
ASSURE THAT OPEN SPACES ARE
ACCESSIBLE AND USABLE.**

Transit Center District Plan

OBJECTIVE 2.2:
CREATE AN ELEGANT DOWNTOWN SKYLINE, BUILDING ON EXISTING POLICY TO CRAFT A DISTINCT DOWNTOWN “HILL” FORM, WITH ITS APEX AT THE TRANSIT CENTER, AND TAPERING IN ALL DIRECTIONS.

OBJECTIVE 2.12:
ENSURE THAT DEVELOPMENT IS PEDESTRIAN-ORIENTED, FOSTERING A VITAL AND ACTIVE STREET LIFE.

OBJECTIVE 2.13:
ENACT URBAN DESIGN CONTROLS TO ENSURE THAT THE GROUND-LEVEL INTERFACE OF BUILDINGS IS ACTIVE AND ENGAGING FOR PEDESTRIANS, IN ADDITION TO PROVIDING ADEQUATE SUPPORTING RETAIL AND PUBLIC SERVICES FOR THE DISTRICT.

OBJECTIVE 4.4:
THE DISTRICT’S TRANSPORTATION SYSTEM WILL PRIORITIZE PEDESTRIAN AMENITY AND SAFETY. INVEST IN CIRCULATION MODIFICATIONS AND URBAN

DESIGN MEASURES THAT SUPPORT THE CREATION OF AN ATTRACTIVE AND MEMORABLE PUBLIC REALM.

OBJECTIVE 4.1:
THE DISTRICT’S TRANSPORTATION SYSTEM WILL PRIORITIZE AND INCENTIVIZE THE USE OF TRANSIT. PUBLIC TRANSPORTATION WILL BE THE MAIN, NON-PEDESTRIAN MODE FOR MOVING INTO AND BETWEEN DESTINATIONS IN THE TRANSIT CENTER DISTRICT.

Executive Park Special Use District

OBJECTIVE 1:
CREATE A SENSITIVELY PLANNED AND DESIGNED URBAN RESIDENTIAL NEIGHBORHOOD IN EXECUTIVE PARK, INCLUDING THE REDEVELOPMENT OVER TIME OF THE OFFICE USES NOW THERE.

POLICY 1.1
Create an urban neighborhood that balances density with livability.

POLICY 1.2
Create a neighborhood form that supports residential density.

POLICY 1.3
Create a neighborhood supportive of diverse families and mixed incomes.

OBJECTIVE 2:
MEET THE DAILY NEEDS OF RESIDENTS WITHIN THE NEIGHBORHOOD.

POLICY 2.1
Encourage the development of centralized neighborhood-serving

retail uses to serve the daily needs of residents.

OBJECTIVE 3:
CREATE A CITY STREET PATTERN SUPPORTIVE OF AN URBAN RESIDENTIAL NEIGHBORHOOD.

POLICY 3.1
Establish a new internal street grid between Harney Way, Alana Way, Executive Park Boulevard, Executive Park West and Executive Park East that would divide the existing site into smaller blocks more in keeping with the typical San Francisco built pattern.

POLICY 3.2
Ensure existing street and new proposed streets are designed and constructed in a way that promotes pedestrian and bicycle usage, clarifies travel ways and purpose of different streets, and is aesthetically coherent and pleasant.

OBJECTIVE 4:
ENCOURAGE WALKING AND BICYCLING AS THE PRIMARY MEANS OF ACCESSING DAILY SERVICES AND NEEDS.

POLICY 4.1
Create a pedestrian network that includes streets devoted to or primarily oriented to pedestrian use.

POLICY 4.2
Improve pedestrian areas by ensuring human scale and interest.

POLICY 4.3
Provide for safe and convenient bicycle use as a viable means of transportation.

POLICY 4.4
Provide ample, secure and conveniently located bicycle parking.

OBJECTIVE 6:
ESTABLISH A RESIDENTIAL COMMUNITY THAT REFLECTS THE SCALE AND CHARACTER OF A

TYPICAL SAN FRANCISCO URBAN NEIGHBORHOOD.

POLICY 6.1

Provide a consistent streetwall that defines the street as a useable, comfortable civic space.

POLICY 6.2

Require an engaging transition between private development and the public realm.

Planning Code Section 101.1(b) establishes eight priority-planning policies and requires review of permits for consistency with said policies. On balance, the project does comply with said policies in that:

- A. That existing neighborhood-serving retail uses be preserved and enhanced and future opportunities for resident employment in and ownership of such businesses be enhanced.
- B. That the City's supply of affordable housing be preserved and enhanced.
- C. That commuter traffic not impede MUNI transit service or overburden our streets or neighborhood parking.
- D. That a diverse economic base be maintained by protecting our industrial and service sectors from displacement due to commercial office development, and that future opportunities for resident employment and ownership in these sectors be enhanced.
- E. That the City achieve the greatest possible preparedness to protect against injury and loss of life in an earthquake.
- F. That landmarks and historic buildings be preserved.
- G. That our parks and open space and their access to sunlight and vistas be protected from development.

Discretionary Review

Example reasons for how the Commission takes actions on Discretionary Review:

1. There are extraordinary or exceptional circumstances in the case. The proposal complies with the Planning Code, the General Plan, and conforms to the Residential Design Guidelines. However, the Commission wants to ensure that the proposed Project is compatible with the surrounding properties. Additionally, the Commission wants to ensure that the Project Sponsor has continued dialog with the DR Requestors and concerned neighbors.
2. The Commission determined that modifications to the project were necessary and they instructed staff to approve the Project per plans containing the required modifications marked Exhibit A on file with the Planning Department.

Planning Commission

The Planning Commission was established in 1929 by Charter Section 4.105 and consists of seven members appointed by the Mayor and the President of the Board of Supervisors. They hold weekly public hearings, maintain the San Francisco General Plan, and approve all permits and licenses subject to the Planning Code. The Commission oversees and delegates certain approvals to the San Francisco Planning Department. Members of the Planning Commission advise the Mayor, Board of Supervisors and City Departments on San Francisco's long-range goals, policies, and programs on a broad array of issues related to land use, transportation, and current planning. Four of the seven Commissioners are appointed by the Mayor; three are appointed by the President of the Board of Supervisors.

Pursuant to [Charter Section 4.105](#), the Commission has the jurisdiction to approve prior to issuance “[all] permits and licenses dependent on, or affected by, the Planning Code administered by the Planning Department.” Acting under this section, the Commission may in its discretion by a majority vote of the Commission (four votes), request Staff to bring before it for review any such permit or license that has not yet been issued even if the application has been approved by the Commission or Department staff and forwarded to the Central Permit Bureau. The Commission loses jurisdiction upon either the City’s issuance of the permit or license, or a valid appeal has been filed to an appellate body.

All permits and licenses dependent on, or affected by, the City Planning Code administered by the Planning Department shall be approved by the Commission prior to issuance. The Commission may delegate this approval function to the Planning Department. Notwithstanding the foregoing, certificates of appropriateness for work to designated landmarks and historic districts and applications for alterations to significant or contributory buildings or properties in designated conservation districts that have been approved, disapproved, or modified by the Historic Preservation Commission shall not require approval by the Commission prior to issuance.

The Commission may propose for consideration by the Board of Supervisors ordinances regulating or controlling the height, area, bulk, set-back, location, use or related aspects of any building, structure or land. An ordinance proposed by the Board of Supervisors concerning zoning shall be reviewed by the Commission. Applications for the reclassification of property may be made by interested parties and must be reviewed by the Commission. Notwithstanding the foregoing, designation of a landmark, a significant or contributory building, an historic district, or a conservation district shall be reviewed by the Commission only as provided in Section [4.135](#).

Notwithstanding the Commission's disapproval of a proposal from the Board of Supervisors or the application of interested parties, the Board of Supervisors may adopt the proposed ordinance; however, in the case of any proposal made by the application of interested parties, any such adoption shall be by a vote of not less than two-thirds of the Board of Supervisors.

No application of interested parties proposing the same or substantially the same ordinance as that disapproved by the Commission or by the Board of Supervisors shall be resubmitted to or reconsidered by the Commission within a period of one year from the effective date of final action upon the earlier application.

Historic Preservation Commission

The Historic Preservation Commission is the quasijudicial body tasked with reviewing the administrative work of the Planning Department administered on the basis of Articles 10 and 11 of the Planning Code. The Historic Preservation Commission has the authority to recommend approval, disapproval, or modification of landmark designations and historic district designations under the Planning Code to the Board of Supervisors. The Historic Preservation Commission shall send recommendations regarding landmarks designations to the Board of Supervisors without referral or recommendation of the Planning Commission. The Historic Preservation Commission shall refer recommendations regarding historic district designations to the Planning Commission, which shall have 45 days to review and comment on the proposed designation, which comments, if any, shall be forwarded to the Board of Supervisors together with the Historic Preservation Commission's recommendation. Decisions of the Historic Preservation Commission to disapprove designation of a landmark or historic district shall be final unless appealed to the Board of Supervisors.

The Historic Preservation Commission shall approve, disapprove, or modify certificates of appropriateness for work to designated landmarks or within historic districts. For minor alterations, the Historic Preservation Commission may delegate this function to staff, whose decision may be appealed to the Historic Preservation Commission.

For projects that require multiple planning approvals, the Historic Preservation Commission must review and act on any Certificate of Appropriateness before any other planning approval action. For projects that (1) require a conditional use permit or permit review under Section [309](#), et seq., of the Planning Code and (2) do not concern an individually landmarked property, the Planning Commission may modify any decision on a Certificate of Appropriateness by a 2/3 vote, provided that the Planning Commission shall apply all applicable historic resources provisions of the Planning Code. For projects that are located on vacant lots, the Planning Commission may modify any decision on a Certificate of Appropriateness by a two-thirds vote, provided that the Planning Commission shall apply all applicable historic resources provisions of the Planning Code. The Historic Preservation Commission or Planning Commission's decision on a Certificate of Appropriateness shall be final unless appealed to the Board of Appeals, which may modify the decision by a 4/5 vote; provided, however, that if the project requires Board of Supervisors approval or is appealed to the Board of Supervisors as a conditional use, the decision shall not be appealable to the Board of Appeals, but rather to the Board of Supervisors, which may modify the decision by a majority vote.

For proposed projects that may have an impact on historic or cultural resources, the Historic Preservation Commission shall have the authority to review and comment upon environmental documents under the California Environmental Quality Act and the National Environmental Policy Act. The Historic Preservation Commission shall act as the City's local historic preservation review commission for the purposes of the Certified Local Government Program, may recommend properties for inclusion in the National Register of Historic Places, and may review and comment on federal undertakings where authorized under the National Historic Preservation Act. The Historic Preservation Commission shall review and comment upon any agreements proposed under the National Historic Preservation Act where the City is a signatory prior to any approval action on such agreement. The

Historic Preservation Commission shall have the authority to oversee and direct the survey and inventory of historic properties.

Board of Appeals

The Board of Appeals has jurisdiction over appeals of Building Permits, variances, Large Project authorization (P.C. § 309) or Large Project Allocation (P.C. § 329) and letters signed by the Zoning Administrator. The Board of Appeals shall hear and determine appeals:

- Where it is alleged there is error or abuse of discretion in any order, requirement, decision, or determination made by the Zoning Administrator in the enforcement of the provisions of any ordinance adopted by the Board of Supervisors creating zoning districts or regulating the use of property in the City and County; or
- From the rulings, decisions and determinations of the Zoning Administrator granting or denying applications for variances from any rule, regulation, restriction or requirement of the zoning or set-back ordinances, or any section thereof. Upon the hearing of such appeals, the Board may affirm, change, or modify the ruling, decision or determination appealed from, or, in lieu thereof, make such other additional determinations as it shall deem proper in the premises, subject to the same limitations as are placed upon the Zoning Administrator by this Charter or by ordinance.

After a hearing and any necessary investigation, the Board may concur in the action of the department involved, or by the affirmative vote of four members (or if a vacancy exists, by a vote of three members) overrule the action of the Department.

Commission Action Appeals

<i>Case Type</i>	<i>Appeal Period</i>	<i>Appeal Body</i>
Conditional Use Authorization and Planned Unit Development	30 calendar days	Board of Supervisors
Building Permit Application (Discretionary Review)	15 calendar days	Board of Appeals
EIR Certification	30 calendar days	Board of Supervisors
Coastal Zone Permit	15 calendar days	Board of Appeals
Planning Code Amendments by Application	30 calendar days	Board of Supervisors
Variance (Zoning Administrator action)	10 calendar days	Board of Appeals
Permit Review in C-3 Districts, Downtown Residential Districts and Large Project Authorization in Eastern Neighborhoods	15 calendar days	Board of Appeals
Zoning Map Change by Application	30 calendar days	Board of Supervisors

Board of Supervisors

Housing application approvals are only required to go to the Board of Supervisors if there is a CEQA appeal (Environmental Impact Reports, Mitigated Negative Declaration, and Exemptions), an appeal of a Conditional Use Authorization, required legislation to support the approval (e.g. a zoning change or development agreement), a major encroachment permit, or related funding approval required for any

cost at \$10M or more (for affordable housing or shelters, typically). A 2/3 Board vote is needed to disapprove the action of the Planning Commission.

CEQA Appeal Rights under Chapter 31 of the San Francisco Administrative Code

CEQA determinations for projects are appealable pursuant to S.F. Administrative Code Section 31.16. This appeal is separate from and in addition to an appeal of an action on a project. Under CEQA, in a later court challenge, a litigant may be limited to raising only those issues previously raised at a hearing on the project or in written correspondence delivered to the Board of Supervisors, Planning Commission, Planning Department or other City board, commission or department at, or prior to, such hearing, or as part of the appeal hearing process on the CEQA decision.

Planning code and approval processes have increasingly tried to address non-land use issues. While the purview of the Planning Commission is set forth in the Charter and Planning Code, hearings can cover a wide variety of topics related to the personal experiences of residents in or near the proposed project. This tension between a broader housing need and the unique context of people around each project puts decision-makers in the position of trying to reduce or mediate the potential impacts of such action or example, the San Francisco Planning code includes protections and required hearings for the demolition of existing housing units, an regulation that helps to protect the existing “neighborhood,” (something that means a lot of different things from various points of view), and to protect existing tenants. Public voices often highlight a desire to maintain architectural character, protect vulnerable people who live there, or protect property values. There are other Conditional Use Authorizations for the removal of businesses that that provide important services to the community but which struggle for financial survival. Commission and Board hearings about new construction often discuss not only the structure to be demolished, but also on the people or businesses that will be displaced and speculation on who will be there in the future. Discussions also center on existing tenants, and existing community needs.

Code Compliant Projects applications in Communities with Severely Unmet Needs Continue to Cause Concern. Although area plans were adopted to expedite the construction of housing, the Planning Commission and Board of Supervisors are increasingly being asked to approve housing projects in the face of testimony against them, due to concerns about equity and the needs of communities of color in Priority Equity Geographies. Advocates speaking against these projects have a variety of concerns including a desire for family-sized units instead of small or SRO units, that the proposed type or cost of housing would serve high-income outsiders instead of local community members, and that local businesses will follow the interests of new residents and will amplify the experience of gentrification and displacement. While these are the direct results of individual projects from their points of view, these concerns go well beyond land use controls. These are communities seeking visibility and redress of past harms that could be mitigated by substantial investments in affordable housing funding, public facilities, and other forms of community infrastructure like open space, education, healthcare, and transportation. While area planning can also be used to support impact fees or otherwise increase resources for such investments, there are two barriers to this process: one, the scale of the challenge is such that developers must rent or sell new units to high-income earners, further exacerbating the disconnect

between current residents and potential future residents; and two, the timeframe of such investments is much longer than developing new market-rate housing projects so the housing arrives long before the investments do. This can lead to a further sense of government distrust and lack of accountability.

Planning Commission discretion is often curtailed by state law. While the Planning Commission has discretionary purview over permits and entitlements to build housing, their jurisdiction is not unlimited due to requirements in the Housing Accountability Act and State Density Bonus Programs. Having projects go to Planning Commission to review projects over which their discretion is limited can be frustrating for the public and the commissioners.

Review of Constraints

<i>Constraint</i>	Planning Commission and Board of Supervisor hearings often address issues not regulated by the Planning Code.
<i>Constraint Reduction</i>	<p style="text-align: right;">Related Policies</p> <p>Policy 1</p>

<i>Constraint</i>	Applications in communities with severely unmet needs are often contentious and challenging.
<i>Constraint Reduction</i>	<p style="text-align: right;">Related Policies</p> <p>Policy 29</p> <hr/> <p style="text-align: center;">Implementing Program Areas</p> <p>7.2 Mid-rise and Small Multifamily Buildings Actions: 7.2.2</p> <p>8.4 Process and Permit Procedures Actions: 8.4.6; 8.4.18</p>

<i>Constraint</i>	Hearings often invite discussion about topics over which decision-makers have no discretion.
<i>Constraint Reductions</i>	<p style="text-align: right;">Related Policies</p> <p>Policy 26; Policy 25</p> <hr/> <p style="text-align: center;">Implementing Program Areas</p> <p>7.2 Mid-rise and Small Multifamily Buildings Actions: 7.2.9</p> <p>8.3 Objective Design Standards & Findings Actions: 8.3.2</p> <p>8.4 Process and Permit Procedures Actions: 8.4.5</p>

<i>Constraint</i>	Design review commentary is often more about fears of neighborhood change and belies a history of exclusionary practices and extends time for review of applications.
<i>Constraint Reduction</i>	<p style="text-align: right;">Related Policies</p> <p>Policy 41</p> <hr/> <p style="text-align: center;">Implementing Program Areas</p> <p>8.3 Objective Design Standards & Findings Actions: 8.3.9; 8.3.10</p>

Environmental Planning Decision-Making

The following sections describe how decisions are made within environmental review and the types of CEQA documents are required at different phases of a project.

Project Application

Questions considered by the planner:

- Based on proposed project characteristics and location, what type of CEQA document is likely required for the project?
- Based on proposed project characteristics and location, which technical studies are required for the project?
- Is the Project Application include all of the necessary documents for evaluation?

The Project Application's Environmental Evaluation Screening Form helps a project applicant determine if further environmental review will be required for their project. Requirements differ between projects submitting for a Building Permit Application compared to an application for entitlement, such as a Conditional use approval or a large project authorization. Building Permit Applications do not need to submit any additional materials with the Project Application, while entitlement applications must submit supplemental applications, technical studies, or other information along with the Project Application.

Specific topics included in the environmental evaluation screening are Transportation, Shadow, Historic Preservation, Archaeology, Geology and Soils, Air Quality, Hazardous Materials, and FEMA Floodplan. Each topic is accompanied by information and Notes/Requirements that detail the supplemental materials an applicant is to include with the application.

Environmental Review³¹

Environmental Planners review the PPA and if the project is largely the same and circumstances haven't changed, environmental review will follow PPA recommendations. Different features or proposals of a project may trigger certain types of CEQA review in this phase, detailed below.

Common Sense Exemption (CSE)

Questions considered by the planner:

- Is the proposed project a project that could otherwise be exempt but a specific CEQA Guidelines provision disqualifies them from an exemption (i.e., on Cortese list, includes rezoning or lot split, or located on a site with 20% or more slope)?
- If yes, may be eligible for a common sense exemption.

³¹ San Francisco Planning Department Environmental Review Guidelines, <https://sfplanning.s3.amazonaws.com/sfmea/EP%20Environmental%20Review%20Guidelines%2010-5-12.pdf>

Common sense exemption workflow:

1. Application is deemed complete and is ready for assignment:
2. Project description and approval action are confirmed with sponsor and current planner.
3. If the project involves ground disturbance, drafting, review and publication of Neighborhood Notice (otherwise, Neighborhood Notice likely not required).
4. Drafting, review and publication of any required technical background studies (multiple rounds of review).
5. Drafting, review and publication of CSE using PPTS Exemption Checklist template (multiple rounds of review).
6. Notice of Exemption (NOE) can be filed after the final approval.

Categorical Exemptions (CATEX) (Other than Class 32)³²

Questions considered by the planner:

- Does the project propose interior and exterior alterations or additions under 10,000 square feet?
- *If yes, may be eligible for Class 1 categorical exemption.*
- Does the project propose new construction of up to six dwelling units, commercial/office structures under 10,000 square feet, utility extensions, and change of uses under 10,000 square feet if principally permitted or with a conditional use?
- *If yes, may be eligible for Class 3 categorical exemption.*

Class 1 and 3 categorical exemptions workflow (assumes determination of complete project application for Environmental Planning only, not Planning Information Counter or Current Planning):

1. Application is deemed complete and is ready for assignment:
2. Project description and approval action are confirmed with sponsor and current planner.
3. Drafting, review and publication of any required technical background studies (multiple rounds of review).
4. Drafting, review and publication of CatEx using PPTS CatEx template (multiple rounds of review).
5. Notice of Exemption (NOE) can be filed after the final approval.

³² https://sfplanning.org/sites/default/files/env/ceqa_categorical_exemption_checklist_reference.pdf

Class 32 Categorical Exemption (Class 32)

Questions considered by the planner:

- Does the project propose seven or more units, new construction, or additions greater than 10,000 square feet and meets the conditions described below:
- The project is consistent with the applicable general plan designation and all applicable general plan policies as well as with applicable zoning designation and regulations.
- The proposed development occurs within city limits on a project site of no more than five acres substantially surrounded by urban uses.
- The project site has no value as habitat for endangered rare or threatened species.
- Approval of the project would not result in any significant effects relating to traffic, noise, air quality, or water quality.
- The site can be adequately served by all required utilities and public services.
- *If yes, may be eligible for Class 32 categorical exemption.*

Class 32 categorical exemptions workflow (assumes determination of complete project application):

1. Application is deemed complete and is ready for assignment.
2. Project description and approval action are confirmed with sponsor and current planner.
3. Drafting, review and publication of Neighborhood Notice.
4. Drafting, review and publication of any required technical background studies (multiple rounds of review).
5. Drafting, review and publication of CatEx using PPTS CatEx template (multiple rounds of review).
6. Notice of Exemption (NOE) can be filed after the final approval.

Community Plan Evaluations (CPE)

Questions considered by the planner:

- Is the project within an area plan and does not qualify for any of our exemptions (i.e., requires mitigation measures from the area plan EIR)?
- *If yes, a CPE should be prepared. See CPE workflow.*

CPE workflow (assumes determination of complete project application): Determination is made if consultant will prepare the CPE. Most CPEs are prepared in-house by the environmental coordinator. In cases where consultant is hired, all administrative drafts of all project-specific technical studies and CPE documents should be reviewed by the environmental coordinator and case supervisor.

1. Environmental coordinator scopes CPE and technical studies with consultants, sponsor and technical staff.
2. Drafting, review and publication of Neighborhood Notice.
3. Drafting, review and publication of various technical background studies (multiple rounds of review).
4. Drafting, review and publication of CPE and MMRP (multiple rounds of review). Mitigation measures from the programmatic EIR are considered.
5. Mitigation implementation.
6. Notice of Determination (NOD) can be filed within 5 days of final approval.

Initial Studies (IS)/Mitigated Negative Declarations (MND)

Questions considered by the planner:

- Are proposed project impacts anticipated to be less than significant or could they be mitigated to a less-than-significant level?
- *If yes, initial study is prepared and attached to the MND (negative declaration or ND if no mitigation measures are required).*

CPE workflow (assumes determination of complete project application):

1. Most IS/MNDs are prepared internally by EP staff. For more complicated projects, an IS/MND may also be prepared by a qualified consultant.
2. Determination is made if consultant will prepare the IS/MND. Some IS/MNDs are prepared in-house by the environmental coordinator. In cases where consultant is hired, all administrative drafts of all project-specific technical studies and IS/MND documents should be reviewed by the environmental coordinator and case supervisor.
3. Environmental coordinator scopes IS/MND and technical studies with consultants, sponsor and technical staff.
4. Drafting, review and publication of Neighborhood Notice.
5. Drafting, review and publication of various technical background studies (multiple rounds of review).

6. Drafting, review and publication of IS/PMND (multiple rounds of review).
7. Public review and comment period.
8. Assuming no appeal of PMND, drafting, review and publication of IS/FMND (multiple rounds of review)
9. Mitigation implementation.
10. Notice of Determination (NOD) can be filed within 5 days of final approval.

Environmental Impact Reports (EIRs)

Questions considered by the planner:

- Could the project result in significant impacts that cannot be mitigated to a less-than-significant level?
- *EIR should be prepared. See EIR workflow.*

EIR workflow (assumes determination of complete project application):

1. Assigned to environmental coordinator and case supervisor.
2. Hiring of consultant from consultant pool.
3. EIR scoping with environmental case management team, technical teams, and sponsor .
4. Drafting, review and publication of NOP (multiple rounds of review).
5. Scoping meeting (optional).
6. Drafting, review and publication of various technical background studies (multiple rounds of review).
7. Drafting, review and publication of DEIR (multiple rounds of review).
8. Public review and comment period.
9. Drafting, review and publication of RTC (multiple rounds of review).
10. Certification hearing/approval.
11. Mitigation implementation.
12. Notice of Determination (NOD) can be filed within 5 days of final approval.

Addendum

Questions considered by the planner:

- Is the project a revision to a prior project that was subject of a certified EIR or adopted MND and current changes are considered minor and no additions to the environmental document are necessary (none of the conditions in CEQA Guidelines Section 15162 are met, and the conclusions reached in the MND or EIR remain valid)?
- *If yes, an addendum should be prepared. See addendum workflow below.*

Addendum workflow:

1. Background studies are scoped, prepared (by technical consultants as necessary) and reviewed by environmental coordinator, technical staff and case supervisor, as applicable (multiple rounds typically required).
2. Environmental coordinator confirms, based on background technical studies, that revisions to the project can still be covered by an addendum, uses template to draft addendum for case supervisor review (several rounds are typically required).
3. ERO reviews the draft, and following revisions, signs the addendum.
4. Addendum is published and distributed. Depending upon size of the addendum, a one-page notice of addendum availability may be sent out instead of the full document.
5. Environmental coordinator, in coordination with sponsor, drafts and files a NOD/NOE.

Technical Analysis

Topics that typically require little or no analysis and are presumed to have no impacts, not be applicable for projects in San Francisco, or would have less-than-significant impacts and standard language may be used: Mineral Resources, Energy, Agriculture and Forestry Resources, Wildfire. Topics that typically do not require background studies and rely on existing resources/standard methodology (some analysis is provided but typically don't tip projects into higher levels of CEQA review): land use and planning, population and housing, greenhouse gas emissions, recreation, public services, hydrology and water quality.

Historical Resources

Questions considered by the planner:

- Would the project involve a major alteration or demolition of a structure constructed 45 or more years ago or a structure in a historic district?
- Would the project involve new construction within a historic district or adjacent to a historic resource?

- Review historical resource status of the subject property. If Category A or B, preservation review is required. See preservation review workflow.
- *If yes, preservation review is required. See preservation review workflow.*

Preservation review workflow:

1. Planning staff reviews the project scope and the historical resource category and determines if further historical resource review is needed. Projects that do not include Category A historic resources and meet Step 4 in Categorical Exemption checklist do not need further historical resources review.
2. Projects that include Category A properties or do not meet Step 4, should be reviewed with preservation staff (usually CEQA Cultural Resources Team manager, CP Preservation managers, or other identified EP preservation staff) to determine if preservation planner assignment is needed. Category B properties may need to be evaluated if they don't meet criteria in Step 5 of the Categorical Exemption checklist.
3. If evaluation of the property is needed, preservation staff reviews and determines if the property is a historical resource. Historic Resource Evaluation (HRE) report prepared by a qualified consultant, or the Historic Resource Determination informs this determination. EP preservation staff records their determination in Historic Resources Evaluation Response (HRER) Part I.
4. Preservation staff determines, as applicable, whether the proposed project would impact (1) the historical resource status of the subject property; (2) the historical resource status of the historic district in which the property is located; (3) the historical resources status of adjacent properties. If the proposed project would result in a significant impact on a historical resource, the preservation planner identifies potential mitigation measures to reduce these impacts.
5. If a significant and unavoidable impact to historical resources is identified and an EIR is required, then preservation alternatives will need to be developed and analyzed in the EIR. Preservation alternatives are brought to the HPC for their review and comment prior to the alternative analysis being finalized in the EIR. Draft EIR is taken to HPC for review and comment during the EIR public comment period and HPC comments are responded to in the RTC.

Archaeological Resources

Questions considered by the planner:

- Would the project result in soil disturbance/modification greater than 2 feet below grade in an archeological sensitive area of 8 feet in a non-archeological sensitive area?
- *If yes or if the project otherwise triggers an EP staff assignment and includes soil disturbance over 2 feet (anything requiring more than a catex checklist exemption), archeology review is required.*

Archaeology review workflow:

1. Archeology technical team makes a determination if there is potential for significant resources to be impacted and if mitigation measures are required (typically takes 2 weeks to 2 months, depending on priority and backlog). Sometimes studies are required as part of the CEQA review archeological sensitivity analysis (during the CEQA review process).
2. If significant impacts are found, typically mitigation measures reduce to a LTS level. These include a number of standard measures, including Accidental Discovery, Archeological Testing, and Archeological Monitoring.

Tribal Cultural Resources

Questions considered by the planner:

- Is the CEQA document an ND, MND, EIR, or CPEs with Area Plan EIRs that have mitigation requiring notification?
- Is the project trying to qualify for SB 35 and requires notification per AB 168?
- Is notification needed to determine Tribal Cultural Resource impacts from the project and appropriate mitigation measures?
- *If yes, consultation letter to local Native American representatives is required to be sent.*

Tribal consultant letter workflow:

1. Planning (EP staff) sends out consultation letters to local Native American representatives within 14 days of determining that a project application is complete for NDs, MNDs, and EIRs or CPEs with Area Plan EIRs that have mitigation measure requiring notification.
2. Tribe has 30 days to respond and request formal consultation.
3. Planning (EP staff) agency must consult, within 30 days of the request for consultation, with any representative who responds. Consultation, if requested, shall consider the potential presence of tribal cultural resources; protection or avoidance measures; and mitigation of significant impacts.

Tribal Cultural Resources review workflow:

1. Planning staff email tribal cultural resources technical team a request for review, can be done along with archeological review request.
2. Planning (EP staff) sends out consultation letters to local Native American representatives within 14 days of determining that a project application is complete for NDs, MNDs, and EIRs or CPEs with Area Plan EIRs that have mitigation measure requiring notification.

3. Tribe has 30 days to respond and request formal consultation.
4. Planning (EP staff) agency must consult, within 30 days of the request for consultation, with any representative who responds. Consultation, if requested, shall consider the potential presence of tribal cultural resources; protection or avoidance measures; and mitigation of significant impacts.
5. Consultation can be one meeting or multiple meetings over several months and can include time for Native American representatives to review mitigation measure or other environmental document language. Typically one to several months to complete consultation.
6. Based on consultation for the project, if undertaken, or previous consultation, the tribal cultural resources technical team makes a determination if there is potential for significant resources to be impacted and if mitigation measures are required (typically takes 2 weeks to 2 months, depending on priority and backlog). Determination of an archeological tribal cultural resources is associated with archeological review and sometimes studies are required as part of the CEQA review archeological sensitivity analysis (during the CEQA review process), see above.
7. If significant impacts are found, typically mitigation measures can reduce to a LTS level. These include standard measures (such as a public interpretation program or archeological mitigation measures outline above) or specific measures requested by the consulted Native American representatives.

Transportation and Circulation

Questions considered by the planner:

- Does the project involve a childcare facility or school with 30 or more students, or a location 1,500 sq. ft. or greater?
- *If yes, a transportation circulation memorandum may be required.*
- Does the project have the potential to adversely affect transit, pedestrian and/or bicycle safety (hazards) or the adequacy of nearby transit, pedestrian and/or bicycle facilities?
- *If yes to either of the above, a transportation circulation memorandum and/or transportation impact study may be required.*

Transportation impact study workflow: see Figure 24 - Transportation Review Process

Figure 24. Transportation Review Process



Transportation Review Process

This flowchart provides an overview of transportation review by the Environmental Planning division's transportation team, under the California Environmental Quality Act. The transportation report prepared will be a site circulation review memo, a transportation study, or a draft EIR section. This flowchart includes generalized steps for coordinating with other agencies. Refer to the Transportation Review Process memorandum for more details.

LEGEND

- EP - Environmental planning
- PPA - Preliminary project assessment
- EIR - environmental impact report
- P/MND - preliminary mitigated negative declaration
- PCL - Plan Check Letter
- Review Milestone
- 🔍 Screening criteria applied
- 🟠 Coordination with Urban and Street Design Advisory teams
- 🟡 Coordination with MTA
- 🟢 Coordination with other agencies



Noise

Questions considered by the planner:

- Would the project involve any of the following:
 - Nighttime construction work is proposed that would last more than three consecutive nights or up to 9 nights within a 90 day period and has the potential to exceed 45 dBA at noise sensitive interior habitable spaces (assuming closed windows); or
 - Construction work involving impact equipment (e.g., pile driver, hoe ram, or jack hammer) or equipment exceeding the noise ordinance criteria for a period of 14 days or more within a 90-day period, or when vibration-generating construction work would occur adjacent to vibration-sensitive buildings or structures, or facilities with vibration-sensitive equipment; known historic resources; or
 - New construction above 85 feet (or where the occupied floor level is above 75 feet) or with overlapping phases of construction; or
 - New construction requiring demolition, site preparation, excavation, foundation and shoring work exceeding a period of 12 months; or
 - Operational conditions that would double the baseline number of vehicular trips per day (potentially resulting in a perceptible increase of 3 dBA or more in the baseline noise level); or
 - Operational conditions, including large HVAC systems, similarly large stationary equipment, or separate dedicated recycling and waste facilities that could exceed applicable noise ordinance regulations. Typical fixed equipment that may exceed the noise ordinance include large air handling units, chillers, exhaust fans, and cooling towers; or
 - Operational conditions that include more than 2 emergency backup generators; or
 - Operational conditions that include amplified noise (public address systems, music and events); or
 - Projects that would result in vibration during operations (e.g., new transit routes or rail-tunnels).
- *If yes, noise and/or vibration study may be required. Consultation at noise office hours recommended to determine need for a noise and/or vibration study and next steps.*
- EP planners coordinate with sponsor and a noise consultant (we don't have a list but they have to be qualified) to scope the noise study. Additional rounds of review of SOW and technical memo typically required.

Noise review workflow:

1. Environmental coordinator reviews information provided as part of the Project Application and request additional information from the project sponsor to determine if a noise or vibration study would be required.
2. Environmental coordinator considers existing ambient noise levels from the Background Noise Level map in the general plan, Environmental Protection Element or other data sources, and location of sensitive receptors within 900 feet.
3. Environmental coordinator evaluates need for a noise study based on the information submitted by sponsor.
4. Projects that would result in vibration during operations (e.g., new transit routes or rail-tunnels).
5. Environmental coordinator confirms whether a noise study is necessary at noise office hours. If a noise and/or vibration study is necessary, environmental coordinator, obtains a SOW from consultant. The environmental coordinator directs preparation of a noise and/or vibration study with assistance from EP's noise team and preservation staff (if necessary). Preparation of a noise study may require additional project information, including detailed construction information, an equipment list and hours of operation, and the noise fixed noise sources.

Air Quality

As part of air quality analysis, we look at both construction- and operation-phase impacts, including impacts related to criterial air pollutants (regional) and toxic air contaminants (localized). We review the following information to determine if additional air quality review may be required

- Does the project meet the screening criteria in Table 3-1 and page 3-5 of BAAQMD's CEQA Air Quality Guidelines for construction and operations? As part of this, we consider if the project would require more than 10,000 cubic yards of soil import/export.
- Is the project enrolled to receive priority processing pursuant to in Director's Bulletin No. 2, which would commit the sponsor to use diesel equipment compliant with EPA Tier 4 emissions standards?
- Is the project located within the Air Pollutant Exposure Zone (APEZ 2020)?
- Is the project within 1,000 feet of sensitive air quality receptors?
- What type of construction equipment is proposed and how long are the various pieces of construction equipment expected to operate for during the construction phase?
- If the answer is yes to one or more of the questions above, a Criteria Air Pollutant Analysis and/or a Health Risk Assessment may be required. Typically this determination is made in consultation with air quality technical specialists during the AQ office hours.

- Sponsors of projects proposing sensitive uses in the APEZ may be required to submit a Health Code Article 38 application regardless of the need for additional air quality analysis.

Wind

Questions considered by the planner:

- Would a project create wind hazards in publicly accessible areas of substantial pedestrian use? The hazard criterion, which is for wind speeds not to exceed 26 mph for more than one hour per year on public areas in the vicinity of the project site, is the significance threshold. Generally, we look at whether the site is over 80 feet in height or if the project site is located in a zoning district that has wind regulations (regardless of height). In Central SoMa, a height threshold applies.
- If yes to any of the above, additional wind analysis is likely required.
- Typically, if site is located outside of zoning districts with wind regulations, if proposed building is between 85 and 100 feet tall, a wind qualitative memo may suffice; if over 100 feet tall, a wind tunnel study is typically required. If site is within a zoning district that has wind regulations, wind tunnel test always required (not per CEQA but pursuant to Planning Code).
- EP and current planners coordinate with sponsor and wind consultant to scope the wind study and perform wind tunnel tests. Several rounds of review of SOW and technical memo typically required. If significant effects are found, mitigation measures developed and must be re-tested to ensure effectiveness.
- For CEQA, only focus on hazard criterion. For Planning Code consistency, review hazard and comfort criterion.

Wind review workflow:

1. Environmental coordinator reviews plans to see if the building height is greater than 85 feet, in which case a wind analysis (either qualitative or quantitative) is likely required.
2. Environmental coordinator checks to see if project is in a zoning district that has wind regulations, which are: C-3, Central SoMa SUD, Van Ness SUD, Folsom & Main Residential/Commercial SUD, Rincon Hill DTR, Transbay DTR, and South Beach DTR. Wind tunnel testing is almost always required for these districts, but some of these have specific height thresholds. Confirm height thresholds for these zoning districts through checking the requirements in the Planning Code. You can use PIM and search the address, and use the Zoning Information tab to get direct links to the zoning and special use district regulations.
3. If the building is not in a zoning district with wind regulation, is taller than 85 feet, but does not exceed 100 feet, a qualitative analysis may suffice. Environmental coordinator (in collaboration with environmental prime consultant, as needed – this assumption is made for all subsequent steps) should review the wind consultant-prepared scope, discuss any issues with the EP wind technical specialist.

4. For buildings taller than 100 feet, wind tunnel testing is almost always required.
5. Environmental coordinator reviews proposed wind consultant-prepared scope and discusses any potential issues with EP wind technical specialist prior to SOW approval.
6. For any project that requires wind tunnel testing, environmental coordinator ensures that (a) the scope of work mentions the use of the Weather Research and Forecasting data instead of the 1945-1950 weather data and (b) the preliminary sensor plan includes adequate wind sensor locations (i.e., public areas, entrances, bike lanes and/or street locations used by cyclists).
7. When wind consultant-prepared qualitative memo or wind tunnel testing results are available, environmental coordinator evaluates whether project would exceed the hazard criterion.
8. In evaluating what constitutes a significant wind impact under CEQA, the following factors should be considered:
 - o What is the net change in the number of exceedances?
 - o What is the net change in the total duration (hours) of hazardous winds?
 - o Where are the new exceedances being created?
 - o Where are existing exceedances being eliminated?
 - o What activities occur at the affected locations?
9. If the project could potentially exceed the hazard criterion, the sponsor may consider wind reduction features to reduce ground-level wind speeds, which could include design modifications (height, massing, orientation); features attached to the building (canopies, fins); and freestanding features (landscaping, wind screens) as mitigation measures.
10. Any wind reduction measure implemented to reduce a hazard exceedance would be a mitigation measure. Mitigation measures should follow an order of preference, with building reorientation/massing changes preferred over canopies and wind screens. If these and other measures do not reduce exceedances, landscaping can be considered.³³

Shadow

Questions considered by the planner:

- A shadow analysis may be triggered if the proposed project is subject to CEQA review, exceeds 40 feet in height and could potentially cast new shadow on a publicly accessible open space.

³³ Any wind reduction measure implemented to reduce a comfort exceedance would be an improvement measure and would be a request from Current Planning. Since the information related to comfort criteria should only be in the wind tunnel report and would not be included in the CEQA document since they are not CEQA thresholds, there should be no mention of any wind reduction measures to address comfort exceedances.

- EP planner runs the preliminary shadow tool (as part of the PPA) to determine if projects would result in shading on publicly accessible open space. Shadow fan re-run at project application phase if any revisions occurred since PPA.
- EP and current planners coordinate with sponsor and shadow consultant to scope the shadow study. Several rounds of review of SOW and technical memo typically required.

Shadow review workflow:

1. During the PPA phase, the PPA EP coordinator prepares a preliminary shadow fan for projects >40 feet in height and assesses potential shading of any publicly accessible open space.
 - No shading: No further shadow-related environmental review or Section 295 review is required; PPA EP coordinator adds copy of preliminary shadow fan to project's electronic record and docket (PRJ and ENV, if an EEA was filed)
 - Shading: Project sponsor must submit a Project Application. If Section 295 also applies, project sponsor must submit a Shadow Analysis Application. Environmental Coordinator (for cases where a PPA was prepared) or Current Planner (for cases where a PPA was not prepared) adds copy of preliminary shadow fan to project's electronic record and docket (PRJ and ENV)
2. Environmental Coordinator and assigned Section 295 Current Planner (if applicable) coordinate review schedules, as necessary (see Shadow Study section in Current Planning Standard Operating Procedures for Section 295 requirements).
3. If the preliminary shadow fan shows that there would be no impact, the Environmental Coordinator documents this finding in the appropriate CEQA review document (e.g., CatEx Checklist, Community Plan Evaluation, Negative Declaration, etc.), referencing the preliminary shadow fan as supporting evidence. If the preliminary shadow fan shows an impact, a consultant-prepared shadow fan would be required.
4. If a consultant-prepared shadow fan is required, the Environmental Coordinator will request and bring the consultant-prepared shadow fan along with a completed scope of work matrix to shadow office hours for review.
5. Following review of the shadow fan by the shadow technical team, the consultant may then prepare and submit a scope of work for review followed by a shadow analysis. Note, if the sponsor has submitted a Shadow Analysis Application and the assigned Section 295 Current Planner also requires a consultant-prepared shadow analysis, the Environmental Coordinator will coordinate with them to scope and review the shadow analysis.
6. Environmental Coordinator reviews shadow analysis and documents findings in appropriate CEQA review document. Note: the CEQA significance criterion was revised in 2018 for shadow, and since then the Department has been relying on an all-qualitative approach to discussing shadow impacts. For EIRs, any discussion on Theoretical Annual Available Sunlight(TAAS) the consultant

may draft in the impact analysis discussions can likely be removed as the TAAS is for Planning Code Section 295 and is not a CEQA significance criterion.

7. Coordination with RPD staff may be required for projects subject to Planning Code Section 295. This should be coordinated through the Section 295 Current Planner.

Biological Resources

Questions considered by the planner:

- Could the project result in significant impact on biological resources (i.e., project proposes tree removal, site includes sensitive habitat, supports nesting birds, or located along the shoreline, etc.)?
- If yes, EP work with sponsor to reduce impacts. A biological memorandum, project revision, and/or mitigation measures may be required.

Biological Resources review workflow:

1. Environmental coordinator (in collaboration with environmental consultant, as needed – this assumption is made for all subsequent steps) evaluates proposed project's potential effect on biological resources.
2. If there are questions about potential impacts on nesting birds, protected bats, or certain other species, these should be handled on a case-by-case basis in coordination with a biological resource specialist.
3. If proposed project could result in a potential impact on biological resources, environmental coordinator determines whether impact would be significant or less than significant.
4. For projects that could result in a significant impact on biological resources, environmental coordinator determines whether impact would be significant or less than significant.
5. Environmental coordinator drafts language relating to biological resources, as applicable. Recent documents should be reviewed to review latest approach.

Utilities and Service Systems

Questions considered by the planner:

- Is the project a “water demand project” as defined in CEQA Guidelines section 15155?
- If yes, a Water Supply Assessment is required. This is coordinated between EP and SFPUC staff.

Utilities and Service Systems review workflow:

1. For projects that may or do require a water supply assessment (assessment), environmental coordinator refers project description to EP's WSA technical specialist.
2. If project requires a water supply assessment, EP's WSA technical specialist contacts project sponsor to request for the preparation of (1) a project demand memo containing the information specified under application submission materials; and (2) existing and project water demand calculations as specified under application submission materials.
3. Upon receipt of the memo and water demand calculations, EP assessment specialist reviews for consistency with project description and accuracy.
4. EP assessment specialist forwards the memo and water demand calculations to SFPUC.
5. Assuming calculations are correct, SFPUC prepares assessment for the project and schedules the assessment to be considered for acceptance at a public hearing before the SFPUC.
6. Standard language should be used in the Utilities and Service Systems section to address whether the proposed project would require new or modified water supply facilities the construction of which could have a significant impact on the environment. Different versions of the standard language are available for each of the following three scenarios: 1) projects considered to be water demand projects, 2) projects considered to be not water demand projects and that would have a water demand of between 10,000 gallons per day and 50,000 gallons per day (e.g. projects with 100 to 499 dwelling units), 3) projects that would have a water demand of less than 10,000 gallons per day (e.g. projects with fewer than 100 dwelling units).

Geology and Soils

Questions considered by the planner:

- Does the site have an average slope = or > 25% or in the Edgehill Slope Protection Area or Northwest Mt. Sutro Slope Protection Area? If yes, does the project involve any of the following: (1) New building construction, except one-story storage or utility occupancy, (2) horizontal additions, if the footprint area increases more than 50%, or (3) horizontal and vertical additions increase more than 500 square feet of new projected roof area?
- If yes, a geotechnical report is likely required, but as long as the geotechnical report is provided and states that the project may be accommodated on the site, no further requirements (other than EP must issue the CEQA document rather than PIC or CP).
- Does the project involve any of the following: (1) New building construction, except one-story storage or utility occupancy, (2) horizontal additions, if the footprint area increases more than 50%, (3) horizontal and vertical additions increase more than 500 square feet of new projected roof area, or (4) grading performed at a site in the landslide hazard zone?

- If yes, a geotechnical report is likely required, but as long as the geotechnical report is provided and states that the project may be accommodated on the site, no further requirements (other than EP must issue the CEQA document rather than PIC or CP).

Geology and Soils review workflow:

1. Please ensure that the geotechnical report has been completed by a qualified engineer and does not have a "Draft" watermark. The project description in the report should also match the project description in the application and plans. If the project description has changed, ask for a letter from the geotechnical engineer stating whether the changes would affect the recommendations in the geotechnical report.
2. If the project site is located within a state-identified seismic hazard zone, or on a parcel where the average slope may be 25 percent or greater, then a geotechnical report complying with requirements of Building Code section 1803 will be required for project application acceptance.
3. If the project is not within the above-mentioned seismic hazard zones or involves building expansion less than 500square feet outside of the existing building footprint or involves a lot split located on a slope less than 20 percent, no further analysis necessary.
4. If the project exceeds the project criteria or the location criteria in steps 1 and 2, the environmental coordinator (in collaboration with environmental consultant, as needed –this assumption is also made for subsequent steps) reviews the geotechnical report.
5. If the project application description is substantially different (e.g., substantially more excavation) than provided in the geotechnical report, the project sponsor must submit documentation (letter or revised report from a qualified consultant) that addresses the revised project and states whether the recommendations of the geotechnical report are valid or lists revised recommendations in an addendum to the report.
6. Provide citation to the geotechnical report in categorical exemption checklist for projects within seismic hazard zone or in an area that may be subject to the San Francisco Slope and Seismic Hazard Zone Protection Act.
7. Standard language is available in OneDrive in EP's Technical Resources Standard Language folder. For CPEs, please see the EN CPE template. For negative declarations and EIRs, environmental coordinator incorporates or directs consultants to incorporate applicable standard language.
8. For large projects (EIRs and larger CPEs in SoMa/TCDP/Hub areas), please stop by Geology and Soils office hour. Geology team member may recommend review of the Geology and Soils section by the team.
9. DBI requires a site-specific geotechnical report from the project sponsor as required by Building Code section 1803. Geotechnical report requirements in San Francisco are also clarified in DBI's procedures as reflected in structural Information Sheet S-05, S-19, and requirements in AB-082,

AB-083, and AB-111 as part of the building permit review and approval process. DBI would review the plans for conformance with recommendations in the geotechnical report.

Hazards and Hazardous Materials

Questions considered by the planner:

- Is the project site located on the Maher map or is suspected of containing hazardous materials (based on a previous use such as gas station, auto repair, dry cleaners, or heavy manufacturing, or a site with underground storage tanks)?
- Would the project involve 50 cubic yards or more of soil disturbance - or a change of use from industrial to residential?
- If answer is yes to either question, additional review is required to determine if enrollment in the Maher Program is required.
- Is the project site on the Cortese list?
- If no, may proceed.
- If yes, not eligible for a categorical exemption (may be eligible for a Common Sense Exemption if no possibility of a significant impact).

Hazards and Hazardous Materials review workflow:

1. Environmental coordinator checks PIM, under Environmental Information, and reviews Maher Ordinance and Cortese layers to determine if the project site is on the Maher map or the Cortese list, respectively. In addition, the environmental coordinator should request (from the sponsor) and review a Phase I and/or Phase II ESA if the site is suspected to contain hazardous materials contamination. If the project site is located on the Cortese map, a categorical exemption may not be prepared for the project. If the site is on the Maher map and/or Cortese list, this fact should be noted and addressed in the CEQA determination.
2. Maher Workflow: The environmental coordinator determines if the proposed project is subject to the Maher Program. If so, the environmental coordinator requires the project sponsor to enroll in the Maher Program and provide documentation of their enrollment (i.e., a Maher Ordinance Application signed/stamped by DPH staff, with SMED site number clearly noted).
3. CEQA clearance may be issued without referring the project to DPH if it involves less than 50 cubic yards of soil disturbance and the Phase I ESA concludes that there are no recognized environmental conditions. Review the Maher Procedures for Different Types of Environmental Review Projects matrix to determine if your project is required to enroll in the Maher Program.
4. Standard language that covers the Maher Program is available for CPEs and MNDs (and can be modified for EIRs) that describes the requirements of the Maher Program and why the project's

enrollment in the program typically reduces impacts to a less-than-significant level. The actual remediation is overseen by DPH; however, our CEQA documents can typically rely on this process to reach a conclusion of less-than-significant-without-mitigation impacts with respect to subsurface contamination.

5. For projects enrolled in the Maher Program, DPH typically copies EP's DPH liaison on various communications to the project sponsor regarding findings of DPH investigations and specific requirements for compliance with the Maher Program. The environmental coordinator, or CEQA consultant, as applicable, should incorporate this information into the CEQA document.
6. Cortese Workflow: A project located on a site with a closed GeoTracker/Cortese list status may be eligible for a CSE as defined in CEQA Guidelines section 15061(b)(3) if it can be seen with certainty that there is no possibility that the project may have a significant effect on the environment. Additional information about the Cortese list status can be found on the state's Geotracker map (<https://geotracker.waterboards.ca.gov/>). With respect to hazardous substances on the site, this determination should be substantiated based on the circumstances of each individual project.
7. Standard language is available for CSEs located on a site with a closed GeoTracker/Cortese list status that guides planners on how to substantiate why CSE is appropriate even though the site is on the Cortese list. Please incorporate EP's "Introductory Statement" into the document followed by EP's provided rationale specific to the project circumstances. Rationales are based on the public's non-exposure to hazardous materials on site or reliance upon State and local laws for regulation over underground storage tanks (USTs).
8. For hazardous building materials or naturally occurring asbestos, regulations are in place to address these concerns. Where projects have the potential to disturb hazardous building materials or release naturally occurring asbestos into the environment, the environmental document should discuss that potential and the regulations that are in place to ensure no significant impact would occur. See hazards and hazardous materials standard language.

On and Off-Site Improvements

Multi-jurisdictional Permitting

While Planning permitting and entitlement processes have historically been one of the biggest time challenges to obtaining the right to build housing, more recently some projects have found the permitting past this stage to be more complex and burdensome. This includes understanding the requirements for San Francisco agencies including Public Works (PW), Recreation and Parks Department (RPD), the San Francisco Public Utilities Commission (SFPUC), the San Francisco Municipal Transportation Agency (SFMTA), and the San Francisco Fire Department (SFFD)

Public-Right-of-Way

Comment from Developer interviewee

Suggestion to have a designated leadership position for interdepartmental coordination among departments where housing development is not their main priority. For example, fire does their due diligence, but it is not a streamlined coordinated process because fire fighting is their first priority. Similar issues with PG&E, PUC, DPW. This will make sure housing is prioritized and will reduce interdepartmental/interagency conflict and incongruent decisions.

Projects that are on a lot that is greater than one-half acre, include more than 50,000 square feet of new construction, contain 150 feet of total lot frontage, or have their frontage encompass the entire block face trigger the Better Street requirements (Planning Code Section 138.1) which can include sidewalk, street tree, lighting, drainage, and roadway improvements. While recent process improvements (see Streetscape Design Advisory Team) have prompted resolution in requiring or recommending streetscape elements earlier in design and entitlement review phases, a variety of practicalities and technical conflicts when developing a project into design development or construction documents can

mean that revisions will be needed later in the process which can challenge and delay construction and add extra cost to the design.

Comment from Developer interviewee

Mapping and subdivision process is a major hold up that takes years to complete and up to 14 months before getting an initial response.

In addition, projects must receive permits or approval from various agencies (that all sit on SDAT). Typical permits or approvals that are needed from Public Works are for sidewalk improvements, (including street trees), major or minor encroachments for equipment, furnishings, transformer vaults or other elements in the public

right of way. With the recent 100% Electric ordinance, the City anticipates an increase in transformer needs by housing projects as well. SFMTA approval or permitting is required if the project modifies the street geometry or if streetscape elements overlap with other forms of transit infrastructure. Fire Department approval is required for any street or sidewalk proposals modifications that modify the width or ability for the Fire Department's access in case of emergency, as well as smaller items such as location or presence of street trees, lighting in the public right of way, or signage. The Fire Department

review is part of the building and fire code review process as well, and subject to code interpretations and oversight by the State Fire Marshall.

Large projects subject to development agreements that include street and utility creation or modifications have a complex interagency process to get their horizontal plans approved after entitlement. While much of the conceptual design is established during the development agreement approval, many agencies and disciplines required to develop the design into buildable elements at refined scales often mean navigating complex systems across the City.

Better Streets Plan

San Francisco's Administrative Code Chapter 98 Better Streets Policy was adopted in 2006 and was amended as part of the of the Better Streets Plan (BSP) and Planning Code 138.1 legislation in 2010 and 2017. Chapter 98 establishes the Better Streets Policy as an official City policy and requires City streets to be designed in accordance with the Urban Design Element of the City's General Plan; the City's Transit-First Policy; best practices in environmental planning and pedestrian-oriented, multi-modal street design, including the design guidelines set forth in the National Association of City Transportation Officials (NACTO) Urban Street Design Guide (2013) and the NACTO Urban Bikeway Design Guide (2014), and any subsequent editions of these Guides; and utilizing sustainable water management techniques to ensure continued quality of life, economic well-being, and environmental health in San Francisco.

The typical required streetscape elements include:

- Bulbouts/Curb extensions
- Sidewalk widening
- Raised crosswalks
- Street trees (required by Public Works code, or per certain development thresholds by Planning Code)
- Street Lighting (Required per thresholds by PUC)
- Curb ramps (required by Public Works Code)

The typical recommended streetscape elements include:

- On-street loading/color curbs
- Off-street loading
- Shared/Living Street (if project is adjacent to alley or narrow streets)

The Street Design Advisory Team (SDAT)

The Street Design Advisory Team (SDAT), led by the Planning Department, was formed in 2015 as an inter-agency staff committee that reviews proposed improvements to the public right-of-way triggered by adjacent or nearby development projects. SDAT is tasked with ensuring the Better Streets Plan is implemented and derives its overarching policy and design goals from Admin Code Section 98. SDAT derives its authority to require private projects of a certain size to implement public right-of-way improvements from the Better Streets Plan section of the Planning Code, Section 138.1. Additional City

codes that relate to the Better Streets Plan include the Public Works Code, Subdivision Code, and Transportation Code. SDAT staff from various departments are tasked with implementing these additional codes.

SDAT is composed of representatives from San Francisco Planning Department (SF Planning), Fire Department (Fire), Public Works (Public Works), Municipal Transportation Agency (SFMTA), and Public Utilities Commission (SFPUC). SDAT has a broad representation across Departments and street design-related professionals, including:

- Urban Designers, Planners, and Landscape Architects with **street design** focus and expertise – *SF Planning, SFMTA, Public Works*
- Planners, architects, and engineers with **development review** focus and expertise – *SF Planning, SFMTA, Public Works*
- Transportation Engineers and Planners with **transportation safety and operations** focus and expertise – *SFMTA*
- Planners and engineers with **CEQA/environmental review** focus and expertise – *SF Planning, SFMTA*
- Engineers with **disability access** focus and expertise – Public Works
- Engineers with **right-of-way permitting and street mapping** focus and expertise – Public Works, Bureau of Streets and Mapping
- Landscape Architects with **street tree siting and planting** focus and expertise – Public Works, Bureau of Urban Forestry
- Staff and engineers with **street lighting, utility siting and permitting** focus and expertise – SF PUC, Public Works
- Fire Department staff with **Fire Department access and plan review** focus and expertise – Fire

Site Improvements Requested on Projects

Between 2015 and 2021, SDAT has reviewed over 360 development projects (this number includes all types of projects both residential and commercial/industrial). During this time, the City has required, per Planning Code Section 138.1, 250 bulbouts, 114 widened sidewalks, 41 raised crosswalks, and other streetscape elements, including trees, landscaping, street lighting, curb ramps, and loading zones. Of the 360 projects, 55% are located on the Vision Zero High Injury Network and 53% are located within the equity geographies. For all other projects, the Department and other City bodies take into account a project's scale when determining the appropriate scope of improvements. Streetscape improvements can range from \$5,000 (single street tree planting) to a \$1,000,000+ (full sidewalk improvements with sidewalk widening, curb ramps, and landscaping). Streetscape elements that are "recommended" are optional for the project sponsor to consider, and often projects do provide these improvements to ensure a high-quality public realm as an amenity for the development.

While estimates for the cost vary per project, the Department has reached out to project sponsors regarding the impacts that the additional required elements by Better Streets Plan can cost to a typical project. One project team estimated that typical streetscape improvements for a \$18 Million project (located in North Beach) is roughly 2% - 4% of total project costs and that required Better Streets measures account for just .8% to 1.5% of total project costs. For this example, Better Street measures increase the Street and Sidewalk improvement costs by roughly 40%. Overall, however, there are cost saving efficiencies in building these streetscape improvements concurrently with project construction. If the City were to come back later to widen the sidewalk or add a bulb-out to address other safety goals or ADA requirements it would be much more expensive and timelier. For affordable housing developments, SDAT works closely with a project to ensure that required streetscape improvement are financially feasible and maintains discretion to provide exceptions for these projects.

In-Kind Agreements

A project sponsor can satisfy the requirements of relevant Area Plan Development Impact Fees by providing public improvements through a process referred to as an In-Kind Agreement (IKA). In lieu of paying impact fees, a project sponsor can propose to construct an infrastructure improvement or facility that fulfills a community improvement that is typically identified in an area or community plan that the project sits in. In order to implement this requirement, the Planning Commission requires that all improvements provided in-kind must be available to the public to the same extent they would be if the City provided the improvement. For example, in-kind parks or plazas must be publicly owned and accessible with operating hours consistent with City owned parks. Childcare facilities must meet the same standards of access as childcare facilities that receive public funding from the Department of Children Youth and their Families. In addition, an IKA can only be applied if the infrastructure type is identified in the Area Plan's fee ordinance and the expenditure category for infrastructure type is not exhausted.

An IKA is not a required process; however, if an in-kind agreement is pursued, there are certain requirements and processes that are outlined in a detailed application that a project submits for review to the Planning Department. An IKA must be determined to be eligible, be prioritized, and recommended by the Planning Department and the relevant CAC. The project sponsor, City, and CAC will coordinate the design, valuation, and terms of the agreements. The project sponsor will then seek approval of the in-kind fee waiver from the Planning Commission, usually as part of an overall project approval. Once the fee waiver is approved, the project sponsor records the in-kind agreement with the City.

An example of a successful in-kind agreements is Daggat Park, which is a 1-acre public park that has become a vibrant community space serving families and residents from several surrounding neighborhoods. The mixed-use project at 1000 16th Street received an in-kind fee waiver of \$1.88 million of their Eastern Neighborhoods Infrastructure Impact Fees to construct Daggat Park. The project is located at the triangle created by 16th, 7th, and Hubbell Streets, which also included the right-of-way for Daggett Street, which was a "paper" street that never functioned as a city street and was a large flat unutilized dirt area

In-kind agreements are a benefit to both residents of the development project associated with the in-kind fee waiver and neighbors because the public improvement is delivered at the same time as the project.

In-kind agreements are not a requirement for entitlement and are optional. Approvals for the in-kind fee waiver can follow the entitlement and are generally not a condition of the entitlement. The constraints or burdens of the in-kind application is often additional entitlement processing time, as design development, community vetting, and approvals add an extra step in achieving consensus on the proposed improvement.

Permitting Process Post-Entitlement

Below is a description of the most common Public Work permits required for a typical housing entitlement project that triggers SDAT review.

Street Improvement Permit

When an application for a permit with DBI includes work that has an impact on the sidewalk, curb and gutter, pavement, or any other facilities in the public right-of-way, Public Works will review the plans and perform an engineering inspection at the location for which permit is issued to determine whether a Street Improvement Permit is needed. This is the most common permit required for SDAT projects. If a Street Improvement Permit is needed, the applicant will submit the required permit with any required plans and information to Public Works, Bureau of Street-Use & Mapping as well as pay the applicable fees.

Street Space Permit

A Street Space permit is required for any occupancy within the public right of way for construction and other purposes. This is typically needed for new construction or major alteration. A Street Space permit grants permission to temporarily occupy a portion of a public roadway or sidewalk for building construction and other construction related work. Material and equipment may not occupy more than 1/3 of the roadway width and not more than 1/2 of the sidewalk width unless an additional street space permit is granted. If this permit is needed, the applicant will submit the required permit with any required plans and information to Public Works, Bureau of Street-Use & Mapping as well as pay the applicable fees.

Transformers

The City has experienced an increase in private development projects and, with it, an increase in the demand for electrical power. This increased electrical demand has required many developments to install electrical transformers to specifically service their properties. The location of transformers, whether on private property or in the public right-of-way (ROW), has various potential impacts to the public realm and both the Planning Department and Public Works have policies and mutual interests in locating them to the maximum benefit of the City.

Public Works' policy, SFPW Order No. 165,553, requires transformers be located on private property, but exceptions to the policy may be granted if they are determined to be in the best interest of the City. These exceptions are outlined in a memorandum between Planning and Public Works. This memorandum establishes standard criteria and procedures for the Planning Department and Public Works to jointly review private development projects with regard to electrical power needs and determine the appropriate location of transformers, either on private property or in the ROW.

When an exemption is granted, the issuance of a Sidewalk Vault Encroachment Permit is needed and authorized by the director of Public Works. The fronting property owner(s) shall comply with all rules, regulations and requirements governing street occupancy including but not limited to Article 15, Section

723.2 of the Public Works Code and DPW Work Order No. 165.553. The permit holder will also need to pay a fee as determined by an annual assessment.

Minor Encroachments Permits

There are projects in which the project sponsor proposes to install fences, retaining walls, steps, stairways, special paving or other minor structures in the sidewalk fronting properties where such encroachments are desirable or convenient in conjunction with the project's use and enjoyment of the property, or required for the safety, convenience and comfort of the public using the sidewalk. These are referred to as "minor encroachments" and as such a Minor Sidewalk Encroachment permit is needed. Typically, these encroachments do not occupy more than 10 percent of the area of the sidewalk fronting the property or more than 25 percent of the width of the sidewalk. The process includes submitting a complete application, review of Public Works staff for compliance of city codes, neighborhoods notification and payment of fees.

Major Encroachments Permits

There are instances when a project proposes to install surface or subsurface encroachments in the sidewalk or street area of any public right-of-way, not otherwise permitted in the San Francisco Building Code, Administrative Code, Public Works Code or Police Code. These are typically encroachments that occupy more space than a minor encroachment (see specs above). Some examples of major encroachment permits associated with an SDAT project are special paving covering an entire street right of way, string lights, artwork, lighting fixtures crossing an alley, or any shared street proposal.

When a project applies for a Major Encroachment Permit, Public Works makes referrals to the Interdepartmental Staff Committee on Traffic and Transportation (ISCOTT), the Planning Department for Master Plan Referral, and depending on the nature of the encroachment, the San Francisco Art Commission, and other City agencies that the Department may deem necessary. The applicant shall be responsible for submitting any fees, documents, reports, and other information that the various City agencies may require to recommend the proposed encroachment for approval.

Public Works also holds a public hearing to consider the reports of the various City agencies and to hear any comments and concerns from the general public. After the hearing, Public Works forwards the application to the Board of Supervisors with the Department's recommendation for approval, disapproval or modification of the proposed encroachment(s). The Resolution granted by the Board of Supervisors only constitutes a variance (i.e. a Major Encroachment) and does not allow the applicant or his/her contractor to perform the work unless prior arrangements have been made with Public Works. In order to construct/install the proposed encroachment, the applicant then submits a bond and inspection fee to Public Works based on the total cost estimate of the work to be performed. The Department of Public Works will then issue a construction permit, pursuant to approved Resolution. This process typically takes several months for interagency review and permitting.

SFMTA

Below is a description of the most common SFMTA permits required for a typical housing entitlement project that triggers SDAT review.

Construction Permitting/Special Traffic Permit

Typically, a construction project must follow the "Blue Book," for doing construction adjacent to City streets. This book is a manual, not just for City agencies, but for utility crews, private contractors,

and others doing work in our streets. It establishes rules for working safely and in a way that will cause the least possible interference with pedestrian, bicycle, transit, and other traffic. During construction a project sponsor may require a Special Traffic Permit (STP) and/or Muni Construction Support Permit if a project cannot comply with the requirements specified in the Blue Book. The STP is a supplemental permit to whatever permits are required from Public Works-BSM such as Street Space permits. To apply for this permit, the applicant must submit the application, required information to SFMTA for processing.

Permitting for Sidewalk Improvement/Color Curb

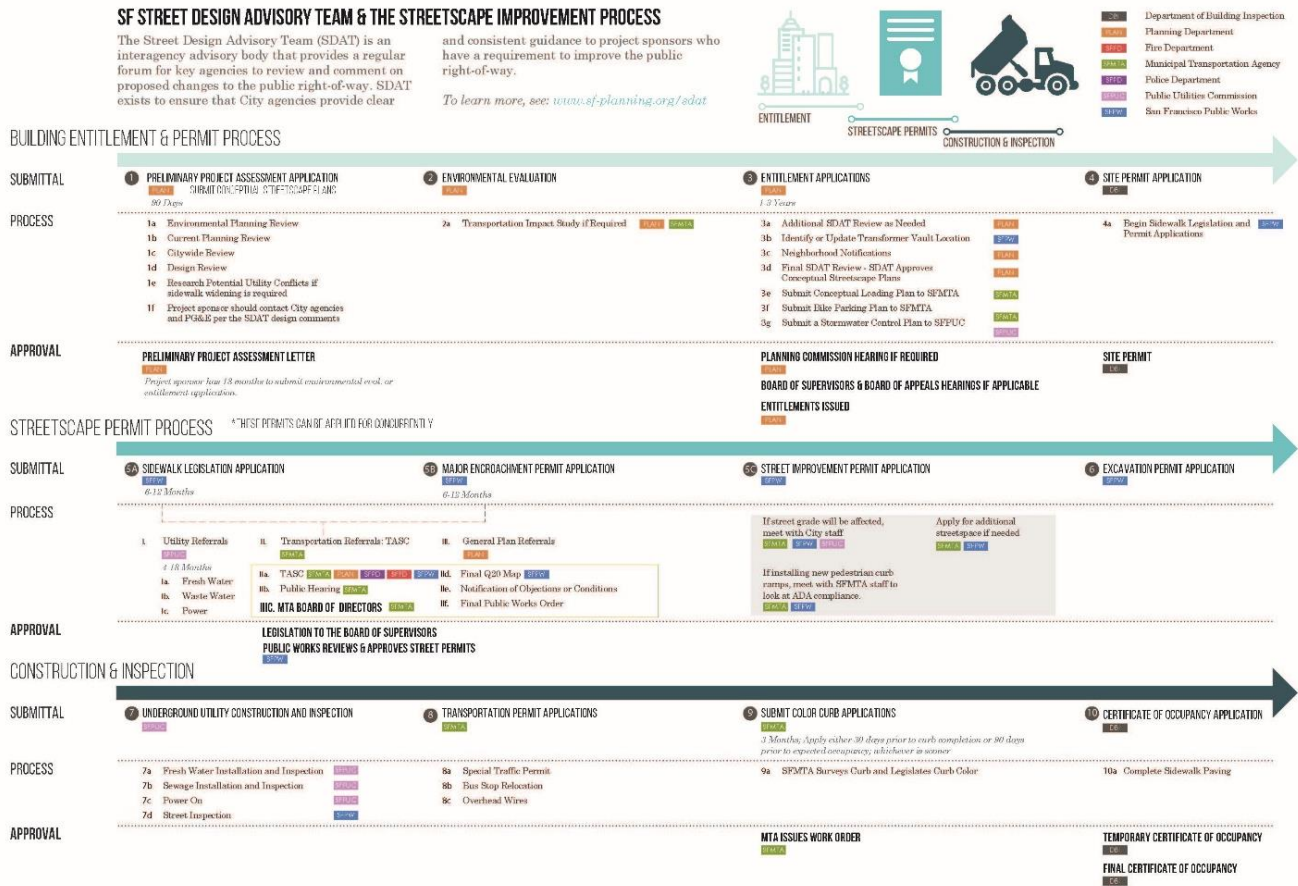
When a project applies for a Street Improvement Permit from Public Works, Public Works sends citywide Sidewalk Legislation referral to the applicable agencies to review and/or approve. This review is typical for sidewalk widening, bulbouts, new curbs, landscaping, etc. SFMTA also reviews if projects require on-street commercial or passenger loading. If so, sponsors work with the Department's Color Curb Program and apply for review. New color curb or changes to existing curb regulations require SFMTA public hearing.

Special Circumstances

In special circumstances, which are dependent on the size/location of a project, there may be a need to remove or reconfigure on-street parking, add marked crosswalks, revise the layout of travel lanes, modify transit stop locations and/or transit shelters, or add traffic control devices such as stop signs or traffic signals. Many of these changes require legislation via the SFMTA Board of Directors. This process takes several months for review and processing.

Figure 25 is Building Entitlement and Permit Process chart summarizing the entitlement process for projects that triggers SDAT review.

Figure 25. SF Street Design Advisory Team and the Streetscape Improvement Process



Review of Constraints

Constraint	Streetscape Design requirements are subject to discretionary review and can unfold as a complex process.
Constraint Reduction	<p style="text-align: center;">Related Policies</p> <p style="text-align: center;">Policy 27</p> <hr/> <p style="text-align: center;">Implementing Program Areas</p> <p style="text-align: center;">8.3 Objective Design Standards & Findings</p> <p style="text-align: center;">Actions: 8.3.4</p>

<i>Constraint</i>	Utility requirements can restrict the use of the ground floor where housing units could be placed and unclear pathways can absorb staff and applicant time causing delays.
<i>Constraint Reduction</i>	Related Policies
	Policy 27
	Implementing Program Areas
	8.3 Objective Design Standards & Findings Actions: 8.3.5

Regional

Many San Francisco housing projects must negotiate a variety of approvals and permits including, for projects near the shoreline, the Bay Conservation and Development Commission and the Coastal Commission, or for projects taller than 200 feet, the Federal Aviation Administration.

Utilities

Water

In 2021, the Board of Supervisors modified the 2017 non-portable water requirement, in an effort to reduce San Francisco water usage in the face of increasing drought conditions. Regulated by the SFPUC, the non-potable water reuse infrastructure requirement affects housing projects that are over 100,000 square feet and requires them to provide their own in-house water treatment and reuse of water from black and gray water sources. The original legislation requested this of projects that were 250,000 square feet or over and was applied to many projects in the City, including 1550 Mission Street and 1629 Market Street, which includes affordable and supportive housing. Concerns expressed by developers include that the infrastructure required to perform this utility function was not locally available, as this was new technology at these scales, had to be shipped from overseas, and required considerable space in their project. Developers claimed the requirements reduced the use of new water by less than 15%. This type of water reuse programming works primarily in mixed-use projects with a balance of office and housing, given water demands, not available at this site.

The City expects that reducing the square footage threshold could be a challenge for projects that have 100 units or more. They are unlikely to have enough scale to cover the infrastructure costs, there may not be equipment that fits this small scale, and many of these types of projects in denser parts of the city, where projects do not typically include parking, do not have basements or garages that can house the machinery. The permitting required is through the SFPUC with additional permitting with the San Francisco Department of Public Health. The ordinance also requires any project over 40,000 square feet to provide a water budget that assesses the amount of available rainwater, graywater, and foundation drainage, and the demands for toilet and urinal flushing and irrigation.

Review of Constraints

<i>Constraint</i>	Burden of on-site water treatment for projects at smaller sizes where equipment is not available and expenses can be a challenge.
<i>Constraint Reduction</i>	Related Policies
	Policy 27
	Implementing Program Areas
	8.1 Cost and Fees Actions: 8.1.4

Power

Per the City Administrative Code, the SFPUC shall examine the feasibility of supplying electricity to all new City developments, particularly those that would potentially yield the highest benefit to the City, including, without limitation, military base reuse projects, redevelopment projects, projects occupying any portion of public land, projects funded in whole or in part by local, State, or Federal funds, other City projects, and certain other private projects seeking City approvals.

If, after considering the cost of providing service to a new project, the SFPUC deems a project to be beneficial to the City, the project sponsor shall work with the SFPUC to prepare an assessment of the feasibility of the City providing electric service to the project. The assessment shall include, but not be limited to, the following: (1) electric load projection and schedule; (2) evaluation of existing electric infrastructure and new infrastructure that will be needed; (3) the potential for on-site generation and load reduction through energy efficiency and demand response; (4) business structure cost analysis; and (5) financial and cost recovery period analysis. The assessment shall determine whether the addition of the new customer will benefit the City and its existing customers, considering the additional costs to serve the new customer.

As part of the feasibility to the project, the SFPUC must work in most cases with PG&E for an interconnection under the Wholesale Distribution Tariff (“WDT”). This type of interconnection is more involved than the typical low-voltage interconnections PG&E provides to their retail customers off PG&E’s secondary (“low-voltage”) distribution system.

These primary WDTs require both additional substructures and electrical infrastructure to be installed and at times requires reinforcement/improvements of PG&E’s facilities.

The project must pay SFPUC to furnish and install the substructures. In addition, SFPUC will pass on the cost of reinforcing PG&E’s system and any related line extension to the project for the project to pay.

Additional details on requirements are as follows:

- Sub-surface vaults to be installed in sidewalk.
- Interrupter should be in public ROW,
- Transformer should be pad mounted and on private property.

- Project must pay for, furnish, and install all substructures including conduit, vaults, and equipment pads.
- Project must pay for all electrical infrastructure such as interrupters, cables, and transformers.
- SFPUC will provide electrical infrastructure after developer pays SFPUC.

For in-fill developments, SFPUC relies on PG&E grid service for power. PG&E often imposes significant additional requirements on buildings served by SFPUC, compared to directly adjoining buildings of the same size and use served by PG&E, which can then impose unnecessary construction costs and delays.

Public power projects in San Francisco, including high priority affordable housing projects, are often frustrated by PG&E requirements. The SFPUC regularly reports on these project disputes with PG&E in quarterly reports to its Commission and the Board of Supervisors. The reports can be found [here](#).³⁴ These reports show that affordable housing projects have faced several roadblocks from PG&E including delays, demands for costly upgrades, and demands for unnecessary equipment. Several housing projects faced year-long delays in the electrical design stage as PG&E required expensive, oversized equipment that was deemed unnecessary for technical or safety reasons. The City and PG&E negotiated a limited settlement agreement that allowed some affordable housing projects to move forward with appropriately sized electrical equipment. However, affordable housing projects continue to incur delays and additional costs due to PG&E requirements. The City is currently litigating these issues at the Federal Energy Regulatory Commission.

Any projects to which SFPUC is providing power must follow City rules and regulations. This includes easements for facilities not located within the City right-of-way (there is an implied easement if the customer is the only person served from their property).

Review of Constraints

<i>Constraint</i>	Utility conflicts cause time delays and burdens on housing projects including affordable housing.
<i>Constraint Reduction</i>	<p style="text-align: center;">Related Policies</p> <p>Policy 27</p> <hr/> <p style="text-align: center;">Implementing Program Areas</p> <p>8.6 Support for Affordable Housing and Shelters Actions: 8.6.7; 8.6.8</p>

Solid Waste, Recycling, and Organics/Compost

Recology provides collection and disposal of municipal solid waste, recycling, and organics/compost to residential customers in San Francisco. They have many requirements that must be met in larger housing projects so that waste, recycling, and compost bins can be accessed or picked up weekly and

³⁴ <https://www.publicpowersf.org/document-library>

must intersect with public rights of way including sidewalks and curb cuts and the design of ground floors. While many of these agents have standards or rules, there is significant discretion in aligning their separate needs with governmental requirements which can create an unpredictable environment.

Streetlight

Any streets proposed for modification are required to bring streetlights up to current standards. As such, the project must create photometrics for the area where there are street improvements. Some developers have refused to do lighting improvements despite them changing the use of the roadway, which causes delays. We determine this need through photometric analysis of existing conditions, evaluating intersections and street crossings – this must account for the additional pedestrians caused by the housing developments. In addition, any modifications to streetlights and ROW require upgrades to lighting.

In the event a project requests an exception from City standards with regards to streetlighting (e.g. non-conforming to city code or running utility lines through public land), they may need a major encroachment permit to own the lights in the City right-of-way. This occurs frequently for infill projects.

Review of Constraint

<i>Constraint</i>	Utility requirements can absorb staff and applicant time causing delays; in addition, major encroachment permit requires going to the Board of Supervisors.
<i>Constraint Reduction</i>	<p style="text-align: center;">Related Policies</p> <p>Policy 27</p> <hr/> <p style="text-align: center;">Implementing Program Areas</p> <p>8.4 Process and Permit Procedures Actions: 8.4.15</p>

Infrastructure for Large Development Projects

The housing pipeline in San Francisco rests on thousands of units being built over the next eight years in existing large-scale developments that are already permitted, including Treasure Island, Balboa Reservoir, Yerba Buena Island, Candlestick, and Hunter’s Point among others. The multijurisdictional complexity of these projects after entitlement is much higher than standard housing sites and takes special permitting and negotiation over years. This infrastructure, called the “horizontal” work includes new streets, water lines, wastewater lines, stormwater runoff systems, electric substations and other infrastructure and even solid waste removal or recycling systems. It must be reviewed by all city agencies that regulate such work including: the Fire Department, the Building Department, Public Works, Public Utilities Commission, SFMTA, as well as PG&E and other utility companies.

While past process required each developer to meet independently with all permitting agencies and departments, the City has developed two internal processes to coordinate and reduce potential conflicts and challenges. The first is a Housing Delivery team, under the Mayor’s Office and the Director of Housing Delivery, that organizes and shapes city decision-making across agencies and departments for

very large projects such as development agreements. This team includes high level representatives from each jurisdiction or permitting function and the consistent collaboration allows alignments and reconciliation when requirements conflict.

Review of Constraints

<i>Constraint</i>	Utility conflicts cause time delays and burdens on housing projects including affordable housing.
<i>Constraint Reduction</i>	Related Policies
	Policy 26
	Implementing Program Areas
	8.7 Facilitating Large Projects Actions: 8.7.3

Enforcement

The Planning Department Code Enforcement team helps maintain and improve the quality of San Francisco's neighborhoods by operating programs that ensure public compliance with the City's Planning Code. The seven-member team responds to customer complaints. It seeks to initiate fair and unbiased enforcement action to correct those violations and educate property owners to maintain code compliance.

Each year, the Planning Department responds to over 500 inquiries pertaining to potential land use violations. Here are common complaints that impact the production of housing:

- Addition or removal of dwelling unit(s) without approval
- Alteration of historical building or structure without approval
- Demolition without approval
- Failure to provide required bicycle parking
- Non-compliance with conditions of approval
- Obstruction in front or rear setback
- Group housing without approval
- Failure to install required street tree
- Use of required front or rear setback as parking

When a violation is reported, enforcement staff review the complaint and complete a site visit and investigation before proceeding with a violation notice. One of the most common and challenging complaints is related to unauthorized demolition, as the “tantamount to demolition” process can make it appear that a project is violating requirements when it complies. If a violation may be occurring, enforcement staff may provide a correction notice and/or suspend permits and work may cease until the violation is resolved.

Building Improvements and Maintenance

Many of the regulations that apply to new housing projects do not apply to maintenance or replacement efforts as they do not remove units or expand the building envelope, however it is common for people to renovate or include an addition when doing home repair, roof replacement, or when addressing weather damage. Homeowners often discover that their projects have an unknown historic resource status which can affect window or siding replacement at the front facade. They either have the choice to complete an Historic Resource Evaluation, requiring time and money, to establish it with finality or assume it is a resource and proceed conservatively and under the Secretary of Interior Standards. This reduces the ability for replacements other than in-kind. The City has consistent policy that vinyl windows are not acceptable on the front or visible facades, which can be a financial constraint.

Many San Franciscans are "house rich" but have limited yearly income and few easy ways to access the financial equity in their homes. Lower-income residents find this be a struggle with home-upkeep and, especially housing in the northwestern portion of the city that is subject to off-sea wind and salted air, deterioration can be persistent. Metal corrosion is especially common.

Overview of DBI Code Enforcement

Code Enforcement is the process utilized by the Department of Building Inspection (DBI) to get property owners of buildings with substandard conditions to comply with the San Francisco Administrative, Building, Electrical, Housing, Mechanical, and Plumbing Codes.

The primary authority for Code Enforcement is Chapter 1, Sections 102A, 103A, and 104A of the San Francisco Building Code. Code Enforcement begins when the Department issues, mails to the owner, and posts on the subject building a Notice of Violation (NOV) detailing code violations found and when all corrective work is to be completed.

The NOV cites the identified violation(s) and sets forth a compliance deadline, which is usually 30 days from the date the NOV is issued. If the correction is not made within the specified timeframe, the case is scheduled for a Director's Hearing, which is the next step in DBI's code enforcement process. The Director's Hearing is an administrative hearing whereupon hearing evidence from the interested parties, the hearing officer will determine whether an Order of Abatement is issued. An Order of Abatement is a legal document that gets recorded against the title and acts like a lien.

The issuance of a NOV or correction notice, or referral to an administrative hearing, is not the end of this process. Code Enforcement is finished when:

- All required corrective work is completed as verified through a final inspection by the pertinent division inspectors.
- Required permits are issued and completed, as verified by a final inspection by the appropriate division inspector in which the permit job card is signed off indicating all work is completed.
- All assessment of costs, re-inspection fees, penalties or any other applicable code enforcement fees are paid.
- All documents necessary to revoke any pertinent Orders of Abatement are recorded.
- All related complaints on file in the Department's Complaint Tracking System are "abated."

DBI's Enforcement Cases

At the end of August 2022, DBI's database included 974 residential properties with unabated Notices of Violation that were flagged with "unsafe building" in the Complaint Tracking System. The "unsafe building" flag is used when the conditions at the property do not meet the minimum requirements of the building code. This represents roughly 0.7% of all residential properties in San Francisco.

Resources Available to Property Owners

Owners of single-family dwellings may be referred to MOHCD for information on the Code Enforcement Rehabilitation Fund (CERF). DBI's Code Enforcement Outreach Program provides counseling resources to residential property owners with existing code violations.

DBI's Code Interpretation: Administrative Bulletin

DBI issues administrative bulletins on a variety of topics associated with the interpretation and implementation of building codes. These bulletins provide background and direction on various code and administrative matters. These are extensions of the relevant codes, but do not replace such codes. An administrative bulletin is subject to the Building Inspection Commission's approval. Details of the procedures to be used in originating, writing, editing, and distributing Administrative Bulletins are referenced in Administrative Bulletin-001.³⁵

35 DBI's [Administrative Bulletin-001](https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_building/0-0-0-93857): Preparing Administrative Bulletins,
https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_building/0-0-0-93857

Building Codes

Building and Fire Code

Housing projects in San Francisco are required to meet the California Building Standards Code which include the Building, Plumbing, Electrical, Mechanical, Energy and Green Building Codes as well as amendments made by the City of San Francisco. The current adopted code is from 2019. The California Building Standards Code (Cal. Code Regs., Title 24) reflects national model codes; are adapted from national model codes to address California's ever-changing conditions; and include outside of national model codes that address specific California concerns.

Local Amendments to State Building Codes

The San Francisco Building Code amendments were adopted by the Board of Supervisors of the City & County on November 21, 2019, by Ordinance [264-19](#), effective December 22, 2019 and operative January 1, 2020. An ordinance repealing the 2019 San Francisco Building Code and adopting the 2022 San Francisco Building Code, including local amendments, was introduced on September 13, 2022, File No. 220940, and if adopted would make the 2022 San Francisco Building Code operative as of January 1, 2023.

The full 2019 San Francisco Building Code ("SFBC") consists of the 2018 International Building Code ("IBC"), as amended by California (2019 California Building Code ("CBC")), and as further amended by these San Francisco amendments, as well as the 2018 International Residential Code as amended by California (2019 California Residential Code) and as further amended by these San Francisco amendments.

The changes to the 2019 SFBC (including the IBC and IRC) are not significantly different than the previous 2016 SFBC

Administrative Bulletins

San Francisco's Department of Building Inspection (DBI) issues local amendments to state building code through administrative bulletins.³⁶

1. Identify the proposed administrative bulletin. Any individual in the Department may identify the need for an Administrative Bulletin and report this need to the supervisor, who will in turn discuss it with the Manager of Permit Services (the Manager). The Manager then makes a recommendation to the Director who may give the authorization to proceed with the writing of the Administrative Bulletin. Similarly, any City agency may identify the need for an Administrative Bulletin directly to the Director. The Manager will notify Technical Services Division (TSD) of the subject matter and the person assigned to write the Administrative Bulletin (the Preparer). TSD will assign the proposed Administrative Bulletin a number and notify the Preparer to proceed.

36 <https://sfdbi.org/administrative-bulletins>

2. Report the proposed administrative bulletin to building inspection commission (BIC). Prior to the preparation of the first draft of the Administrative Bulletin, TSD will prepare a brief synopsis of the proposed Administrative Bulletin and shall forward that to the DBI Director for inclusion in the Director's Report or Communication Item to the Building Inspection Commission (BIC).
3. Prepare the draft administrative bulletin. Following such report to the BIC, the Preparer shall prepare the first draft. The first draft is to be returned to TSD within 21 days* after BIC review. Extensions of time may be granted by the Director under extenuating circumstances. Such first draft shall be reviewed by the Deputy Director and TSD for form and content and revised as necessary.
4. Review the draft administrative bulletin. If so-requested by the BIC, the first draft shall be provided to the BIC for public hearing prior to general distribution of the draft for review. If no public hearing on the first draft is requested by the BIC, that first draft shall be distributed. The Preparer is to include a list of persons or committees to whom the draft is recommended to be sent for review. The Director and TSD may revise this list. TSD will distribute the first draft and, after a minimum 30 day* review period, will forward any comments received to the Manager. The Manager will review the first draft and the review comments, and if necessary, discuss them with the Preparer. The Manager may refer the draft Administrative Bulletin to any committee for review as seen advisable. Prepare the final draft for review by the manager. Based upon draft review comments a final draft bulletin will be prepared by the Preparer. TSD will prepare the final draft which will then be reviewed for form and content by the Manager.
5. Forward the administrative bulletin to the BIC for review and public hearing. Following review and recommendation by the Manager and Director, the draft Administrative Bulletin will be forwarded to the Building Inspection Commission for review, public hearing, and approval.
6. Prepare the approved copy for printing and distribution. Following BIC approval, the Preparer will have 7 days* to return a final draft to TSD who will review the final draft for conformance to format and prepare a final copy for signature by the Director. The signed Administrative Bulletin will be duplicated and distributed as noted on a final distribution list. TSD will file the signed Administrative Bulletin and will keep a record of the completed Administrative Bulletins in separate indexes.

See subattachment 4 - Administrative Bulletin Preparation, Review, and Approval Process for a flowchart of DBI's Administrative Bulletin process.

Chapter 503.1.4: Occupied Roofs

The 2018 IBC, which was included in the SFBC, included a clarification that specifically excludes roof decks from counting as a story or area when calculating the permissible height and areas in Chapter 5 of the SFBC. However, Section 511 of the 2019 San Francisco Fire Code states "floors used for human occupancy located more than 75 feet above the building access are considered High Rise Buildings. This clarification is based on the 75-foot reach of an aerial ladder mounted on a fire truck. The San Francisco Planning Code ("SFPC") requires a minimum amount of open space and permits roof decks to count towards the required amount of open space in certain districts. However, since

the roof deck is considered to be an “occupied floor,” its floor elevation has to be below 75 feet to stay within Type III construction for the top 5 floors of a 7-story building. If the open space required by the SFPC is provided on a roof deck that is above 75 feet, then the entire building would need to be of a more fire resistive construction and hence more costly, or, alternatively, the number of housing units would be reduced to keep open space on the roof below 75 feet. This requirement originates from the CBC and IBC, of which the SFBC is a clarification, and is similarly enforced in other California counties.

Chapter 10: Means of Egress

Although the SFBC has not changed recently, there has been a general tightening of the Chapter 10; Means of Egress requirements through the last decades. Previously the SFBC included provisions that specifically addressed typical San Francisco residential building lot sizes of 25' in depth as it relates to Exit Courts (CBC 1028.4) Exit Discharge (CBC 1028) and Emergency Escape and Rescue (CBC 1030). The SFBC had provided exceptions that maintained the maximum building width for residential units. Previously the rear yard was considered an Exit Court, without requiring a direct (open air) passage to the public right of way. In common terms, one could exit from the rear yard or provide access to the emergency Escape and Rescue windows, without including a 4' side yard setback. To provide maximum residential buildable area, the SFBC could allow for a “one or two protected exit passage” from the rear yard to the front of the building as the Exit Discharge from the Building. The allowance of an enclosed or protected exit passage would enable the building above it to extend to the full lot width, while still allowing for protected access to the Rear Yard or Exit Court.

Chapter 11A & 11B: Accessibility

The significant changes regarding accessibility in the 2019 SFBC did not apply to Residential requirements, but rather to Accessible paths to Places of Public Accommodations.

However, affordable housing projects are often subjected to many interpretative extensions by the Mayor's Office of Disability (“MOD”). If not documented and these interpretations can cause delays during plan check and costly “corrections” during and after construction. Given San Francisco's topography, where the public right of ways (sidewalks) often exceeds the slopes required for “accessible pathways”, strict interpretation can result in fewer units being constructed.

Areas of concern include interpretation of “equal access,” be it to common electrical vehicle (“EV”) charging, exterior amenity spaces, or interior cabinetry. Although Chapters 11A and 11B are lengthy with diagrams, application can be challenging.

For renovations of existing affordable housing, many elements are open to interpretation since renovation often needs equivalency due to existing conditions. Appeal of any discretionary interpretations involves a lengthy process. MOD often requires equal access to all aspects of affordable housing. This is especially challenging in renovations of existing affordable housing. An example is requiring the removal of cabinetry in all the units if a lesser amount of cabinetry is provided in mobility units. A strict interpretation does not always benefit all residents, since the mobility units may have others that are mobile living in the units.

The City should consider implementing a simple appeals process to vet code interpretations which could lead to more efficient solutions.

Chapters 1117A General Requirements for Accessible Entrances, Exits, Interior Routes of Travel and Facility Accessibility and 1119A.1 Interior Accessible Routes

These code sections specify that an accessible entrance must be provided to all units and, when more than one route of travel is provided, all routes shall be accessible. However, San Francisco Planning draft Ground Floor Residential Design Guidelines often require “stoops or porches.” By their design, they are raised and not considered an accessible entry. Therefore, if Planning Design Guidelines require stoops or porches, they will be in addition to an accessible entrance required per code.

Department of Public Health Maher Ordinance

The SFBC includes the Maher Ordinance or SF Health Code Article 22A. Among other provisions, the Maher Ordinance maps the areas around freeways and requires filtered interior air for building sites identified in these areas. This is a requirement unique to San Francisco, and is designed to protect the indoor air quality of housing located on transportation corridors, but which affects every hallway and room, and natural ventilation is not allowed. It results in whole building air handling systems running full-time, which filter air throughout the units and enclosed public spaces and disallows simpler and less costly air intake methods such as operable windows or venting, adding to construction and operating costs.

Building and Lot Types

State interpretations of building and fire code have unique impacts in San Francisco because of the city’s geography, land use patterns, and density. For example, a State Fire Marshall interpretation in 2017 (later rescinded) determined that any place-- including roofs open to the air-- at or above 75 feet that people can access, other than for maintenance, is occupiable space. Creating occupiable space above 75’ (at the floor) requires under the State Building Code using much more expensive Type 1, or

Comment from Developer interviewee

Working in San Francisco is like a blackhole of timing-- when we work in San Jose, we know that we will receive comments at a precise time, like 60 days, and can plan accordingly. They use third-party reviewers when they get too busy so they are able to meet their deadlines.

high-rise, construction, typically steel and/or concrete partnered with additional fire code and exiting requirements. In many places with lower buildings or lots with less density of housing, this would have little impact since it would be easy to modify structures to either sit below that height or accommodate open space in places other than on the roof. In San Francisco, however, the 85’ height (top of roof) districts in dense, form-based zoning areas of the city are specifically designed to avoid Type 1 construction and roof decks are commonplace to satisfy open space requirements.

While there are ways to adjust housing massing-- often losing units-- early in process, this interpretation caught many projects after entitlement during a high point in the real estate cycle. In response, some

projects opted to reconfigure their open space (where possible), or switch and pay an off-site fee (or “fee out”). This unanticipated change is an example of a disruptive and costly delay in housing production.

Another example is a recent interpretation that R3 occupancy in the California Build Code requires that all bedroom windows be accessible to the fire Department via 50’ ground ladders or have a 50’ adjacent

Comment from Architect interviewee

The site permit process has changed in recent years-- used to be a high level check and now gets into detail like a full permit review. Sometimes we skip it and submit our full plans.

yard for refuge. While it is common in many cities that houses have side setbacks on wider lots and thus provide open air access to backyards, in San Francisco, most housing is built property line to property line. As well, many backyards cannot meet the 50’ depth threshold. While this is not a challenge for new construction, it has a bigger impact on existing housing where an applicant seeks to add units, where budgets are smaller, providing rear

yard access in a 1-hour rated corridor is space and expense consuming and adding sprinklers is cost prohibitive. This constrains the opportunity of ADUs, especially in the rear yard.

The lot line to lot line housing pattern also means that lot splits, available ministerially via the California HOMES Act, is much less likely to happen in San Francisco, as lots are long and narrow, with the short end at the street. Most lots can only be split front to back requiring an easement and 1 hour rated corridor through the front lot and house. This has also reduced the potential of autonomous rear yard ADUs in San Francisco including prefabricated models, one of the most inexpensive ways to add them.

Green Building Code

As part of its efforts to combat climate change, San Francisco has adopted its own San Francisco Green Building Code (“SFGBC”). This code is used in conjunction with Cal Green and Title 24. The SFGBC includes the following stricter requirements.

- All electric for New Construction
- Install solar electric, thermal or green roof for all new buildings.
- Provide on - site facilities for collection of compost in addition to recycling
- Wire all new buildings to be capable of supplying electricity to 100% of new parking spaces
- Meeting City green building requirements tied to LEED and Green Point Rated green building systems.

These requirements, especially for infrastructure serving new buildings, impact construction costs. Taken collectively, the increased electrical loads require upsizing electrical service, including the possibility of additional transformers and larger electrical rooms and meter space. These elements require additional area, much of which will likely be on the first floor. Electrical rooms and transformers have specific PG&E access and service requirements which are currently difficult to meet. The larger the electrical requirements, the more difficult and costly it will be to accommodate these utility spaces. The process of obtaining approval from PG&E for alternate access and placement of equipment, such as locating transformers underground or electrical rooms in basements, involves costly uncertainty and negotiation

with PG&E. These requirements will likely increase construction costs and create more demand on the electrical grid.

There are several local changes to the building code which impact the development of housing, as described below:

- The SF Better Roofs Ordinance requires limited installation of solar electric (photovoltaic), solar thermal, or living roofs on all new construction of 10 floors or less. These requirements are in both the Planning Code and in the Building Code.
- Electric-Vehicle Ready Ordinance requires new construction and certain major alterations to be "EV Ready", meaning the project must include electric infrastructure, such as wiring and switchgear, to include sufficient capacity to charge electric vehicles in 20% of off-street spaces constructed for light-duty vehicles.
- The City's All-Electric New Construction requirements prohibits gas piping in new construction that applies for building permit after June 1, 2021. This change will likely require additional transformer vaults and other utility infrastructure but also produces houses that do not need gas infrastructure. It is intended to be neutral in cost.
- Energy efficiency requires any mixed-fuel new construction that applies for building permit after February 17, 2020, to reduce energy use at least 10% compared to California Building Energy Standards (Title 24 Part 6, 2019). Similar requirements were in place from January 1, 2017, to December 31, 2019, for residential new construction. Each ordinance above was supported by a study by credible experts documenting no net cost impact, and/or utility cost savings greater than marginal cost. Each was accompanied by outreach to affordable housing developers. Prior to adoption the practice imposed by the ordinance was observed to be commonly implemented by several affordable housing developers in recent projects in San Francisco, except for the EV Ready Ordinance.

Modular

With new factories and clarity on building code regulation at the State level, factory-built housing has become more realistic. There are several applications for housing that propose modular construction, including 550 O'Farrell Street, and a completed 100% affordable housing project at 833 Bryant. Other projects, like 333 12th Street, used prefabricated parts.³⁷ These technologies work very well for highly repetitive housing projects where there are a small set of unit types that stack and repeat exactly. This is more challenging in historic districts, areas with heights taller than 85 feet and are likely not efficient enough at lower heights like 40 feet. The City expects to see more projects that propose modular construction since it helps to solve the challenge of hard costs. There is no difference in the Planning

³⁷ <https://www.bizjournals.com/sanfrancisco/news/2018/06/05/panoramic-interests-student-housing-san-francisco.html>

permitting or entitlement process and such projects are recognized and addressed in the building and fire code.

Review of Constraints

<i>Constraint</i>	High cost of land and uncertainty in the review and approval process specific to manufactured housing make manufactured, prefabricated, and mobile homes less desirable to project applicants.
<i>Constraint Reduction</i>	Related Policies
	Policy 30
	Implementing Program Areas
	8.1 Cost and Fees Actions: 8.1.1

Fees and Exactions

From project conception through completion, housing development projects are likely to incur a variety of fees which increase overall project cost, beyond those immediate costs to the project team for project management, design and actual construction. In terms of city-associated costs and fees, these generally break down into two main categories: 1) development application or review fees; and 2) development impact fees.

Development Application and Permitting Fees

All projects to construct housing in the City, whether through conversion of existing space, addition to an existing building or new construction, will require a building permit from the Department of Building Inspection (DBI) prior to construction. The fee schedule for applications is updated and posted annually by August or early September on the Planning Department website. While it is generally true that as construction cost increases, so too will the building permit application fee, it is also true that the relative permit fee charged on each dollar of construction cost decreases as projects become more expensive (see Figure 26 - Fees for Various Development Permits by Construction Costs Effective August 30, 2021). A project with a \$500,000 construction cost will have a building permit fee of \$16,643, or about 3.3 cents for each dollar of construction. The building permit fee for a \$50,000,000 project is \$41,036, representing less than one-tenth of one cent for each dollar of construction. However, the building permit application fee is only one of several fees that might apply to a project, and large projects especially are likely to incur a variety of other fees.

In addition to the DBI fee on the building permit application, it is also common for projects to have specific Planning Department review and/or entitlement application fees. One common fee associated with Planning Department review is for a project's environmental review under the California Environmental Quality Act (CEQA). This can range from as low as \$389 for the simplest categorical exemptions, to well over \$100,000 for some project Environmental Impact Reports (EIR). Later, this section of the report will discuss higher impact fee costs associated with certain plan areas; however, one benefit for projects within area plans that have completed an EIR is that they can typically pursue the less costly (\$9,412) Community Plan Evaluation as their environmental review document.

Closely related to, or as part of a project's environmental review, some projects may require a Historic Resource Determination, which can add roughly \$3,000-\$8,000 to the application costs. Still others may require submittal of a Certificate of Appropriateness or Permit to Alter, applications which also add several thousands of dollars to application costs in addition to a public hearing in front of the Historic Preservation Commission.

The most common and familiar of the Planning application fees are perhaps those that result in a hearing before the Planning Commission (e.g. Conditional Use Authorization, Downtown and Eastern Neighborhoods Large Project Authorizations, HOME-SF and other State Density Bonus authorizations, Office Allocation) or the Zoning Administrator in the case of variances. These fees collected by SF

Planning are posted on the Planning website and updated annually before the annual cost of living is adjusted.³⁸

While not all projects will require some or all of these Planning applications, it is fairly common for there to be at least one entitlement required for larger projects. Of note, large development projects within the downtown (C-3 Districts) and the Eastern Neighborhoods mixed-use districts commonly require a separate, geographic-specific entitlement type, which may still be in addition to other entitlement applications a project may require. This illustrates one way that there is uneven geographic distribution in terms of overall costs to projects. A 100,000-square foot residential project constructed in downtown or in SoMa would have higher entitlement application fees than that same project were it proposed on Geary Boulevard in the Richmond.

Figure 26. Fees for Various Development Permits by Construction Costs Effective August 30, 2021

<i>Estimated New Construction Cost</i>	<i>Building Permit (DBI) Fee</i>	<i>If Required, Conditional Use Fees</i>	<i>Variance Fees</i>	<i>Coastal Zone Fees</i>	<i>Environmental Evaluation Fee</i>
\$100,000	\$3,032-\$4,880	\$2,592	\$5,083.50	\$522.50	\$8,285
\$500,000	\$16,643-\$18,488	\$5,780	\$5,083.50	\$1,162.00	\$17,413
\$1,000,000	\$22,074-\$22,790	\$9,905	\$5,083.50	\$1,990.50	\$28,180
\$10,000,000	\$36,302-\$38,786	\$88,467	\$5,083.50	\$17,603.50	\$188,931
\$25,000,000	\$37,102-\$39,786	\$131,443	\$5,083.50	\$30,281.50	\$269,781
\$50,000,000	\$38,102-\$41,036	\$131,443	\$5,083.50	\$26,317.50	\$340,323
\$100,000,000	\$41,835-\$45,704	\$131,443	\$5,083.50	\$26,317.50	\$365,070

In addition to some geographic differences in application fees, there is also a notable project size threshold difference starting at or above the creation of 10 residential units versus those projects that construct fewer than 10 units. Focusing still on development applications, projects above this threshold are required to submit a Preliminary Project Assessment (PPA), currently around \$6,000, prior to the submittal of any other application with the City. While this is an additional cost to the project, it is also an opportunity for Planning staff to review and provide preliminary feedback and comments on a proposal, with the intention of helping the actual project submittal to be able to move more quickly through the review process by having the project address some possible concerns before the formal project submittal. Most Planning applications are set to be billable to the project if the time and materials spent by staff on review of the application exceeds the initial intake fee; the PPA is in part, aimed at reducing that amount of staff time overall. Another example is the Transportation Demand Management (TDM) application that is required for projects with 10 or more units. This is a newer Code requirement, added circa 2017, that includes an initial application fee of almost \$7,000, as well as ongoing, periodic monitoring and compliance fees that must be paid after construction for the life of the project,

38 <https://sfplanning.org/resource/fee-schedule-applications>

approximately every one to three years, and which is currently set at just over \$1,000 for each reporting period. This post-construction fee obligation is different than most other Planning fees discussed above, but it does provide the Planning Department with the necessary resource to ensure that project's TDM plans are not only implemented at time of construction, but well into the future.

Inclusionary Fees for Density Bonus Projects

Projects applying for the State Density Bonus are still subject to local inclusionary requirements. State Density Bonus projects may receive a credit towards the Affordable Housing Fee by providing the required affordable units on-site. This process and fee calculation are described in detail in the Process and Permitting Procedures section, Implementing State Requirements subsection.

Eliminating Permitting Fees for ADUs

March 2, 2021, the Board of Supervisors voted to eliminate DBI permitting fees for ADUs. Permitting fees have been a significant part of ADU project costs. As a result, 370 ADU permits have been filed since March 2, 2021.

SFPUC Fees

All SFPUC adopted fees are in [online rate and fee books](#).³⁹ There are capacity charges and new service installation fees assessed on the water/wastewater side related to any new or upsized service connections, including housing. There are also permit fees related to compliance with various regulations, including nonpotable ordinance, stormwater, and management ordinance. Related to power, fees are not standardized. SFPUC charges at cost for time and materials of new service connections, with some adjustments.

Fees related to SFPUC are still pending by SFPUC's rates group. SFPUC is working on flat fees for some streetlight review and related tasks.

Development Impact Fees

The other main type of fee a project is likely to incur are development impact fees, which are imposed by the City on new development projects in order to help pay for some of the costs of providing public services and infrastructure associated with the new development. While many impact fees are established in the Planning Code (Article 4) and are assessed by the Planning Department, there are other City agencies that assess impact fees as well (e.g. SFPUC for water and wastewater surcharges, SFUSD school fee). Some impact fees apply to projects throughout the City in order to support specific public services or infrastructure – affordable housing, transportation, child care, public art; however, others may be geographically based and are often the result of recent planning efforts within that geography. Geographic areas and neighborhoods with specific impact fees include: Downtown (C-3)

³⁹ San Francisco Public Utilities Commission Water, Power, and Sewer Rates, <https://sfpub.org/accounts-services/water-power-and-sewer-rates>

and the Transit Center District specifically, Eastern Neighborhoods and Central SoMa, Rincon Hill, Market & Octavia, Visitacion Valley and Balboa Park.

Development Impact Fees are kept updated and publicly posted on the SF Planning Development Impact Fee Register page.⁴⁰ SF Planning's webpage on Development Impact Fees explains the purpose of impact fees, how they differ from application fees, and links to other key Impact Fee resources, including the Impact Fee Register. This fee register details the various impact fees required of projects and square footage thresholds of both residential and non-residential uses for which the fees apply. Where information on the Fee Register is listed as "varies," applicants can typically find more specific information in the referenced Planning Code Section. Relevant impact fees can also be found by parcel in the City's Property Information Map.

When project sponsors submit a project application, Planning Department staff share the impact fees that are expected to apply to the project. PPAs typically are the starting point where the City identifies likely applicable impact fees. This is typically reinforced in the first Plan Check Letter (PCL). If the project needs a hearing, the type of impact fee is listed as a Condition of Approval. It is only upon approval of the Building Permit Application where the actual amount of impact fees is calculated. Impact fees are "locked in", meaning the fee rate will not change, if a site or building permit is issued. Fees that have been assessed but for which site or building permits have not been issued are subject to having their fees indexed (i.e. adjusted for inflation) at the beginning of the calendar year. But they are not due to be paid until the first construction document is issued. For larger projects, that is typically the foundation addendum and occurs sometime after that issuance of the site permit. The Planning Code requires those locked-in impact fees be indexed each year on January 1st when the Controller indexes all of the applicable impact fees consistent with the Annual Infrastructure Construction Cost Inflation Estimate.

SF Planning is currently developing an Impact Fee Calculator, currently in beta version. The calculator allows interested applicants to enter specific project features to calculate a estimated impact fees.

From 2017 to 2021, San Francisco collected approximately \$208,561,000 in inclusionary and impact fees from market-rate projects (see Figure 27 - Fees Collected from Market-Rate Projects (2017-2021)).

Figure 27.
Fees Collected from Market-Rate Projects (2017-2021)

Other Contributions From Large Projects

Land dedications
Offsite inclusionary
Development Agreements

<i>Year</i>	<i>Inclusionary & Impact Fees Collected</i>
2017	\$107,299,676
2018	\$51,133,873
2019	\$30,922,187
2020	\$14,826,342
2021	\$4,379,076
TOTAL	\$208,561,136

40 <https://sfplanning.org/resource/development-impact-fee-register>

Level-of-Service and Nexus Reports

The Planning Department and the Office of Resilience and Capital Planning (ORCP) have finalized the update to the Level-of-Service Report and the Nexus Analysis, which together, provide policy guidance in planning infrastructure for new growth and assure that the City's impact fees comply with the California Fee Mitigation Act. The California Mitigation Fee Act and Section 410 of the City Planning Code require that all nexus studies be updated on a five-year basis. Legislation to tie the current fee rates to the new analysis was part of the Department's fee update legislation in Spring 2022.

In 2014, the City completed a Citywide Nexus Analysis and the Infrastructure Level of Service Analysis which established citywide standards for a number of infrastructure categories and proposed new impact fees for each category. In 2015, the City completed a Transit Sustainability Fee Nexus Study and proposed changes to transit impact fees. The Citywide Nexus Update begun in 2019 and completed in 2021 consolidated and updated both studies into a single study. The revised Nexus Study determines future development's contribution to the demand for infrastructure and impact upon infrastructure, based on the citywide standards for various infrastructure categories established through the Level of Service Analysis.

The 2021 Infrastructure Level of Service (LOS) Analysis:

- Evaluates existing levels of infrastructure provision and distribution throughout the City.
- Develops and propose aspirational and attainable LOS targets for the City consistent with the General Plan.
- Provides guidelines for evaluating capital projects in terms of citywide standards.
- Provides the foundation for the 2021 San Francisco Infrastructure Nexus Analysis.
- Develops target levels of services for the following infrastructure categories: Recreational and open space; Child care facilities; Transit; Complete Streets; Firefighting facilities; and Library facilities.
- Sets Metrics, Levels of Services, and Goals for each infrastructure category. For example, the metrics of existing Child Care Facilities is "Percent of infant/toddler child care demand served by available slots" and "Percent of preschool child care demand served by available slots."

The 2021 Nexus Study:

- Purpose of the Nexus Study is to document the nexus, or relationship, between new development in the City and the need for additional infrastructure.
- Based on the future costs of providing infrastructure and projected population and employment growth, nexus analysis and fees were generated for each infrastructure category.
- Accompanies and builds on the infrastructure standards established in the Level of Service Analysis.
- Meets the requirements of the California Mitigation Fee Act and of Section 410 of the City Planning Code, which requires that all nexus studies be updated on a five-year basis.

The methodology of this Citywide Nexus Study takes on a linkage approach with Child Care facilities, and a Level of Service-based approach for the remaining infrastructure categories. The linkage approach considers a development's share of the cost to meet the new demand created by that development. The Level of Service-based approach considers a development's share of the cost to provide the target level of service.

Updating Impact Fees

Since the last update to the Housing Element in 2014, there have been several changes to the impact fees listed in the Planning Code, including some that pertain to production of housing units. First, the primary transportation impact fee that applies to projects has been switched over from the Transit Impact Development Fee (TIDF) to the Transportation Sustainability Fee (TSF). Aside from the name change, one of the main differences is that the latter now also applies to residential uses where projects result in either new group housing facilities or the addition of more than twenty dwelling units. Next, in addition to the Planning Code requiring child care impact fees for larger office and hotel projects, the Code now also includes an impact fee directed to child care for any residential project that creates new group housing facilities, a new dwelling unit, or even addition of 800 square feet or more for an existing residential unit. Perhaps most notably, there have also been updates made to the City's inclusionary affordable housing program, including an increase to both on-site and in-lieu fee percentage requirements, an expansion to the different levels of affordability (providing affordable units at several different AMI levels instead of a single AMI), and a change to how the affordable housing fee is calculated (altering from a fee based on unit types to one that is based solely on a project's square footage).

Comment from Architect interviewee

Suggestion to adjust impact fees to take real estate cycle into account. Because permitting takes long, by the time projects are approved, we might be in a different economic cycle, and the fees make the project nearly infeasible, but we already have so many sunk costs from the long permitting process.

As of 2019, citywide impact fees were estimated to be between \$21,000 per unit in low rise buildings to \$23,000 per unit in high-rise buildings, before incorporating the City's Inclusionary Affordable Housing requirement. This reflects approximately three to four percent of total development costs.⁴¹ The upper range can be considerably higher—with a sponsor of a recent high-rise project in the Market-Octavia Plan claimed that the total fee burden was

\$66,000 per unit, not including affordable housing. Depending on the size of the project, the Inclusionary in lieu requirement, which applies if developers chose not to provide on-site inclusionary units, ranges from approximately \$46,000 per unit for small projects to \$69,000 or \$76,000 for large projects (depending on tenure).

The Planning Department conducted a fee analysis by selecting a set of permitted projects in different neighborhoods subject to citywide and a variety of plan area requirements (see Figure 28 - Department Example Projects for Fee Analysis). The analysis showed that per unit total fees ranged from \$3,700-

41 City of San Francisco, "Housing Development Feasibility and Costs-Housing Affordability Strategies," 2019.

6,600 per unit for 100% affordable housing projects while market rate per unit fees ranged from \$11,400-30,500 for projects with on-site affordable units and \$24,500-94,000 with inclusionary in lieu fees. Projects in plan areas had the highest per unit cost; Rincon Hill was the highest followed by Eastern Neighborhoods and Market Octavia. Fees for mid-scaled projects, above 10 and below 50 units, were slightly disproportionately higher than projects on either ends of the spectrum. Generally, projects with smaller number of units had a higher percentage of permit fees while larger projects had mostly impact fees with smaller permitting costs.

See subattachment 5 - Project Fee Detail for examples of project fees broken down by impact and permit fees.

Figure 28. Department Example Projects for Fee Analysis

#	Zoning District	Plan Area	Units	Permit Fees/Unit	Impact Fees/Unit	Total/Unit
1	SALI	West SoMa (EN)	146	\$ 2,505	\$ 1,168	\$ 3,673
2	Ocean Avenue NCT	Balboa Park	1	5,690	-	5,690
3	P	-	135	3,124	2,941	6,066
4	Mission NCT	Mission (EN)	157	3,553	3,050	6,603
5	UMU	Central Waterfront (EN)	259	3,499	7,907	11,407
6	RH-3	Van Ness Corridor	3	11,390	3,386	14,777
7	Ocean Avenue NCT	Balboa Park	27	4,851	10,810	15,661
8	RC-4	-	176	3,439	14,547	17,986
9	MUR	CSoMa	17	6,249	12,423	18,673
10	NC-3	-	41	8,393	13,330	21,723
11	Taraval Street NCD	-	10	15,312	8,475	23,787
12	RH-2	West Shoreline	2	20,020	4,521	24,541
13	RM-1	-	3	21,035	7,539	28,575
14	UMU	Central Waterfront (EN)	24	6,105	24,348	30,454
15	Hayes NCT	Market Octavia	41	6,986	24,155	31,141
16	RTO & Hayes NCT	Market Octavia	182	1,935	63,395	65,331
17	RH-3	Showplace Sq / Potrero Hill (EN)	3	41,979	25,709	67,689
18	RTO-M	Mission (EN)	20	7,705	62,840	70,545
19	RH-DTR	Rincon Hill	320	1,654	70,631	72,286
20	RH-DTR	Rincon Hill	452	2,354	70,523	72,878
21	RC-3	Van Ness Corridor	27	13,475	80,467	93,942
22	Outer Clement Street NCD	-	12	97,231	88,171	185,403

Projects in bold are 100% Affordable Housing Fees represented:

Market & Octavia Affordable Housing, Market & Octavia Community Infrastructure, Eastern Neighborhoods Alternative Affordable Housing, Eastern Neighborhoods Infrastructure, Rincon Infrastructure, Rincon Comm Stabilization Fee, Balboa Park Community Infrastructure, Transit Impact Development Fee/Transportation Sustainability Fee, Child Care, Water/Waste & School, Street Tree, Affordable Housing

Interagency Plan Implementation Committee

The Interagency Plan Implementation Committee (IPIC) is responsible for overseeing the implementation of eleven Area Plans that generally fund projects under five categories:

- Transit
- Complete Streets
- Recreation and Open Space
- Child Care
- Program Administration
- Environmental Sustainability and Resilience (Central SoMa only)

IPIC details how development impact fees have been used to fund necessary infrastructure. To help implement these Area Plans, the City created geographically based impact fees to fund infrastructure projects that serve the Plans' new growth. Since the creation of IPIC, the City has collected \$267 million dollars of infrastructure-related impact fees and expects to collect \$510,000,000 over the next ten years, of which \$310,000,000 is anticipated in the next five.

The Area Plans that IPIC implements includes Eastern Neighborhoods (comprised of separate Area Plans, Mission, Central Waterfront, and Showplace Square / Potrero), Market Octavia, Rincon Hill, SoMa (comprised of separate Area Plan for East SoMa, Central SoMa, and Western SoMa), Transit Center District, Balboa Park and Visitacion Valley.

IPIC's duties include identifying capital projects within the Area Plans for implementation, recommending funding amounts for these projects, facilitating intra-departmental collaboration, coordinating with the Area Plans' Community Advisory Committees (CACs), and producing an annual report.

Inclusionary Options

San Francisco's Inclusionary Housing Program has been in effect since 2002 and requires new residential projects of 10 or more units to pay an Affordable Housing Fee or meet the inclusionary requirement by providing a percentage of the units as "below market rate" (BMR) units at a price that is affordable to low-, moderate-, or middle-income households, either "on-site" within the project, or "off-site" at another location in the City. The Program is governed by Planning Code Section 415 and the Inclusionary Housing Program Procedures Manual and is administered by the Mayor's Office of Housing and Community Development (MOHCD) and the Planning Department. Since January 1, 2019, residential development projects that comply by paying the Affordable Housing Fee have been subject to the fee based on the Gross Floor Area of residential use, rather than the number of dwelling units. The fee is calculated by multiplying the per square foot fee amount by the residential gross floor area of the project, then applying the correct fee rate (20, 30 or 33%, depending on size and tenure). to the applicable

Revising Inclusionary Fee Based Periodic Analysis

This change is pursuant to amendments to Section 415.5 that were adopted by the Board of Supervisors in July 2017. Specifically, the Code requires that the Fee reflect MOHCD's actual cost to subsidize the construction of affordable housing units over the past three years and directs the Controller to develop a new methodology for calculating, indexing, and applying the Fee, in consultation with the Inclusionary Housing Technical Advisory Committee (TAC). In May 2018 the Controller and TAC determined that the Fee should be applied on a per gross square foot basis to ensure that MOHCD's cost to construct the required amount of off-site affordable housing is appropriately and equitably captured from all projects, regardless of the size and number of units distributed within the project. The Controller directed MOHCD, in consultation with the Planning Department, to convert MOHCD's per unit cost to a per-square-foot fee, based on the average residential Gross Floor Area of projects that have paid the Fee in the past three years. The fee amount indicated above has been calculated accordingly.

Pursuant to Section 415.5 and the specific direction of the Controller and TAC, MOHCD is required to update the amount of the Affordable Housing Fee each year on January 1, using the MOHCD average

cost to construct an affordable unit in projects that were financed in the previous three years and the Planning Department’s average residential Gross Floor Area of projects that have elected to pay the Fee and have been entitled in the same time period. Each year this analysis will be updated to include new projects from the most recent year and drop older projects that no longer fall into the three-year period of analysis. The updated Fee amount will be included in the Citywide Impact Fee Register that is posted December 1 and effective on January 1.

Review of Constraints

<i>Constraint</i>	Developers note that shifting fee collection later in the process could help projects move forward as they are paid closer to revenue generation.
<i>Constraint Reduction</i>	Related Policies
	Policy 26
	Implementing Program Areas
	8.1 Cost and Fees Actions: 8.1.3

Housing for People with Disabilities

Governmental Constraints

This section of the constraints report identifies the constraints on housing that meets the needs of people with disabilities, recognizing seniors with disabilities within this population. There are three areas of attention addressed here: affordability, accessibility, and housing types as listed in sections below.

Land use controls

There are no zoning or other land-use regulatory practices in San Francisco that seek to discriminate against persons with disabilities and impede the availability of housing designed for these individuals.

Code Requirements

Housing affordability is a significant challenge for seniors and who identify as disabled and housing production that serves the needs of these communities is a significant priority for the city. A variety of housing types support the needs of seniors and people with disabilities with most privately financed with or without organized services. There are specific types and regulatory processes that affect market-rate housing which is most likely to serve these populations as described below. Such housing types include co-living or co-housing, residential care facilities, group housing, housing which provides space for caregiving and/or family members, and housing that is located near grade, well connected to the public-right-of-way.

Accessory dwelling units (ADUs) can add space for family members or affordable by scale units. The majority of ADUs are at the ground floor and on a single level increasing the availability of units accessible to those with mobility impairments in small-scale housing buildings that would normally not be required to meet accessibility standards of multifamily buildings. The Planning Department and Building Department have several mechanisms to streamline ADU housing applications (reference ADU section).

SFPUC Review processes

MOHCD's interview process articulated a few utility challenges that could be resolved with SFPUC, specifically that they could provide technical assistance to 100% affordable housing projects, support the goal of achieving cost-effective stormwater management strategies, and they could implement a design best practices checklist working with MOHCD and design practitioners.

ADU Streamlined processing

Housing with sufficient bedrooms supports multi-generational living and family caregiving for those with disabilities and seniors, noting that this often relies on the unpaid labor of women, especially women of color. The Planning Code contains bedroom mix requirements under Section 207.7.

Increased Density in Low Density Neighborhoods

Recent proposed local legislation (to be determined in 2022 or 2023) that would expand single-family zoned neighborhoods with options for up to four units, or six units on corner lots, includes provisions that require greater unit parity for the second added unit to be eligible for permit streamlining to incentivize more units that include multiple bedrooms.

Double Density for Senior Housing

The Planning code recognizes a definition of “senior housing” as a residential use. The senior housing definition includes design provisions, requires on site inclusionary units, and a notice of special restriction. It can double the typical allowable density of residential uses in all areas where residential uses are allowed. The state also allows for a double bonus for senior housing– which cannot be combined with local doubling.

Residential Care Facilities

According to a January 2019 report by San Francisco’s Long-Term Care Coordinating Council’s Assisted Living Facility (ALF) Workgroup, the number of assisted living facilities in the city has decreased, particularly among homes with six or fewer beds, and assisted living facilities face economic challenges, such as slim profit margins and finding employees.⁴² These issues persisted through 2020, with a loss of an additional 11 assisted living facilities from January 2019 to January 2021, accounting for a loss of 226 assisted living facilities.

San Francisco’s Planning Code defines “Residential Care Facility” as:

An Institutional Healthcare Use providing lodging, board and care for a period of 24 hours or more to persons in need of specialized aid by personnel licensed by the State of California. Such facility shall display nothing on or near the facility that gives an outward indication of the nature of the occupancy except for a sign as permitted by Article 6 of this Code, shall not provide outpatient services, and shall be located in a structure which remains residential in character. Such facilities shall include, but not necessarily be limited to, a board and care home, family care home, long-term nursery, orphanage, rest home or home for the treatment of addictive, contagious or other diseases, or psychological disorders.

Up until 2019, Residential Care Facilities were principally permitted for six or fewer persons, but required a Conditional Use Authorization (CUA) for seven or more persons; principally permitted in most Neighborhood Commercial Districts, but facilities for seven or more persons required a CUA; and not permitted in Residential Enclave Districts, but conditionally permitted in Downtown Residential, Mixed-Use-General, Mixed Use-Office, Mixed Use-Residential, and Western SoMa Mixed Use-General. In January 2019, the city passed Ordinance 303-18 that increased the city’s ability to permit Residential Care Facilities:⁴³

42 Supporting Affordable Assisted Living in San Francisco, January 2019, <https://www.sfhsa.org/file/8256/download?token=RgD1puZf>

43 Planning Code – Residential Care Facilities, Ordinance 303-18, <https://sfgov.legistar.com/LegislationDetail.aspx?ID=3681418&GUID=319BB3EF-D8D5-49EF-892D-634D3E1BE812>

- In all Residential Districts except RH-1 and RH-2 Districts, Residential Care Facilities are principally permitted regardless of how many persons the use serves. In RH-1 and RH-2 Districts the controls remain the same.
- In all Neighborhood Commercial Districts, Residential Care Facilities are principally permitted above the ground floor regardless of the number of persons it services. The stricter ground floor controls remain in place for the few NC Districts that do not permit Residential Care Facilities on the ground floor (North Beach NCD & Folsom Street NCT), require a CU on the ground floor (Pacific Avenue NCD), or require a CU on the ground floor for seven or more persons (West Portal Avenue NCD).
- Residential Care Facilities in the DTR, MUG, MUO, MUR, RED and WMUG Districts are principally permitted regardless of how many persons the use serves.

Many Residential Care Facilities have been wanting to de-license and convert to group housing, particularly for HIV/AIDS patients. For these facilities, the need to maintain a license is declining as strides are made in medical treatment for patients. Removing the license and converting to group housing would allow these facilities to operate more efficiently and save on costs no longer seen as necessary. Once converting, however, facilities are then required to meet the building standards of group housing, which follow residential building standards.

Group housing is also not permitted in RH-1 districts, and is only allowable with a conditional use authorization in RH-2 and RH-3 zoned areas, thus some conversions will also require a Conditional Use authorization. Both the residential building standards and zoning control factors make the path to conversion more difficult.

Updates to Planning Code

In response to a continuing loss of Residential Care Facilities, San Francisco amended the Planning Code in October 2019, which placed interim controls for 18 months requiring a Conditional Use authorization and specified findings for a proposed change of use from a Residential Care Facility (Board File No. 190908). The interim controls were extended for an additional six months in April 2021 (Board File No. 210147).

In September 2021, the Planning Code was again amended to make it easier for Residential Care Facilities to establish themselves in San Francisco and ensure that their removal is given careful consideration (Board File No. 210535). This ordinance amended the Planning Code to 1) eliminate the requirement of Conditional Use Authorization for Residential Care Facilities for seven or more people in RH, and 2) require Conditional Use Authorization for a change of use or demolition of Residential Care Facility, and consideration of certain factors in determining whether to grant Conditional Use Authorization. These factors are:

- Information provided by the Department of Public Health, the Human Services Agency, the Department of Disability and Aging Services, the Golden Gate Regional Center, and/or the San Francisco Long-Term Care Coordinating Council with regard to the population served, nature and quality of services provided, and capacity of the existing Residential Care Facility;

- Data on available beds at licensed Residential Care Facilities within a one-mile radius of the site, and assessment from any of the above agencies regarding whether these available beds are sufficient to serve the need for residential care beds in the neighborhoods served by the Residential Care Facility proposed for a change of use or demolition, and in San Francisco;
- Whether the Residential Care Facility proposed for a change of use or demolition will be relocated or its capacity will be replaced at another Residential Care Facility Use, and whether such relocation or replacement is practically feasible; and,
- Whether the continued operation of the existing Residential Care Facility by the current operator is practically feasible and whether any other licensed operator or any of the above agencies has been contacted by the applicant seeking the change of use or demolition, or has expressed interest in continuing to operate the facility.

Group Housing

Co-housing and co-living involving 6 or more people called “group housing” under the Planning code, is a growing solution for people to share equity, space, or responsibilities in a supportive living situation either with others with similar needs or across ages and abilities. Group housing is allowed by right in mixed use, downtown, neighborhood commercial zoning, although legislation is pending which precludes new group housing units in the Tenderloin and Chinatown neighborhoods, and it was eliminated in the mixed-use districts located in the Central SoMa plan area in 2018. In RH districts co-housing/living of 5 or less people is permitted by right and is not considered “group housing” and would fall under the definition of “family” (see Definition of Family below). Group Housing is not permitted in RH-1, and is only allowable with a conditional use authorization in RH-2 and RH-3 zoned areas. In RM districts, it is permitted, but density is restricted by lot size.

Group Housing Definition Revision

Recent changes to group housing definitions have reduced the procedural challenges in approving such projects and clarified the definitions of group housing, specifically illuminating that it is a “Residential Use that provides lodging or both meals and lodging, without individual or limited cooking facilities or kitchens” and intended as long-term housing in a space not defined in the Planning Code as a dwelling unit. Except for student housing or 100% affordable housing, the residential square footage devoted to group housing must include both common and private space (for every gross square foot of private space including bedrooms and individual bathrooms, 0.5 gross square feet of common space shall be provided) with a prescribed amount of the common space devoted to communal kitchens (15% of the common space devoted to communal kitchens with a minimum of one kitchen for every 15 Group Housing units).

The Planning Code defines residential care facilities as an Institutional use. This use includes independent living, assisted living, residential care, and skilled nursing facilities all of which are licensed and represent a mix of types and levels of care. They are permitted in all zoning districts where residential uses are permitted, except in SALI districts (which allows 100% affordable housing), and RED-MX districts (see subattachment 1 – Allowable Residential Types by Zoning)

Accessibility

While accessibility, defined here as the ability for people to access and maintain agency inhabiting housing, is regulated at the federal and state level through building codes, the topographic configurations and age of San Francisco's housing stock are uniquely challenging for many with disabilities (see Figure 29 - All Housing by Year Built).

Definition of Family

The Planning Code includes a definition of “family” as a either one person, or two or more persons related by blood, marriage or adoption or by legal guardianship pursuant to court order, plus necessary domestic servants and not more than three roomers or borders; a group of not more than five persons unrelated by blood, marriage or adoption, or such legal guardianship unless the group has the attributes of a family in that it: has control over its membership and composition; purchases its food and prepares and consumes its meals collectively; and determines its own rules or organization and utilization of the residential space it occupies. This is intended to expand the innovations around housing types that may serve these populations.

The definition of “family” typically is not applied during a project review for new constructions and is more often used for additions to homes or enforcement cases when an applicant requests to add or remove kitchens/kitchenettes. Removal of kitchens/kitchenettes can signal a UDU or overcrowded living situation. The use of “family,” which applies to households with five or fewer people, does not conflict with zoning for occupancy of unrelated individuals in group housing, which applies to households with 6 or more people, among other criteria.

Building Codes / Accessibility

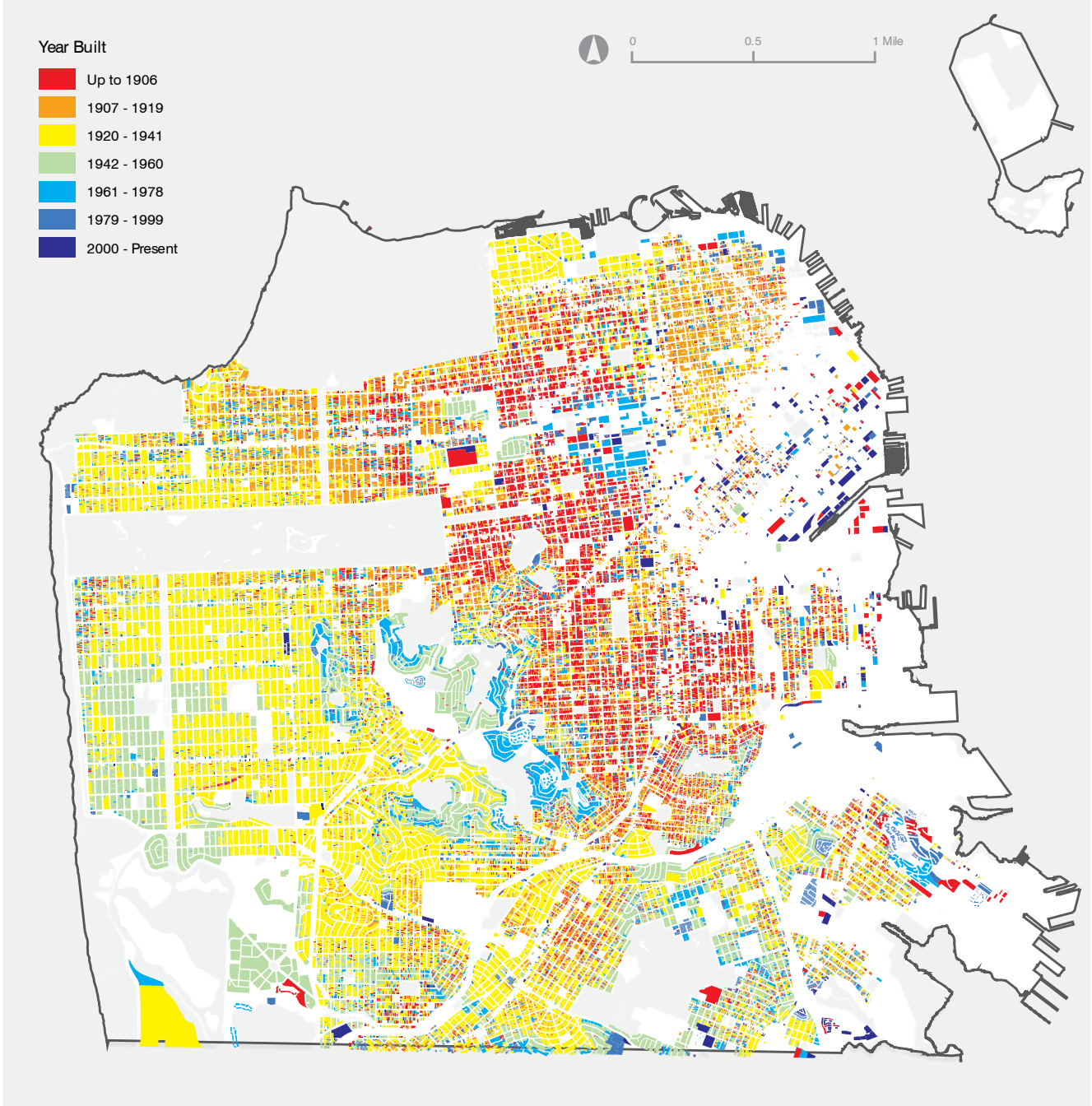
San Francisco building code ensures that new housing developments comply with California building standards (Title 24 of the California Code of Regulations) and federal requirements for accessibility. While single-family and duplex or 2-family dwellings are generally not required to be accessible except when they are part of a condominium or planned-use development, multi-family building accessibility requirements are contained in the California Building Code Chapter 11A and 11B, Chapter 10, Chapter 30, and section 101.17.9.1. The Building Code additionally requires parking spaces be specifically designated for persons with disabilities. The San Francisco building code incorporates the 2019 International Building Code.

Permit Processing

All of the City's commercial zones also allow group housing: they are permitted as of right in the moderate density residential, downtown, commercial, and neighborhood commercial districts where other supportive amenities are more accessible. In addition, San Francisco does not restrict occupancy of unrelated individuals in group housing and does not define family or enforce a definition in its zoning ordinance. The City does not impose special permit procedures or requirements that could impede the retrofitting of homes for accessibility. The City's requirements for building permits and inspections are the

same as for other residential projects and are straightforward and not burdensome. City officials are not aware of any instances in which an applicant experienced delays or rejection of a retrofitting proposal for accessibility to persons with disabilities.

Figure 29. All Housing by Year Built



Reasonable Accommodation

The Planning Department has developed a legislative ordinance that will enable persons with disabilities who require an expedited process to achieve reasonable accommodation as exceptions to the City's Planning Code to bypass the currently required variance process, and to access a streamlined procedure permitting special structures or appurtenances such as access ramps or lifts and other non-physical accommodations. Planning Code Section 305.1 provides a process for individuals with a disability to request such a modification to their residential properties to eliminate any barriers to accessing their home. A request for "reasonable modification" may include changes that are not allowed under current Planning Code regulations or require a variance from the Planning Code.

There are two processes available for requesting a reasonable modification: an administrative reasonable modification process and the standard variance process. The Administrative Reasonable Modification does not require a hearing or public notice and is applicable to the following types of modifications with certain criteria: Parking, Access Ramps, Elevators, and Additional Habitable Space. Reasonable Accommodation requests to the Planning Department typically meet criteria for an administrative reasonable modification or, if they do not meet the criteria, do not require a variance but conflict with design guidelines (see Casement Window case study below). Most modifications that would normally trigger a variance outside of a Reasonable Accommodation request are captured in the administrative reasonable modification process. The Planning Department rarely receives a request for an accommodation that requires a variance. If a variance is triggered, Planning would schedule the request for the next available Planning Commission hearing, where the Zoning Administrator must determine that the facts of the case are sufficient to meet seven criteria, as listed in Planning Code Section 305.1(f)(2).⁴⁴

The Planning Department created a dedicated application for Reasonable Accommodation requests. The informational and application packet was last updated in August 2020 and provides an overview of Planning Code Section 305.1, instructions for administrative (no hearing) reasonable modification, where fees are posted, and the review process.⁴⁵ The Planning Department has partnered with the Mayor's Office on Disability (MOD) to peer review applications, which has helped to ensuring the streamlining of reasonable accommodation applications.

The steps to requesting Reasonable Accommodation are as follows:

1. Applicant completes Reasonable Accommodation form from the Planning Department website and submits this form with the related application.

44 San Francisco Planning Code Section 305.1, Requests for Reasonable Modification – Residential Uses, https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_planning/0-0-0-50585

45 San Francisco Planning Department, Reasonable Accommodation Informational and Application Packet, August 2020, <https://sfplanning.org/resource/reasonable-modification>

2. An assigned planner brings this project to an internal Policy Coordination Lite meeting, where the Planning Department's director of Current Planning forwards the request to the Mayor's Office of Disability to validate the medical limitation with the request.
3. Once MOD confirms that the occupant/owner needs the reasonable accommodation request, the project is advanced to one of the following steps:
4. If requesting relief from the Planning Code: the Zoning Administrator reviews the request and typically grants any request for relief once MOD confirms that it is needed.
5. If requesting relief from Residential Design Guidelines or other processes: the director of Current Planning reviews the request and grants the reasonable accommodation or works with the applicant to accommodate their need and improve design.

The steps to requesting a Standard Variance for a Reasonable Accommodation are as follows:

1. Applicant completes Reasonable Accommodation form from the Planning Department website and submits this form and the standard Variance form with the related application.
2. Upon submittal of a complete application to the Planning Department, the Zoning Administrator will schedule a public hearing to consider whether to grant the Variance.
3. Upon issuing the formal written decision either granting or denying the Variance in whole or in part, the Zoning Administrator will transmit a copy of the Variance decision letter to the applicant.
4. The action of the Zoning Administrator will become effective 10 days after the date of the written decision, except upon the filing of a valid appeal to the Board of Permit Appeals.

Case Studies: Reasonable Accommodation Requests

- Request for vertical and horizontal additions to accommodate a Physical Therapy/Gross Monitor Room, Sensory Room, School/Speech and Occupational Therapy Room, Sauna, and space for a full-time caregiver. Interior space modifications were also requested to facilitate mobility of the disabled individual without injury.
 1. Applicant submitted a reasonable modification and standard variance forms to the Planning Department. It was presented by the assigned planner to the Director of Current Planning.
 2. Director of Current Planning forwarded the request to the Mayor's Office of Disability for their review to validate the requested accommodation aligns with the demonstrated medical need (so that the Planning Department does not need to be involved in assessing anyone's medical background).
 3. Mayor's Office of Disability confirmed that request aligns with medical condition.
 4. A public notice was sent to owners within a 300' radius. Tenants within 150' of the property were also sent the Section 311 building permit notification 20 days prior to the hearing.

5. A variance hearing was held, and approval was issued about four months later.
- An applicant needed to have a casement window instead of a double hung window due to a wrist issue. The Planning Department worked with the applicant to get a casement window that maintained a double-hung look as much as possible.
 1. Applicant submitted a reasonable modification form to the Planning Department. It was presented by the assigned planner to the Director of Current Planning and confirmed to be eligible for an administrative process.
 2. Director of Current Planning forwarded the request to the Mayor's Office of Disability for their review to validate the requested accommodation aligns with the demonstrated medical need (so that the Planning Department does not need to be involved in assessing anyone's medical background).
 3. Mayor's Office of Disability confirmed that request aligns with medical condition.
 4. Director of Current Planning met with staff architect to develop an architectural solution that aligns with medical accommodation (casement crank window operation vs. vertical lifting required for a double-hung window) while preserving architectural character of building (double hung window on an age-eligible potential historic property).
 5. Relayed suggested solution to property owner who agreed with that approach. Applicant revised plans and the Planning Department approved the permit with revised window design/operation to accommodate medical need.
 - Requests for parking to be permitted in the front setback instead of inside the garage due to the need for a large van with wide door swing.
 1. Applicant submitted a reasonable modification form to the Planning Department. It was presented by the assigned planner to the Director of Current Planning and Zoning Administrator.
 2. Director of Current Planning forwarded the request to the Mayor's Office of Disability for their review to validate the requested accommodation aligns with the demonstrated medical need (so that the Planning Department does not need to be involved in assessing anyone's medical background).
 3. Mayor's Office of Disability confirmed that request aligns with medical condition.
 4. Zoning Administrator administratively allows front setback parking. Parking modification has a 5-year limit and is recorded via a Notice of Special Restrictions (NSR), requiring a person with a disability as the applicant/occupant. To keep the modification, the NSR must be reauthorized every 5 years, with a new NSR being recorded each time. Accessible ramps are required to be removed when no longer needed due to the disability.

5. Planning Department approves the permit with parking in front setback shown.
- Elevators in rear yard and lightwell
 1. Applicant submitted a reasonable modification form to the Planning Department. It was presented by the assigned planner to the Director of Current Planning. Confirmed that an elevator is eligible for an administrative review process (no hearing and no notification) pursuant to Planning Code Section 305.1.
 2. Director of Current Planning forwarded the request to the Mayor's Office of Disability for their review to validate the requested accommodation aligns with the demonstrated medical need (so that the Planning Department does not need to be involved in assessing anyone's medical background).
 3. Mayor's Office of Disability confirmed that request aligns with medical condition.
 4. Director of Current Planning directed the approval of the elevator in the lightwell based on MOD's recommendation, because the dimensions conformed to Building Code Section 1124A, the elevator structure was not visible from the public right of way and was set back a minimum of 10 feet from the property line. Elevators and other minor building expansions are permanently approved.
 5. No notification was required since the applicant demonstrated that the elevator is necessary to access residential uses of the building and qualified for an administrative process, pursuant to Section 305.1(d)(3). The Planning Department approved the permit.
 - Slightly larger addition due to the need for a bathroom model that needed to accommodate particular amenities (large tub, circulation for care giver, etc.) and different window operations
 1. Applicant submitted a reasonable modification form to the Planning Department. It was presented by the assigned planner to the Director of Current Planning. Confirmed that the scope of the project was the addition of habitable space (to accommodate an expanded bathroom), which is eligible for an administrative review process (no hearing and no notification) pursuant to Planning Code Section 305.1.
 2. Director of Current Planning forwarded the request to the Mayor's Office of Disability for their review to validate the requested accommodation for additional habitable space aligns with the demonstrated medical need (so that the Planning Department does not need to be involved in assessing anyone's medical background).
 3. Mayor's Office of Disability confirmed that request aligns with medical condition.
 4. Director of Current Planning directed the approval of the additional habitable space based on MOD's recommendation.

- No notification was required since the applicant demonstrated that the elevator is necessary to access residential uses of the building and qualified for an administrative process, pursuant to Section 305.1(d)(4). The Planning Department approved the permit.

<i>Constraint</i>	Requiring a variance for a reasonable accommodation presents additional delay and challenges for people with disabilities who should be offered an expedited process to achieve reasonable accommodation.
<i>Constraint Reduction</i>	<p style="text-align: center;">Related Policies</p> <p>Policy 6</p> <hr/> <p style="text-align: center;">Implementing Program Areas</p> <p>6.3 Seniors and People with Disabilities and Chronic Illness Actions: 6.3.10</p>

Affordable Housing

While housing affordability is a challenge across populations in the city, one constraint is that many people with disabilities live on public benefits, which limit the amount of income and assets the person can have to maintain eligibility. This extremely low level of income makes them ineligible for many forms of affordable housing. Another constraint tied to eligibility for housing assistance is what some refer to as the “disability tax”. Many disability-related costs are not covered by public assistance programs, and people with disabilities pay for them out of pocket. To be able to cover these costs, people with disabilities appear to have more disposable income than they actually do, and unless these costs are deducted from the income attributed to the individual, the person with a disability might be considered to have too much income to qualify for some programs that are for the very low-income population.

Building Maintenance and Improvements

Modifying existing structures often will trigger renovations that must meet accessibility standards beyond the project scope. This is a constraint on housing repair in some cases, however this tends to affect commercial or institutional buildings more than private residents or apartment buildings.

Mayor’s Office of Disability Guidance

Established in 1998, Mayor’s Office on Disability (MOD) is the City’s overall ADA Coordinator. Its mission is to ensure that every program, service, benefit, activity and facility operated or funded by the City and County of San Francisco is fully accessible to, and usable by, people with disabilities. MOD is responsible for overseeing the implementation and local enforcement of the City and County of San Francisco’s obligations under the Americans with Disabilities Act (ADA) as well as other federal, state and local access codes and disability rights laws such as the Fair Housing Act, Sections 504 and 508 of the Rehabilitation Act, the Unruh Civil Rights Act, the Uniform Federal Access Standards (UFAS), and the California Building Code. MOD reviews all housing projects in San Francisco that involve public funding including subsidy. All city affordable housing projects are subject to this additional review and process.

Two recommendations have been made by MOD to address process improvements which are on-going. The first is that projects from the Department of Building Inspection (DBI) to MOD are often routed to MOD very late in the process, after most or all the other required approvals have been obtained. If MOD's review results in recommended changes, it can be perceived as burdensome on the project sponsor to implement them and/or the accessibility requirements become regarded as unnecessarily holding up projects. The improvement goal is to identify those projects that require accessibility reviews earlier in the process so that accessibility issues can be resolved appropriately early on. The second is that, currently, payments and fees for accessibility reviews are handled by MOD. This is the only billing function that MOD manages, while DBI carries out this function for all other reviews. The process improvement would be to have this function streamlined by running all payments and fees through DBI from housing development agencies, architects, and other project sponsors.

Non-Governmental Constraints to Housing for People with Disabilities

The overwhelming challenges to providing housing for those with disabilities and seniors are high development and business costs for private market housing and housing with services. The overwhelming majority of housing affordability issues can be addressed in market-rate housing and affordable housing, covered in other chapters of this report. The focus of this section is on housing with services given that specificity of needs.

Residential care is in competition for land and construction contracting along with other housing and commercial interests yet with industry margin which do not attract investors as easily. This has pushed those in need of housing and support to rely on the two systems which have resulted from these challenging conditions: the private market which mostly provides amenity-rich and high-density forms of care only accessible to those with high incomes and the non-profit system, typically publicly subsidized, that struggle to cover and provide services for San Francisco's very low or extremely low-income senior and disabled residents. This leaves many people at these lowest income levels without support and people at low, moderate, or middle incomes with few options. Recent trends show these income level residents often leaving the city for facilities affordable elsewhere or relying on family care to stay.

Seniors make up almost 16% of the population and this is expected to increase to nearly 19% by 2030. Almost half of seniors are very low income compared to about a quarter of San Francisco's overall population. And over half of seniors are homeowners, compared to about a third of San Franciscans. Senior renters, however, are very cost burdened, including 70% in lowest income groups. While about 10% of San Franciscans have a disability, this is disproportionately higher in Black and American Indian communities. About half of those with disabilities are seniors. Over 70,000 households are headed by or include someone with a disability, with a disproportionate number being low income and with higher rent burdens.

The Department further monitors conditions for housing for people with disabilities and seniors through the Healthcare Services Master Plan, as adopted in Planning Code Section 342. The most recent draft—scheduled for adoption in 2020 and subsequently delayed by the COVID-19 pandemic—documented the loss of long-term care, small, assisted living facilities, and adult residential facilities. The loss was determined to be a result of high operating costs and pressures given high land values.

Reduce Development Pressure on Existing Facilities

In October 2021, the City adopted local legislation that mandates a conditional use authorization for any project which seeks to demolish or requests a change of use for a site with an existing residential care facility.

Senior Housing & Housing for those with Disabilities Study

Supervisor Mar introduced legislation requiring a study of housing specifically for seniors and those with disabilities after a hearing at the Board's Public Safety and Neighborhood Services Committee hearing focused discussion on January 27, 2022. The goal is to identify the needs of these populations, the number of people needing to be served, and the resources and housing types needed to address them.

Figure 30.
San Francisco Housing
Production, 1990-2019

— New Units
Affordable to Low or
Moderate Income

- - - Net New Market Rate
Units

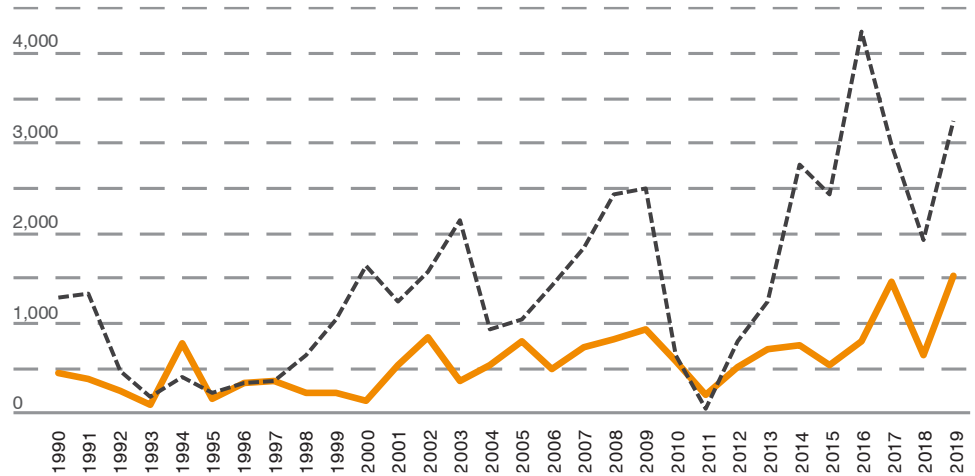


Figure 31.
Median Rent, 2010-2019

Source: Zillow

— San Francisco

- - - San Francisco Metro

- - - California

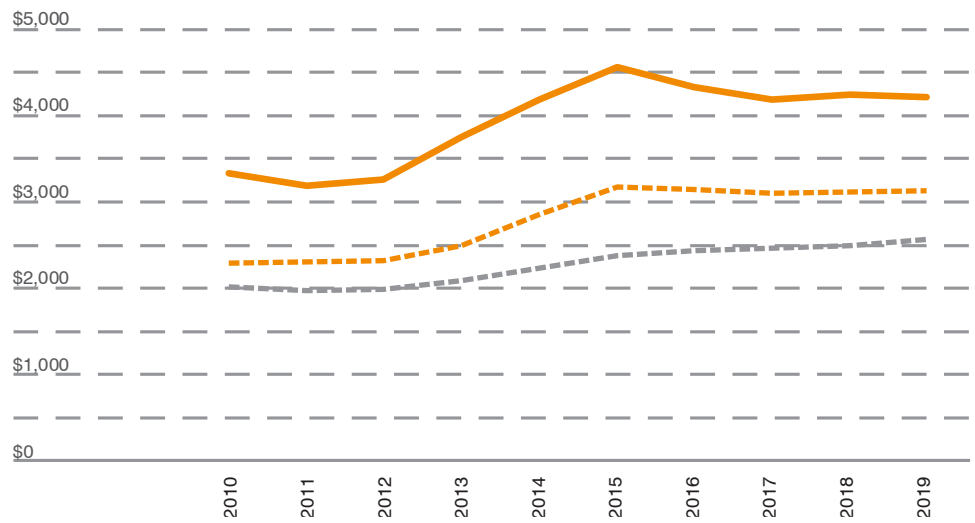


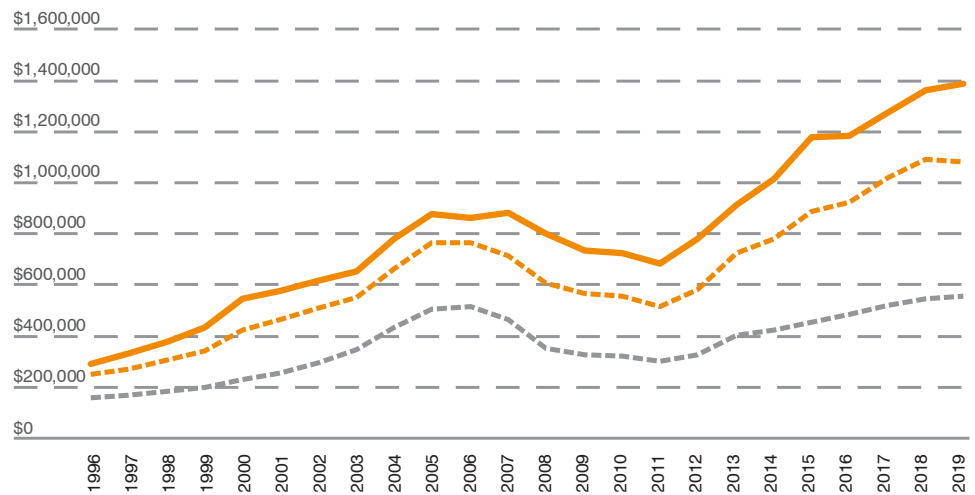
Figure 32.
Home Value Index,
1996-2019

Source: Zillow

— San Francisco

- - - San Francisco Metro

- - - California



Non-Governmental Constraints

Due to the high land costs and expensive and rising development costs, it is increasingly challenging for affordable and market-rate multifamily developers to deliver projects successfully. This chapter provides more information on constraints related to market, construction, and real estate processes.

Land / Site Value

With a constrained geography and intense demand for housing, land values in San Francisco have increased substantially over the past two decades. Specific land costs vary greatly depending on an area's location and underlying zoning. As of 2019, land value was estimated to range from \$200 to \$1,000 per land square foot for residential development projects.⁴⁶ The change in land value between 2012 and 2020 ranged from 105% to 147%, with the highest change in the middle and western portions of the city, predominantly single- and two-family neighborhoods.⁴⁷

The price of land is a major component of a developer's overall cost of producing housing. Both market-rate and affordable housing developers report that acquiring land for housing in the city is a major challenge. While many area plans over the past two decades have increased potential density on many parcels available for housing, developers report that a substantial number of affected sites that were feasible for new housing were acquired and/or developed in the last real estate cycle between 2012 and 2018 meaning that less will be available in these areas in RHNA cycle 6 starting next year. (see Figure 30 - San Francisco Housing Production, 1990-2019).

Century Urban, a consultant supporting the Department's constraints analysis, has provided more detailed land value analysis in transit-rich areas of the city that could potentially deliver larger housing projects. They identified twenty-four land sales for planned development of residential projects in the Downtown/SOMA and Van Ness/Masonic Submarkets. From 2018-2019, the weighted average price per land square foot was \$1,191 (excluding 524 Howard, which appears to be an outlier at \$6,380 PSF), while from 2020-2022, the weighted average price per land square foot was \$733. From 2018-2022, prices for the identified land sales ranged from \$388 PSF to \$1,654 PSF (excluding 524 Howard). The range in sale prices is likely due to factors such as location, allowable development potential, entitlement status, site-specific conditions, and market conditions at the time of sale including construction costs, as well as other potential factors.

Single-Family House Value

The high value of single-family housing in San Francisco is a significant constraint in the production of multi-family housing, especially in the lower density neighborhoods in the middle and western part of the

46 City of San Francisco Housing Feasibility and Development Costs, 2020.

47 <https://www.aei.org/housing/land-price-indicators/>

city.⁴⁸ Down-zoning these neighborhoods in the last century-- a response in some part to redevelopment that displaced thousands of residents and communities of color-- reduced historic patterns of multi-family housing and anchored San Francisco's version of the American Dream of suburban living promoted after World War II. Living in or owning a single-family home is still a very strong pull for many people in or moving to San Francisco and the cost per square foot for a single-family home continues to disproportionately outpace all other forms of housing. While the average condo price increased from \$865,000 to \$1.35 M, or about 150%, between January of 2013 to 2022, the average single-family home price increased from \$920,000 to \$1.8 M, or nearly doubled (see Figure 32 - Home Value Index, 1996-2019).

Office to Residential Conversion

The COVID-19 pandemic significantly impacted patterns of work and home for many essential workers and those with the privilege of cloud-based work, especially in finance, technology, government, and professional services. With many of these latter workers maintaining a significant work-from-home pattern even as COVID-19 has abated, downtown office buildings have remained underutilized. CBRE research published in July 2022 showed that second quarter office vacancy in San Francisco was the highest of any major city in the United States at 24.2%⁴⁹ and discussions with industry experts indicate that they anticipate that lease renewals may drop even farther soon with a long recovery expected. With the use of office buildings uncertain, one potential outcome is that underutilized buildings could convert to new uses, specifically to housing given the density of services, transit, and access to the waterfront and open space in San Francisco. As well, prior to the pandemic two trends were already in full swing: (1) additional mixed-use zoning and development south of Market as part of the Transbay and Rincon Hill Area plans and former redevelopment areas supporting new transit investments, and (2) renovations of many of the buildings built after the 1984 Downtown Plan, which had dropped out of favor given their age and competition for new office buildings with larger floorplates.

San Francisco has both specific opportunities and challenges with conversions from office to residential uses in downtown. Since the zoning already permits residential uses in Downtown C-3 district, the constraints sit in the financial and logistical viability of such an endeavor. Architecture and design firm, Gensler, has developed a residential conversion scorecard to quickly assess the feasibility of converting existing office buildings to residential. To date, the firm has scored more than 400 buildings across 25 North American cities. Of all buildings scored, approximately 30% are well suited for conversion. Buildings designed in the 1960s and 70's often perform well when scored using the firm's criteria for their efficient depths between building skin and core utility areas and good window to solid wall ratios. These buildings are also more likely to be Class B/C buildings, which often suffer from high vacancy rates.

While San Francisco has over 400 parcels in the C-3 area that fit that description, changes to the seismic and energy codes specific to California in the last twenty years remain a significant financial barrier to such conversions. Buildings constructed in the latter half of the 20th century, especially those constructed

48 <https://www.bayareamarketreports.com/trend/san-francisco-home-prices-market-trends-news>

49 <https://www.cbre.com/insights/figures/san-francisco-office-figures-q2-2022>

in the 1980s, both challenges to conversion—they have depths that generally do not work well and would need significant upgrades in structure and facades to meet revised codes.

Residential buildings also have greater building and fire code requirements and mechanical system needs that can also compromise the feasibility of such a conversion. One example is the hotel to SRO conversions done during the HomeKey Program between 2020 and 2021. While one would assume that changing a hotel room to a residential one would be very similar in code requirements, HSH reported that the building code occupancy is much more demanding, rendering conversion of several hotels infeasible.

Review of Constraints

<i>Constraint</i>	Age and type of buildings and building code occupancy of residential uses requires significant upgrades and investment to existing office use buildings that may be unoccupied and ripe for conversion to housing.
<i>Constraint Reduction</i>	Related Policies
	Policy 26
	Implementing Program Areas
	8.1 Cost and Fees Actions: 8.1.3; 8.1.4
	8.3 Objective Design Standards & Findings Actions: 8.3.3

Development Costs

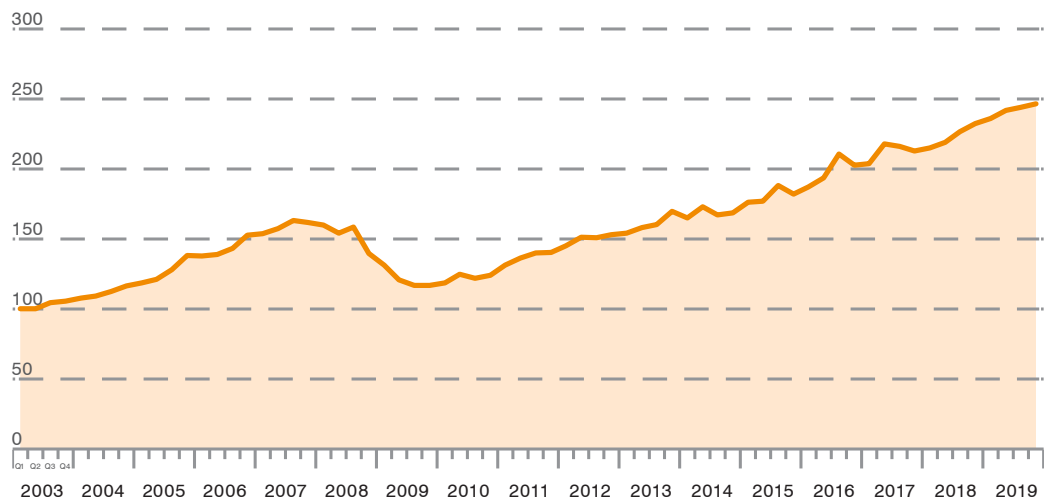
Construction Costs

Construction costs, sometimes referred to as “hard costs,” are typically the largest cost item in housing development, representing between 50 and 75 percent of total development cost. According to an evaluation of multifamily projects built between 2017 and 2019 in the city, construction costs alone ranged from \$360,000 per unit for low-rise buildings, typically Type 3 or 5 construction, increases to \$450,000 per unit for high-rise projects, Type 1, that have higher fire protection and structural requirements given the occupancy and height.⁵⁰ As of 2020, San Francisco had the highest construction costs in the world with costs escalating five to six percent per year.⁵¹ Typical per square foot costs for construction are \$350 for the renovation of an existing garage into a basic ADU, \$500-700 for new construction of single or small, multi-family buildings with budget-conscious amenities, and residential projects with higher end finishes and amenities starting closer to \$800 and up.⁵²

Given the uncertainty in entitlement timelines, construction cost escalation presents a unique challenge as its unpredictability can destabilize financing. The California Construction Cost Index, based on San Francisco and Los Angeles only, went up an average of 1.7% annually between 2011 and 2016, but increased 3.1% on average between 2016 and 2020 (see Figure 33 – Construction Cost Index). The CCCI increased 13% in 2021 alone. Costs have escalated at a quicker rate since the COVID-19 pandemic began because of supply chain challenges and decreased retention of labor.⁵³

Figure 33.
Construction
Cost Index

Source: TBD
Consultants,
Construction Bid
Index



50 City of San Francisco Housing Feasibility and Development Costs, 2020.

51 International Construction Market Survey, Turner and Townsend, 2019; City of San Francisco Housing Feasibility and Development Costs, 2020.

52 <https://www.homebuilderdigest.com/cost-guide/california-costguides/how-much-does-it-cost-to-build-a-house-in-the-sanfrancisco-bay-area/>

53 <https://www.dgs.ca.gov/RESD/Resources/Page-Content/Real-Estate-Services-Division-Resources-List-Folder/DGS-California-Construction-Cost-Index-CCCI>

Workforce

High construction costs are partially attributable to unavailability or uncertainty of construction labor. Skilled construction labor has become scarcer and more expensive since the Great Recession, and the lack of competition on the industry continues to drive this cost up.⁵⁴ "Rebuilding California," a report published by Smart Cities Prevail in January 2019, describes a complex set of dynamics in the labor market that have resulted in a broad expression by many across the real estate industry that there is a "labor shortage." The report expresses that indeed the construction labor market is tight and job vacancies are rising but more specifically that California non-supervisory construction workers' unemployment rate was lower in 2017 than it was in 2006 and that vacancies have jumped approximately 75% since 2011. While the common industry response is to hire more workers, data also points to significant decrease in productivity, due to challenges with labor retention and conditions. Wages and compensation in the housing construction industry are not as competitive as in other sectors and the housing industry is older and its traditional labor pools are shrinking. Housing industry productivity now lags public works construction and non-construction sectors causing increased impacts to housing production. Construction has long been a challenging career path, as it requires physical labor and health risk, is subject to extreme business cycles and volatile earnings, and can mean frequent displacement to catch boom and bust cycles. Given alternative options, jobs have been increasingly less attractive to young people. The report recommends increased job skills training, as construction ranks with agriculture and retail sectors are having the worst rates of skills training of all US industry sectors.

Along with the challenges described above, San Francisco struggles to compete with housing production options across the region. People in the construction industry describe an "premium" to working in San Francisco compared to the north, east, and south bay given the logistics, expenses, and constraints on working in a denser urban space such as little room for staging, more temporary permitting required, more expensive parking, and time expansions and disruptions due to commuting. Workers often live in places with more space and less expensive housing that are farther from the city. The south bay is an attractive work location due to the large increase of office projects that pay better, and the north bay, due to the demand created by devastating fires, have many new single-family projects closer to where many construction workers live.

The challenges of the complex environment, the increasing need for workers in a highly pressurized real estate market, and the expense of living and working in San Francisco has also resulted in two classes of workers regionally: ones who are embedded in a supportive system of training and healthcare, paid prevailing wage, can stay consistently employed and compensated, and those who subsist "under the table" and in many cases are exploited, poorly paid, and are on job sites without protection and at greater risk of injury or death. As reported by the Centers for Disease Control and Prevention in 2021, with 53.2 suicides per 100,000 workers, construction has among the greatest suicide rate of any industry.⁵⁵ If San Francisco supports a stable workforce that builds housing, it could reverse the trends of housing unaffordability and loss of skilled labor, both of which constrain housing production.

54 City of San Francisco Housing Feasibility and Development Costs, 2020

55 <https://www.dol.gov/newsroom/releases/osha/osha20210824>

Workforce Development

The Office of Workforce and Economic Development has several jobs initiatives for construction labor under the CityBuild Program. CityBuild began in 2006 as an effort to coordinate City-wide construction training and employment programs and is administered by OEWD in partnership with City College of San Francisco, various community non-profit organizations, labor unions, and industry employers. CityBuild Academy aims to meet the demands of the construction industry by providing comprehensive pre-apprenticeship and construction administration training to San Francisco residents. The Construction Administration and Professional Service Academy (CAPSA) is a semester-long program offered at the City College of San Francisco, Mission Campus.

The program prepares San Francisco residents for entry-level careers as professional construction office administrators. The CityBuild Women's Mentorship Program is a volunteer program that connects women construction leaders with experienced professionals and student-mentors who offer a myriad of valuable resources: professional guidance; peer support; life-skills coaching; networking opportunities; and access to community resources.

Innovative Building Technologies

Modular construction and cross-laminated timber could potentially reduce hard costs and improve the feasibility outlook for residential development projects. Modular construction refers to a process of manufacturing housing units in a factory and assembling them on-site to form a complete building.

It is estimated that the assembly process takes up to eight weeks, which is significantly shorter than typical construction timeframes. A modular firm in the Bay Area cited that this method could reduce construction costs by 30 percent.⁵⁶ There have been a few projects, including 100% affordable housing, in San Francisco that have been completed with a few more in development. They tend to be mid-rise buildings between four to eight stories with very repetitive interior apartment types. In San Francisco, there are labor policy concerns with modular construction.

Cross-laminated timber (CLT) is an engineered wood product recently introduced in the United States. CLT is similar to steel and concrete in its performance, meaning that it could be used for buildings taller than buildings that typically incorporate Type V or Type III (wood-frame) construction. Due to building code standards related to fire safety, these buildings at most can be six stories total, including one level of concrete podium ("Type V/III over Type I"). While CLT could potentially provide a unique opportunity to provide denser wood-based housing development with less onsite labor, the industry is nascent and such projects are currently too expensive to build at smaller scales. Given the cost of lumber, CLT does not provide a viable alternative to traditional construction and the City has not seen completed applications or built projects.

Materials

The rising cost of materials also contributes to the overall high construction costs in San Francisco, and material costs nation-wide are rising dramatically since the COVID-19 pandemic began. Supply chain issues have caused dramatic cost increases in steel, lumber, as well as interior materials and

56 City of San Francisco Housing Feasibility and Development Costs, 2020.

appliances. Lumber futures averaged ranged between \$260 to \$400 between 2014 and 2017 with a peak in early 2018 of \$569. This transitioned quickly into volatility at the start of the pandemic that saw it swing from \$278 in March of 2020 to \$1452 in early 2022. Flat glass prices have been steadily increasing from a price index of 92 in 2014 to a high of 131 in January 2022 significantly above inflation during this time.⁵⁷

Soft costs

Soft costs, sometimes referred to as “indirect costs” refer to various administrative cost items necessary for the development project to proceed, including professional services, such as engineers, architects, and land use counsel, taxes, legal costs, insurance, and permitting. As of 2020, soft costs were estimated to range from \$94,000 per unit for low-rise construction, to \$109,000 per unit for high-rise construction, totaling between 15 and 18 percent of total development costs.⁵⁸ There are no indications through interviews or research that these have changed significantly in the past eight years or provide specific constraints to housing development (permitting fees are discussed in the Governmental Constraints section).

Revenues

The pandemic had a significant chilling effect on rental prices across San Francisco while single-family housing prices continued to climb. While rental prices for a two-bedroom apartment in 2019 averaged close to \$4,600 a month, and dropped to \$3,500 in mid 2020, it has climbed back about halfway to nearly \$4,000 in early 2022 (see Figure 31 – Median Rent).⁵⁹ There has been a slower rebound for three- and four-bedroom apartments, but similar rebound for studio and one-bedroom ones.

Financial Feasibility Analysis

The Planning Department has contracted with Century Urban to study development feasibility data on three groups of housing project types across several markets:

- Fourplex, 1 to 4 net new units
- Small, to Mid-sized multifamily, 10 to 104 units
- Large-sized multifamily to high-rise, over 100 units

Fourplex

To assess financial feasibility for these prototype scenario projects, Century Urban calculated the residual value, or the amount that a purchaser of a home or land can afford to pay for that home or land. Residual value is calculated by subtracting the hard and soft costs of the project, including developer return, from the total net sale value of the project. If the residual value is below the estimated sale price for an existing single-family home, then a property owner or developer would be less financially

57 <https://www.wsj.com/market-data/quotes/futures/LB00/advanced-chart>

58 City of San Francisco Housing Feasibility and Development Costs, 2020.

59 Zumper Data

motivated to redevelop the property, and a developer would be unable to match typical offers from other single-family home buyers.

Where there is a negative difference between the residual value of the prototype project and the market value of an existing single-family home in the respective neighborhood, this is the “feasibility gap.”

As summarized in the [February 2022 memo](#) to the Planning Commission responding to proposed legislation, the analysis found that all the prototypes analyzed in all neighborhoods had a feasibility gap, indicating that at current construction costs, rental rates, and single-family prices, financial feasibility of demolishing an existing single-family home to develop new triplexes and fourplexes is challenging.

The magnitude of the feasibility gap between the residual value generated by prototype developments and median single family home prices in all neighborhoods analyzed ranged from \$1.3M-2M in mid-tier and lower cost neighborhoods to \$5M in higher income areas like Pacific Heights. The analysis also calculated whether there is a “gap” when comparing the project residual values to the typical *minimum* (rather than median) home prices in the same neighborhoods, as half of houses for sale are valued at less than the median, and there may be circumstances where a home is unusually small and/or poorly maintained relative to the typical condition. While the gap is substantially smaller in all of those cases, a feasibility gap remains across all scenarios with the lowest gaps of \$300,000-\$600,000 in the mid-tier neighborhoods.

Since there is a projected feasibility gap in replacing a single-family house with a multi-family building, any restriction of rent or sale prices of the resulting units will add to that gap. The addition of affordability requirements would increase the feasibility gap across the prototypes by several hundred thousand to over one million dollars for the fourplexes with two required BMR units.

Homeowner Considerations

Many people engaged in related policy discussions have asked how the circumstances, motivations, and expectations of the typical homeowner might differ from those of the professional housing developer and thus would lead to different outcomes from those in the feasibility analysis described above.

The feasibility analysis conducted by Century Urban assumes that people considering what to do with property, whether a professional developer or a homeowner/property owner, are making financial decisions relative to risk, time, and alternative options for their investment. Undoubtedly a small share of property owners may be interested in using the fourplex opportunity to redevelop their properties or add units based on factors beyond just the financial considerations.

In the prior feasibility analysis, Century Urban analysis assumed a project applicant receives compensation for their substantial financial investment, effort, time and risk involved in developing a project in the form of an industry-benchmark 18% return and a target return on cost of 5.25% for rental projects. Given that some homeowners may be willing to accept lower returns, Century Urban further considered one illustrative example, using a mid-tier neighborhood fourplex scenario, of how removing the expected developer return would affect the feasibility analysis. This analysis shows that removing any expected return from the pro forma that this fourplex scenario across all neighborhoods would maintain a feasibility gap of several hundred thousand dollars or more in the median home value scenarios (ie. the

residual value of the project is still less than the current median market value of the single-family homes). However, in the optimistic minimum home value scenario in the mid-tier neighborhood particularly, the project could potentially generate a positive feasibility “surplus,” or profit, relative to the value of a house. This means that in a limited number of scenarios in certain neighborhoods, a property owner of a smaller house or house in need of repair could possibly make a modest return if they invest their land and financial resources into a redevelopment.

However, it is important to caveat this long-term hold scenario (and any homeowner scenario) by noting that the typical person will need a construction loan of \$2 Million or more for such a project, and that, while the homeowner or small property owner may not be seeking the same level of guaranteed returns as a developer, that lenders, in order to lend such sizable sums, will seek assurances about the financial soundness of the project using similar metrics as used by developers and will want to see financial guarantees as described above. This risk makes this much more feasible for independently wealthy households than for those who have high equity in their homes but low yearly income and modest savings they would not be willing to put at risk.

To that end, for most existing homeowners, smaller scale projects to add housing units to their property in ways that are more modest modifications to existing properties, such as adding smaller units by converting existing space in ground floors, rear additions, or rear yard structures, may be more likely and manageable. These would require fewer financial resources, debt, and risks.

Levers that Could Impact Feasibility

As part of their analysis, Century Urban analyzed potential public policy “levers” that might be able to offset the financial barriers faced by property owners redeveloping an existing single-family home or adding units. These potential policy levers include lowered interest rate loans, reduction in City fees, and abatements of transfer taxes and property taxes. The magnitude of the financial benefit of each lever is provided relative to the residual value and feasibility gap of each scenario; in other words, the financial value expressed for each lever should be added to the feasibility gap (thus reducing the gap) of the respective scenario to see the effect of each lever or the combination of different levers.

Non-Governmental Factors. Construction costs, including labor and materials, are by far the largest component of development costs for adding new units, typically representing a little more than 70% of development costs excluding land costs. Construction costs in San Francisco are among the world’s highest and have escalated rapidly over the last 10 years creating a significant barrier to residential development. While not anticipated in the near to medium term given labor shortages and continued economic uncertainty, a hypothetical 10% reduction in construction costs could improve the feasibility of three- and fourplex projects by an estimated \$300,000 to \$380,000 respectively and improve feasibility of SB 9 prototype projects by an estimated \$16,000 to \$113,000 depending on the number of units added.

Changes in rents and sale prices also heavily impact project feasibility. A 10% increase in rents and sale projects could prove project feasibility by hundreds of thousands of dollars for both three and four plex prototype projects and SB 9 prototypes.

Governmental Levers. While construction costs and rents and sale prices are the biggest determinants of project feasibility, there are also potential changes under the control of the City or State that could help support the development of small multifamily projects. Since many of these involve the city foregoing revenue from key revenue sources, such as taxes or fees, they should be weighed against other public investments and impacts that these monies could fund, for example, construction or acquisition of affordable housing units or down payment assistance. Century Urban has analyzed the potential financial value of different policy levers for different projects in different housing markets in the city, helping to estimate both their scale of impact relative to the financial feasibility gap of prototype projects and providing an estimate of costs to the city.

Construction loan with lowered interest rate of 1%: Offering property owners lower interest rate loans with a rate of 1%, likely through a subsidized program, would cut costs by a relatively minor amount. For three to fourplex prototype projects, the gap would be lowered by between \$37,000 to just over \$50,000 dollars while for most SB 9 prototypes the benefit would be between \$2,000 and \$15,000 dollars.

City fees in excess of \$10,000 waived: Offering property owners a fee waiver for all fees in excess of \$10,000 cumulatively could result in modestly lowering the gap by \$124,000 or \$144,000 per three or fourplex prototype project, while for SB 9 projects, it would lower the gap in a range from \$4,000 to \$32,000.

Transfer tax abatement for initial sale of a property added units: This option would lower the feasibility gap by a wide range from \$22,000 to \$84,000 for three to fourplex prototype projects and \$14,000 to \$77,000 for SB 9 projects.

Abatement of the City and County's portion of property taxes for 40 years: This would have the largest and most substantial impact on lowering the feasibility gap, although, as property taxes are regulated by State authority, there is currently no local legal pathway to accomplish it. The feasibility gap reduction would be between \$390,000 and \$711,000 for three and fourplexes and between \$27,000 to \$210,000 for SB 9 project prototypes.

Small to Mid-Sized Multifamily

Residential development prototype scenarios were modeled to evaluate the attractiveness of these prototypes under current San Francisco market conditions. The prototypes range from 4 to 8 stories and include scenarios for:

- 6,000-square foot and 20,000-square-foot sites
- For-rent and for-sale projects
- Submarkets representing lower and higher rental rate and sale price areas
- Existing zoning and density decontrol rezoning both with and without state density bonus
- Project sizes ranging from 10 to 104 units

Preliminary results reflect negative residual values for all prototype scenarios. This means that the total estimated hard and soft costs to develop the prototypes exceed the development costs supported by the projected net operating income for rental projects or the projected net sale proceeds for sale

projects. Negative residual values across the prototype scenarios suggest a challenging environment for development of projects similar to the prototypes regardless of current market land prices.

Among the prototype scenarios, the sale prototypes with density decontrol in the higher sale price submarkets had the least negative estimated residual values (-\$82,000 to -\$170,000 per unit), while the rental projects under existing zoning in the lower rental rate submarkets had the most negative estimated residual values (-\$487,000 to -\$635,000 per unit). In general, the state density bonus scenarios reflected less negative estimated residual values (i.e., were relatively more attractive) than non-state density bonus scenarios. However, as noted above, none of the prototype scenarios resulted in positive estimated residual values or suggested attractive economic results.

Large-sized Multifamily to High-rise

Three Type I high-rise residential development prototypes were modeled to evaluate potential constraints for development of these prototypes under current San Francisco market conditions. The three prototypes reflect 11-, 23-, and 49-story buildings and include scenarios for:

- For-rent and for-sale projects
- Downtown/SOMA and Van Ness/Masonic Submarkets
- Project sizes ranging from 93 to 598 units

Preliminary results reflect negative residual values for all prototype scenarios. This means that the total estimated hard and soft costs to develop the prototypes exceed the development costs supported by the projected net operating income for rental projects or the projected net sale proceeds for sale projects. Negative residual values across the prototype scenarios suggest a challenging environment for development of projects similar to the prototypes regardless of current market land prices.

Among the prototype scenarios, the smallest for-sale prototypes had the least negative estimated residual values (-\$160,000 to -\$170,000 per unit), while the larger rental prototypes had the most negative estimated residual values (-\$394,000 to -\$458,000 per unit). In general, the Downtown/SOMA scenarios reflected less negative estimated residual values (i.e. were relatively more attractive) than Van Ness/Masonic scenarios.

The current financing market for new development in San Francisco such as the prototypes is more expensive and challenging than the market in prior years with fewer available options. Increases in interest rates, market volatility and the relative slow recovery of the San Francisco office and residential rental markets have all impacted the pricing and availability of investment capital for new San Francisco development. See subattachment 6 – High Rise Residential Analysis for full Century Urban Analysis memorandum.

Conclusions

Given the stress of the pandemic recovery, the tight capital market, high interest rates, decrease in sales overall, construction prices, and land costs, most sites are not currently viable for development in San Francisco. The encouraging picture, however, is that the higher sale price submarket—generally within the highest resource areas—especially with State Density Bonus was more likely to advance towards

feasibility over the lower rental rate submarkets supporting goals towards opening opportunities for housing where there are good resources currently. It is also clear that these projects need to be at a more modest scale, in the 20-to-40-unit range, to gain efficiency but below Type 1, or high-rise, construction that begins about 85 feet in height.

Review of Constraints

<i>Constraint</i>	Given the stress of the pandemic recovery, the tight capital market, high interest rates, decrease in sales overall, construction prices, and land costs, most sites are not currently viable for development in San Francisco.
<i>Constraint Reduction</i>	Related Policies
	Policy 30
	Implementing Program Areas
	8.1 Cost and Fees Actions: 8.1.1; 8.1.2
	8.2 Small Multifamily Financing and Support Actions: 8.2.1; 8.2.2; 8.2.3

Cultural and Political Context

Community Redress and Acceptance

San Francisco has a strong tradition of public involvement in policy discussions and possesses a very engaged citizenry on development issues. These voices have long included organized opposition to housing projects but increasingly includes proponents for more housing. Project opposition creates impediments to project application approvals and can lead to significant time delays, additional costs, a reduction in the number of residential units produced, or entire project feasibility. One measure that is difficult to calculate is how many projects are never initiated given the chilling effect neighborhood opposition creates across San Francisco's real estate environment.

Comment from Developer interviewee

Add 10% to profit margin to account for risk. Triple design cost compared to other California communities due to holding costs.

Even with projects that are subject to State rules clearly designed to reduce such intervention, desire by both residents and their representative public officials to either prevent or shape development remains strong enough to test case law and enforcement. An example of a project in local contention that uses state programs is a 100% affordable housing project proposed in the Sunset

District by a very experienced, local, non-profit affordable housing developer. Despite being able to use SB 35's ministerial process and having funding through MOHCD, the project has been delayed by a year negotiating with many neighbors in opposition.⁶⁰ In parallel and seemingly in contradiction, the Planning Department has been engaged with local Sunset residents, led by the district supervisor, where many participants have been asking for more affordable housing to help stabilize residents including seniors.⁶¹ A developer interviewee described another proposed project that includes market-rate and affordable units and uses the HOME-SF program, the City's adopted local version of the State Density Bonus. This Noe Valley project is on its fifth round of appeals, delayed according to the sponsor by "seven years," as the neighborhood association has opposed each permitting stage or component.

Developers of smaller multifamily projects report that neighborhood opposition is a significant and unpredictable challenge, that greatly depends by neighborhood and even specific neighbors anywhere in the city. One applicant interviewee expressed that "Planning wasn't the problem" in trying to permit a multifamily project on Telegraph Hill, it was the neighborhood association who told him publicly that they supported him but then tried to "sabotage" the project until he gave up. Another interviewee proposing multifamily on a lot split in Glen Park found that the Planning process was supportive but then the "neighbors tore it apart." The contention even brought the process, which was planned to add only three units, to the Board of Supervisors. Another housing developer interviewee, who does small and mid-sized multifamily housing, reported that Planning has "actually gotten a lot better" at processing on their end and that the uncertainty for investors is being able to wait to get through the long appeals process.

60 <https://www.sfchronicle.com/sf/article/Supervisor-Mar-pushes-compromise-for-contested-16647322.php>

61 <https://sunsetforward.com/#:~:text=Sunset%20Forward%3A%20The%20community%20plan,%2C%20transportation%2C%20and%20neighborhood%20services>

While a quick assessment of comments on projects at the Planning Commission would split these voices into “pro-” and “anti-housing” or even “only-affordable” and “pro-market-rate housing,” there is a more complex set of histories at work. Some voices that oppose projects planned for their neighborhoods are from communities that have been historically dispossessed or marginalized where activists seek repair and agency in response to large market and political forces they have been excluded from. While other voices that oppose projects arriving in their neighborhoods represent people well-connected to capital and power systems who fear the “intrusion” of new residents who may express different habits, activities, and even architecture in the neighborhood. The current process has little ability to differentiate between neighborhoods where residents, often in communities of color, have been substantially and systematically damaged by past discriminatory governmental practices and speak to community interests, and places of wealth and privilege where homeowners seek to maintain exclusion or protect their individual interests.

Despite different ambitions, many groups use existing mechanisms towards their objectives that may or may not be related to their underlying interests. Since issues of racial discrimination, repair of past government action, and socio-economic inequity have not been addressed at a systemic level and introduced more formally in decision-making processes, leaders in these communities have little choice but to use the existing mechanisms designed for other purposes to advance their missions. Local discretionary practices, such as Conditional Use Authorizations and design review, are often used by advocates to bring racial and social equity issues around gentrification and displacement into public forums. CEQA, focused on 18 environmental conditions, is another tool used to bring broader concerns to the attention of city leaders.

The current system is mostly designed to air conflicts in public hearings and for decision-makers to work through their complexities on a case-by-case basis. It is not uncommon for projects to bounce around through multiple layers of approvals and appeals which demand skill resources, and resilience from community leaders and city staff. Solving structural problems that continue to reinforce inequities would lessen these conflicts, bring forward clearer motivations, reduce the energies required by communities with many injustices to right, and advance housing production that meets the needs of San Francisco residents.

Community Equity Division and Engagement

In 2020, the Planning Department created a new division, the Community Equity Division, to help all aspects of the Department focus and center its work on racial and social equity. One of the new teams under this division is the Community Engagement Team who are currently creating community outreach and engagement strategies for the entire Department. Another team is developing and implementing the Racial and Social Equity Plan, currently in Phase 2, and the Division is supporting the Equity Council, a group of community leaders dedicated to addressing racial and social equity. Through collaborative deliberations, they are advising City staff and leadership on strategic policies, strategies and investments, and ways to elevate the voices of our diverse communities in City decisions. The Department is restructuring its work to engage communities in a deeper and more integrated way looking towards solutions. The goal is to be working more in alignment and with more effective two-way

Comment from Architect interviewee

We have clients who start out with modular but find that it is not cost effective because low bidders for construction are not familiar enough with it and many trades resist it. It will take more common acceptance and industry adaptation to make this a competitive system with traditional construction.

communication so that communities are served by new development and new development is more secure in being welcomed into them.

Climate Crisis and Pandemic Recovery

The threats of water shortages, wildfires, and poor air quality are becoming increasingly present in the lives of San Franciscans and may decrease investor confidence in San Francisco real estate. While the climate crisis has historically been an abstract threat, wildfires have increasingly devastated parts of California after severe and on-going droughts, resulting the six worst years of Bay Area air quality of the past three decades being

within the last ten years. September 9, 2020, epitomized the experience as the combination of smoke and fog lit the sky in an eerie and apocalyptic orange that made international news. While the development community has not directly stated this as part of their constraints or considerations, it may be growing in concern.

The COVID-19 pandemic has had an immediate and significant effect on rents, dropping them to their lowest rates in over a decade. While prices began to steadily increase in 2022, home and work hybrid patterns are anticipated to be permanent for many workers tied to cloud computing, with office workers telecommuting about 15% of the time. While the Bay Area has been centered for many decades as a place to engage a globalized job market, where companies have sought talent from its many universities and innovative companies including finance, healthcare, biotech, and technology, the construction of teamship and professional endeavors may alter this need for physical proximity.

Opportunities for Energy Conservation

Planning and Land-Use

For decades, San Francisco has created plans, implemented policies, and crafted engaging frameworks to reduce emissions. As of 2019, the city has achieved a 41% reduction in emissions from 1990 levels, while its economic productivity as measured by gross domestic product (GDP) has increased by 199%, and its population has grown by 22%. Its emissions reductions have been driven primarily by cleaner electricity supply, improved energy codes, and city-wide energy efficiency. This progress has not just reduced emissions, but has also come with additional important benefits, such as cutting air pollution and limiting other environmental stressors.

The update to the Climate Action Plan, completed in 2021, targets goals for key areas of the city and seeks to mitigate the climate crisis challenges equitably with environmental justice. These actions will not only help to reduce San Francisco's impacts on the environment, but to reduce harm to people and address its consequences:

1. Use 100% renewable electricity and phase out all fossil fuels
2. Electrify existing buildings
3. Invest in public and active transportation projects
4. Increase density and mixed land use near transit
5. Accelerate adoption of zero emission vehicles and expansion of public charging infrastructure
6. Utilize pricing levers to reduce private vehicle use and minimize congestion
7. Implement and reform parking management programs
8. Increase compact infill housing production near transit
9. Reduce food waste and embrace plant-rich diets
10. Enhance and maintain San Francisco's urban forest and open space

Buildings

In 2019, buildings were responsible for 41% of citywide emissions, evenly split between residential and commercial buildings. Of that total, the overwhelming majority (87%) was from natural gas burned to operate heating systems, boilers, water heaters, clothes dryers, and cooking appliances while 13% was from electricity. While emissions from buildings have successfully been cut in half since 1990 – thanks to aggressive energy efficiency investments, stringent green building codes, and a cleaner electricity supply – achieving net-zero emissions by 2040 will require a strategic shift from natural gas to 100% renewable electricity. Implementation mechanisms, such as legislation, incentives, training, and public

education must be designed with ongoing and open engagement with all stakeholders and focus on creating opportunities and protections for communities of color, low-and-moderate income residents, and other marginalized populations, while prioritizing a just transition for all workers.

Strategies

1. Eliminate fossil fuel use in new construction
2. Eliminate fossil fuel use in existing buildings by tailoring solutions to different building ownership, systems, and use types.
3. Expand the building decarbonization workforce, with targeted support for disadvantaged workers.
4. Transition to low-global warming potential refrigerants.

Transportation

Transportation and land use policies are an essential part of San Francisco's plan to reach net-zero emissions by 2040. Getting the city on a path to a healthier, cleaner and more equitable future will require significant investments in reducing emissions from transportation. Climate action through transportation and land use means reversing the deliberate failures of past policies that heavily prioritized automobiles over modes that are safer, healthier, less carbon intensive, and more efficient. Ensuring that these low-carbon modes are less costly and more convenient to use than higher-carbon modes is key to achieving our climate goals and creating a socially equitable and environmentally sustainable future. San Francisco has a goal that by 2030, 80% of trips are taken by low-carbon modes such as walking, biking, and transit.³² Strategies to help people make more trips without a car and reduce emissions include: improving transit service, expanding bicycle lanes and safe places for people to walk, increasing housing production density and development that puts people closer to destinations, and implementing pricing policies and parking management programs that better align with climate goals.

While these investments will create many quality-of-life benefits for the city, they will not be enough to adequately cut emissions, so shifting remaining cars to electric vehicles that run on renewable electricity, will be necessary to meet the City's climate goals. San Francisco has set a goal that by 2030, vehicle electrification will increase to at least 25% of all registered private vehicles, and to 100% of all by 2040. Expanding access to affordable and convenient charging options will be primary way the City supports these goals. Eliminating emissions from transportation will require a fundamental change in how people move around and how transportation and land use efforts are prioritized, funded, and implemented. Major adjustments will be required at all levels: citywide, neighborhood, and individual. Continuing down the same path of overusing single-occupancy private vehicles is the wrong direction, and will only exacerbate existing climate, health, equity, and transportation problems. To meet San Francisco's climate action goals, policymakers and the public will need to evaluate significant trade-offs and then agree on and implement actions that go beyond the status quo. For example, acknowledging the total societal costs – on health, congestion, and climate – of planning cities around automobiles, and then taking strong action to prioritize people over cars. Such trade-offs may mean changing expectations

about time devoted to commuting and running errands, adjusting subsidized parking and residential permits fees to create funding for new public spaces, more housing, and improved transit services.

Strategies

1. Build a fast and reliable transit system that will be everyone's preferred way to get around.
2. Create a complete and connected active transportation network that shifts trips from automobiles to walking, biking, and other active transportation modes.
3. Develop pricing and financing of mobility that reflect the carbon cost and efficiency of different modes and projects and correct for inequities of past investments and priorities.
4. Manage parking resources more efficiently.
5. Promote job growth, housing, and other development along transit corridors.
6. Strengthen and reconnect communities by increasing density, diversity of land uses, and location efficiency.
7. Where motor vehicle use or travel is necessary, accelerate the adoption of zero-emissions vehicles (ZEVs) and other electric mobility options.

Housing

One of the most effective ways to reduce emissions is to ensure San Francisco has the quantity and types of affordable, accessible housing that support its diverse residents. To successfully reduce emissions while supporting a prosperous, inclusive, and resilient city for everyone, San Francisco must substantially increase the amount of housing available and prioritize affordability and housing options for those most at risk: Black, American Indian, and other communities that experience racialization, people with disabilities and other vulnerable populations, as well as working-class families who have faced gentrification and economic dislocation. Housing is foundational to the physical, social, and emotional health of individuals and their communities. As the world faces increasing climate, health, and economic threats, healthy and stable housing is essential for our communities to recover from shocks, build resiliency, and thrive.

Strategies

1. Anchor Black, American Indian, and other families of color and advance their return to San Francisco through robust housing and stabilization programs.
2. Support vulnerable populations and underserved communities through both the preservation and rehabilitation of existing housing and new housing development that serves their needs.
3. Advance zoning and implementation improvements that support new housing production sufficient to meet goals, especially sustainable, small, midsized, family and workforce housing in lower density neighborhoods.

4. Expand subsidized housing production and availability for low-, moderate-, and middle-income households.
5. Achieve total carbon balance across the building and infrastructure sectors.

Loans for Rehabs

The MOHCD provides both loans and grants to assist homeowners with remediating hazards and addressing rehabilitation needs. The Mayor's Office is in the process of implementing the CalHOME loan program, funded through HCD. CalHOME will provide eligible homeowners in one-to-four-unit properties with funding for accessibility modifications, lead-based paint hazard remediation, and modifications to make units code-compliant. To be eligible, homeowners must be at or below 109 percent AMI. The Lead Hazard Remediation Program, funded through a HUD grant, provides both single-family and multifamily property owners with funds for lead hazard remediation. Eligible properties must meet certain income requirements and must have a certain share of households with young children.

Elimination of Parking Minimums

San Francisco eliminated parking requirements over time. In 2018, San Francisco eliminated minimum parking requirements citywide, and implemented parking maximums generally between 0.5 and 1 spaces per unit for most residential developments. This policy reduces the amount of parking provided on-site at new residential developments, which reduces the cost of construction, as garage spaces can typically cost between \$50,000 and \$100,000 per space. This policy also increases the development potential for smaller sites. It reinforces the City's goals to decrease GFG emissions and residents' dependence on private automobiles.

Review of Energy Conservation Actions	
<i>Energy Conservation Goal</i>	Zone for and promote infill and transit-oriented development
<i>Existing Program</i>	<p>General Plan Housing Element 2014 Goals & Policies extended into Housing Element 2022</p> <hr/> <p>Policy 19. Increase mid-rise and small multi-family housing types by adopting zoning changes or density bonus programs in Well-resourced Neighborhoods and adjacent lower-density areas near transit, including along SFMTA Rapid Network and other transit.</p>
<i>Energy Conservation Goal</i>	Adopt higher densities including along transit corridors.
<i>Existing Program</i>	<p>General Plan Housing Element 2014 Goals & Policies extended into Housing Element 2022</p> <hr/> <p>Policy 19. Increase mid-rise and small multi-family housing types by adopting zoning changes or density bonus programs in Well-resourced Neighborhoods and adjacent lower-density areas near transit, including along SFMTA Rapid Network and other transit.</p>
<i>Energy Conservation Goal</i>	Promote use of photovoltaic systems
<i>Existing Program</i>	<p>SF Environment SF Better Roofs</p> <hr/> <p>Effective January 1st, 2017, San Francisco became the first U.S. city to mandate solar and living roofs on most new construction. With the passage of this legislation, between 15% and 30% of roof space on most new construction projects will incorporate solar, living roofs, or a combination of both.</p>
<i>Energy Conservation Goal</i>	Promote water-efficient landscaping and energy-efficient irrigation systems
<i>Existing Program</i>	<p>PUC Design Guidelines and Standards Water Efficient Landscape Requirements</p> <hr/> <p>To reduce landscape water use through efficient irrigation design and low water-use plantings. All residential, commercial, municipal, and mixed-use projects installing or modifying 500 square feet or more of landscape area must comply with PUC Standards. There are two tiers: Tier 1 is for 1,000 – 2,500 square feet of modified landscape, is designed to include at least 75% low water use plants and has less than 25% turf area. Tier 2 projects Includes a new landscape area at least 500 square feet or a modified landscape area at least 2,500 square feet or is Tier 1 but includes less than 75% low water use plants and/or more than 25% turf.</p>
<i>Energy Conservation Goal</i>	Develop energy conservation standards for street widths and landscaping of streets and parking lots to reduce heat loss and/or provide shade
<i>Existing Program</i>	<p>Public Works Better Streets Plan</p>

Street tree plantings are required as per Planning Code Section 138.1 for all development projects with an in lieu fee for ADUs or UDUs. Additionally, a continuous soil-filled trench parallel to the curb shall connect all street tree basins for those street trees required under the Public Works Code. The trench may be covered only by Permeable Surfaces as defined in Section 102 of the Planning Code, except at required tree basins, where the soil must remain uncovered.

Energy Conservation Goal

Orient housing developments, where possible, to take advantage of natural day lighting

Existing Program

Urban Design Guidelines

S7 Integrate Common Open Space and Landscape with Architecture
 S8 Respect and Exhibit Natural Systems and Features
 A9 Employ Sustainable Principles and Practices in Building Design

- Locate and orient open space to maximize solar exposure during a useful part of the day and protection from wind.
- Employ passive solar design in facade configurations, treatments, and materials.
- Design wall and roof fenestration to enhance natural lighting without negatively impacting interior comfort.
- Create daylit living and working environments to not only reduce energy use, but to connect people to the natural cycle of day and night.

Energy Conservation Goal

Promote permeable paving materials for cooling and water conservation

Existing Program

SF Environment

Green landscaping ordinance

Greening of Front Setback Areas, Parking Lots, Vehicular Use Areas, Permeable Surfaces, Climate Appropriate Plants. The Green landscaping ordinance amends the Planning Code and public Works code to enhance new development & significant alterations. it seeks to achieve the following environmental and aesthetic goals: A. Healthier and more plentiful plantings through screening, parking lot, and street tree controls; B. increased permeability through front yard and parking lot controls; C. Encourage responsible water use through increasing “climate appropriate” plantings; and D. improved screening by creating an ornamental fencing requirement and requiring screening for newly defined “vehicle use areas.”

Energy Conservation Goal

Promote location-efficient mortgage and energy-efficient mortgage programs

Proposed Action

Policy 23

Retain and increase the number of moderate- and middle-income households by increasing their homebuying opportunities through building permanently affordable workforce housing and reversing the shortage in affordable housing that is affordable built for these households.

d. Promote location-efficient mortgage and energy-efficient mortgage programs as a tool for expanding the purchasing power of residents while incentivizing more sustainable trip choices and energy efficient building practices.

San Francisco Mayor's Office of Housing and Community Development (MOHCD) does not issue performing mortgages (mortgages with monthly payments where debt to income is an issue) but does partner with first mortgage lenders that would take these cost savings measures in mind when assessing a borrower's affordability. There are no current lenders available that would use the described criteria when determining a debt-to-income ratio as far as staff are aware, but, if discovered, MOHCD would welcome and solicit their participation in the program.

Promoting Greenbuilding and Energy-Efficient Building Standards and Practices

San Francisco Green Building Code

To ensure that all buildings are healthy, sustainable places to live, work, and learn, the [San Francisco Environment Code](#) requirements do the following:

1. Reduce energy and water use
2. Divert waste from landfill
3. Encourage alternate modes of transportation
4. Support the health and comfort of building occupants in San Francisco
5. The City's efforts to advance environmental goals through building design began with the [2008 Green Building Ordinance](#). Those groundbreaking green building requirements applied to:
 6. Newly constructed residential and commercial buildings
 7. Major renovations to existing buildings

The ordinance was informed by the [recommendations of the Mayor's Task Force on Green Buildings](#) to reduce the impacts that buildings in San Francisco have on the environment, local infrastructure, and public health.

California's Building Standards Commission subsequently developed [Title 24 Part 11, the California Green Building Standards Code, or "CALGreen."](#) The combination of CALGreen and local requirements is referred to as the San Francisco Green Building Code (SFGBC). SFGBC is regularly updated to maintain alignment with California Green Building Standards Code, and to adopt stricter local requirements, such as:

1. All-Electric New Construction
2. Install solar electric, thermal, or green roof for all new buildings 10 floors in height or less
3. Provide on-site facilities for collection and conveyance of compost, in addition to recycling
4. Wire buildings to be capable of supplying electricity for electric vehicle charging at 100% of new parking spaces
5. Meet city green building requirements tied to the LEED and GreenPoint Rated green building rating systems

Promoting Greenbuilding and Energy-Efficient Building Standards and Practices	
<i>Energy Conservation Goal</i>	Promote broad public outreach, including educational programs and the marketing of energy-saving incentives
<i>Existing Program</i>	<p>SF Environment SF Environment is San Francisco's Department focused on directing policy and outreach in serving the people and environment of the city. it focuses on building community capacity - engaging people throughout the City's neighborhoods and providing them with the tools, education, and job opportunities to ensure that the places where we live, play, learn, and work are safe and healthy.</p> <hr/> <p>Dept of Environment is implementing Energy Access SF, delivering in-language outreach directly to residents, businesses, and multifamily property managers in priority neighborhoods - primarily neighborhoods with EnviroScreen scores indicating the most intense combinations of pollution and low median income. Outreach in 2022 has consisted of plans for decarbonization via efficiency upgrades and electrification, combined with concierge service to help navigate available incentives and financing. https://sfenvironment.org/sfenergyaccess-sf</p>
<i>Energy Conservation Goal</i>	Apply for funds to assist residents with energy conservation retrofits and weatherization resources
<i>Existing Program</i>	<p>SF Environment BayREN</p> <hr/> <p>In addition to EnergyAccessSF, San Francisco is party to BayREN, which provide technical assistance, retrofit project management, and quality assurance verification for residential, multifamily, and commercial building efficiency and decarbonization. www.bayren.org</p>
<i>Energy Conservation Goal</i>	Target local funds, including redevelopment resources and Community Development Block Grants, to assist affordable housing developers incorporate energy-efficient designs and features
<i>Existing Program</i>	<p>MOHCD standards Existing Programs</p> <hr/> <p>Local codes require a lot of energy-efficient designs and features, and local funds are part of the funding program.</p>
<i>Energy Conservation Goal</i>	Adopt policies and incentives to promote energy-efficient retrofits prior to resale of homes
<i>Existing Program</i>	<p>SF Environment Residential Energy Conservation Ordinance</p>

San Francisco enacted a Residential Energy Conservation Ordinance effective September 20, 1982, and amended in 1983 and 1991, that requires residential property owners to provide certain energy and water conservation measures for their buildings. The intent is to lessen the impact of rising energy costs and water usage on renters and homeowners alike. The Residential Energy Conservation Ordinance requires homeowners to do the following:

- Obtain a valid inspection
- Install basic energy and water conservation devices or materials
- Then obtain a certificate of compliance
- Water conservation devices may include: Low flow shower heads, efficient faucets and faucet aerators, efficient toilets, leak repair

Energy conservation devices and measures may include: Insulating attic space, weather stripping doors, insulating hot water heaters, caulking and sealing openings in building exteriors, insulating accessible heating and cooling ducts.

Energy Conservation Goal

Streamline and expedite the approval process for housing built using greenbuilding standards and specific energy standards

Existing Program

SF Building Department

San Francisco offered expedited permit service for projects built to rigorous green building standards from 2009 to 2017. The program was suspended in 2017 as San Francisco had to reduce the number of criteria qualifying for priority in order to meet service expectations. However, note that since 2009 San Francisco has required all new construction and major renovations to be built to credible green building standards, and enforces rigorous energy standards.

Energy Conservation Goal

Partner with community services agencies to provide financial assistance for low-income persons to offset the cost of weatherization and heating and cooling homes

Existing Program

Policy X
SF Environment

The Weatherization Assistance Program (WAP) and Low-Income Home Energy Assistance Program (LIHEAP) serving San Francisco are implemented by Peninsula Energy Services <https://sfpes.org/>. WAP and LIHEAP are funded by the federal government.

As recommended by the 2021 Climate Action Plan, San Francisco has conducted a 6-month community outreach process to scope a Climate Equity Hub and is preparing to offer grants to community non-profits in order to assist with decarbonization retrofits.

Energy Conservation Goal

Partner with public utility districts and private energy companies to promote free energy audits for low-income owners and renters, rebate programs for installing energy-efficient features/appliances, and public education about ideas to conserve energy

Existing Program

Existing Programs
SF Environment partnering with PG&E

PG&E offers 0% interest loans for replacing old and worn-out equipment with energy-efficient models and sets loan repayment terms in line with monthly energy savings from the improvement. Loans range from \$5,000 to \$4,000,000 per premise, with a period of up to 10 years.

Since 2001, San Francisco has partnered with PG&E on a series of energy efficiency programs primarily targeting multifamily and hard-to-reach small business. These programs are funded by utility ratepayers under the auspices of the California Public Utilities Commission. Currently BayREN and EnergyAccessSF are the primary programs offering assistance with efficiency and electrification. TECH Clean California also provides assistance funded by CA SB 1477 (<https://energy-solution.com/tech/>). The

Low-Income Weatherization Program (<https://www.csd.ca.gov/Shared%20Documents/LIWP-Fact-Sheet.pdf>) provides assistance to multifamily (LIWP-MF) and single family in Cal-Enviroscreen Disadvantaged Communities.

All Californians have one-stop access to building decarbonization technical assistance via www.switchison.org, and BayREN. <https://www.bayren.org/get-started> and Green House Calls from Rising Sun, a non-profit.

Conservation Incentives for the Building Industry and Residents	
<i>Energy Conservation Goal</i>	Provide incentives to build housing that exceeds Title 24 requirements
<i>Existing Program</i>	<p>SF Environment San Francisco Green Building Code</p> <hr/> <p>All projects are required to meet higher standards in San Francisco under the Green Building Code. Two programs are available: California Energy Design Assistance (CEDA) provides free design assistance and financial incentives for new construction & major alterations. https://www.pge.com/en_US/large-business/save-energy-and-money/facility-improvement/new-construction.page</p> <p>In addition, BUILD is a new construction incentive and technical assistance program funded by SB 1477 https://www.energy.ca.gov/programs-and-topics/programs/building-initiative-low-emissions-development-program/build-incentives</p>
<i>Energy Conservation Goal</i>	Incentivize use of recycled and rapidly renewable building materials and ensure effective demolition and construction recycling
<i>Existing Program</i>	<p>SF Environment Construction and Demolition Debris recovery ordinance</p> <hr/> <p>San Francisco's Construction and Demolition Debris recovery ordinance requires 100% of mixed debris to be taken by a Permitted Transporter to a Registered Facility for recycling and recovery, and completion & implementation of a Material Reduction and Recovery Plan and demonstrating minimum 65% or 75% recovery rate (depending on the type of project). https://sfenvironment.org/construction-demolition-requirements</p>
<i>Energy Conservation Goal</i>	Promote standards that promote passive solar heating, overhangs on south facing windows, and planting of deciduous trees on the west and south
<i>Existing Program</i>	<p>Urban Design Guidelines Employ Sustainable Principles and Practices in Building Design</p>

1. Use building materials that are made of recycled or renewable resources and/or from local sources.
2. Employ passive solar design in facade configurations, treatments, and materials.
3. Design wall and roof fenestration to enhance natural lighting without negatively impacting interior comfort.
4. Create daylit living and working environments to not only reduce energy use, but to connect people to the natural cycle of day and night.
5. Provide natural ventilation to reduce energy use and allow access to air flow. Provide easy access to bicycle parking to encourage their use.
6. Exceed energy performance requirements for the building envelope by employing supportive passive design strategies and high-performance building components.
7. Create inviting circulation to reduce reliance on elevator and escalator use.
8. Reuse existing structures to reduce the use of natural resources.
9. Provide systems that reduce water use.
10. Design roofs and/or walls to generate renewable energy.
11. Design roofs and/or walls to provide habitat supportive vegetation.

Energy Conservation Goal

Encourage installation of photovoltaic and “cool” roofs, solar water heating, and (where appropriate) wind turbines

Existing Program

Better Roofs / GoSolarSF

As of January 2023, this requirement will be superseded by statewide requirements: The 2022 California Energy Standards require installation of PV on rooftops of newly constructed residential and commercial buildings of 10 floors or less. An application is pending to continue to allow living roof as an optional alternative in San Francisco.

Effective January 1st, 2017, San Francisco became the first U.S. city to mandate solar and living roofs on most new construction. With the passage of this legislation, between 15% and 30% of roof space on most new construction projects will incorporate solar, living roofs, or a combination of both. Applications received after Jan 1, 2017 for new construction of 10 floors or less (commercial and residential) are required to install solar PV, solar thermal, or living roof per Planning Code Section 149 and SF Green Building Code sections 5.201.1.2 and 4.201.2.

To propel the City of San Francisco into the clean energy future, the City launched GoSolarSF, a program that provides a monetary incentive to help residents and businesses install solar panels on rooftops across San Francisco. GoSolarSF reduces participants’ electricity bills and shrinks the City’s carbon footprint. Since the program launched in 2009, GoSolarSF has distributed nearly \$30 million and incentivized 6,000 solar systems in San Francisco.

Energy Conservation Goal

Require use of Energy Star appliances and materials

Existing Program

MOHCD standards

Affordable housing requirements require the use of Energy Star appliances

Energy Conservation Goal

Promote installation of efficient air conditioning and use of whole house fans and solar attic fans

<i>Existing Program</i>	SF Environment California Energy Standards
	California Energy Standards set climate-appropriate requirements for overall efficiency of the building, and prescriptive requirements for mechanical systems in new construction and alterations. Whole-house fans are not typically climate-appropriate to San Francisco.
<i>Energy Conservation Goal</i>	Encourage use of upgraded insulation, advanced air infiltration reduction practices (air sealing), and double-pane windows
<i>Existing Program</i>	SF Environment BayREN
	Public education and rebates for these measures are provided by Dept of Environment via BayREN Residential. www.bayren.org
<i>Energy Conservation Goal</i>	Promote use of energy-efficient lighting (e.g. LED).
<i>Existing Program</i>	SF Environment CA Energy Standards
	Lighting is generally addressed today via CA Energy Standards for new construction and alterations. For plug-in lighting and existing lighting maintenance, the US Dept of Energy rules will go into effect in 2023 (after a 'pause' by a previous administration), requiring minimum efficiency of 45 lumens/watt (3x better than incandescent). Generally, the available compliant products are LED, and beat this threshold considerably – up to 150 lumens/watt.
<i>Energy Conservation Goal</i>	Require use of low- or no volatile organic compound paint, wood finishes, and adhesives. Avoid products with added formaldehyde
<i>Existing Program</i>	SF Environment CalGreen
	In new construction and permitted alterations, low/no VOC paints, finishes, and adhesives have been required by CalGreen since 2011.
<i>Energy Conservation Goal</i>	Promote use of mechanical ventilation systems, heat recovery ventilation units, and heat pumps and water heaters.
<i>Existing Program</i>	SF Environment
	BayREN Residential provides free technical assistance. www.bayren.org
<i>Energy Conservation Goal</i>	Require range hoods and bath fans to vent to outside and bath fans to be automatically controlled with a timer or humidistat
<i>Existing Program</i>	SF Environment
	Required for new construction by CA Mechanical Code.

<i>Energy Conservation Goal</i>	Require recycling a specified percentage of construction wastes
<i>Existing Program</i>	<p>SF Environment Construction and Demolition Debris recovery ordinance</p> <hr/> <p>San Francisco's Construction and Demolition Debris recovery ordinance requires 100% of mixed debris to be taken by a Permitted Transporter to a Registered Facility for recycling and recovery, and completion & implementation of a Material Reduction and Recovery Plan and demonstrating minimum 65% or 75% recovery rate (depending on the type of project).</p>
<i>Energy Conservation Goal</i>	Promote use of recycled content aggregate for driveways
<i>Existing Program</i>	<p>SF Environment GreenPoint</p> <hr/> <p>Recycled content is recognized by GreenPoint Rated and LEED standards applicable to new construction and major alterations.</p> <p>Recycled content aggregate is in common use for non-structural applications in the Bay Area, partly because of favorable pricing.</p>
<i>Energy Conservation Goal</i>	Promote effective water management designs (e.g. use of water-efficient landscaping and efficient irrigation systems that incorporate wastewater reuse and metering)
<i>Existing Program</i>	<p>SF Environment San Francisco Water Efficient Landscape Ordinance</p> <hr/> <p>SFPUC provides guidelines for compliance with San Francisco Water Efficient Landscape Ordinance, which applies to any project installing 500 sq ft or more of new landscape, or disturbing 2500 sq ft or more (including building footprint). https://sfpuc.org/construction-contracts/design-guidelines-standards/water-efficient-landscape</p>

Appendix D: General Plan Consistency 2014 Housing Element

FINAL DRAFT – DECEMBER 2022

Prepared as Part of the
San Francisco Planning Department's

Housing Element Update 2022



**San Francisco
Planning**

Background

A required building block of any Housing Element update in California is an Analysis of Consistency with the General Plan. This analysis of consistency is necessary to ensure that the Housing Element's policies for growth and land use align with other elements and policies of the General Plan, especially if these elements have not recently been updated.

The General Plan is required to be "internally consistent" meaning conflicts between General Plan elements should be acknowledged and resolved. When conflicts exist, the Housing Element must describe how consistency will be achieved and how the goals of the Housing Element will be addressed.

Some portions of the San Francisco General Plan, such as the Safety Element, the Environmental Justice Framework, and the Transportation Element, are in the process of being updated and analyzed for internal consistency. To ensure consistency between these elements and the Housing Element 2022, Planning Department staff have been meeting bi-weekly since 2020 to provide updates and coordinate key overlapping or relevant policies. The Housing Element 2022 Update recognizes the need for equitable investment in infrastructure, most importantly transit, particularly for areas of the City that have been historically disinvested. The updated Housing Element also promotes equitable distribution of growth in areas of the city that have experienced less new housing in the past 50 years, and are considered well-resourced, along transit corridors and throughout low-density neighborhoods. The future of transportation investments in San Francisco will be further reflected and detailed in the upcoming Transportation Element update and projects from relevant City agencies. The Environmental Justice Framework, still being developed, has informed coordination of environmental justice issues into Housing Element policies. This has led to policies in the Housing Element 2022 Update that address repair and rehabilitation of housing; enforcement of building regulations for new housing development; housing with healthy amenities like open space; affordable water and sewer; preservation of affordable housing units; and anti-displacement strategies. The Safety Element, also still being developed, is coordinating with the Housing Element to incorporate climate resilience policies, to address the City's contribution to the climate crises and increase safety and resilience of the city from all hazards. This is reflected in the Housing Element 2022 Update through policies that incorporate green building practices in retrofits and new construction, improved weatherization to address emerging hazards such as poor and hazardous air quality, and shelter and housing for individuals and families experiencing homelessness to be protected during a disaster.

Other elements not undergoing concurrent updates with the Housing Element 2022 Update were reviewed for analysis of consistency with the updated Housing Element. These are the Commerce and Industry, Recreation and Open Space, Urban Design, Environmental Protection, Community Facilities, Arts, and Air Quality Elements. The proposed amendments discussed herein are a result of this focused analysis. The reason behind proposed amendments can generally be attributed a shift in the policies included in the Housing Element that center around racial and social equity, and an acknowledgement that providing housing for all is not just about providing shelter or a home, but also access to a safe, healthy, welcoming space and community.

Current Proposal

Each section below describes the policies in other General Plan elements that should be updated to reflect the Housing Element 2022 Update. For each proposed amendment this analysis provides includes background on the existing policy, why changes are being proposed, related policies and actions from the Housing Element 2022 Update, the proposed amendments to existing General Plan Element policies, and how the former policy compares to the proposed. For all sections, text from the General Plan are in *Italics*, additions to the General Plan are in *single-underline Italics*, and Deletions to the General Plan are in ~~*strikethrough Italics*~~.

1. Commerce & Industry Element, Policy 4.5

- **Background.** This policy states that residential expansion into existing commercial and industrial uses may be permitted if it does not result in large-scale displacement of existing viable businesses. Residential expansion could result in the displacement of small businesses like those often found within Production, Distribution, and Repair (PDR) districts. PDR businesses often offer well-paid jobs and upward mobility with low barriers to entry. On the other hand, the Housing Element 2022 Update’s prioritizes the provision of job and business opportunities to build the wealth needed to afford and meet housing needs.
- **Proposed Amendment.** The amendment proposes to strengthen the importance of and protection of Production, Distribution, and Repair business, which are increasingly a source of employment and wealth-building needed to afford and meet housing needs:

Control encroachment of incompatible land uses on viable industrial activity.

Production, Distribution, and Repair (PDR) areas offer economic opportunity for adjacent neighborhoods, especially for low-income communities and communities of color. PDR businesses can provide stable job opportunities, good wages, and diversity in types of activities and jobs. Restrict incompatible land uses, such as housing and office, and the conversion of industrial buildings to other building types in PDR districts and in areas of concentrated PDR, construction, or utility activities.

In mixed-use districts or areas adjacent to PDR districts, avoid the displacement of existing businesses, protect the affordability of PDR space, and, if displacement is unavoidable, replace some or all the PDR use with viable, affordable industrial space on-site or off-site in a PDR district.

~~*There are a small number of locations in the city which are a mixture of residential, commercial and industrial uses which were developed prior to modern zoning controls with separate uses. The South of Market area is a prime example. Such areas are resources of needed low cost housing and should be preserved and improved where feasible. Care should be taken, however, to permit residential expansion in a way that will not cause eventual large scale displacement of the existing viable businesses whenever feasible.*~~

Another potential problem results from the proximity of the growing office core to smaller scale business and industries in the South of Market area. Growth of the downtown office core should be carefully guided to avoid unnecessary dislocation.

○ **Related Housing Element 2022 Policies and Actions.**

- **Policy 16.** Improve access to well-paid jobs and business ownership for American Indian, Black and other communities of color, particularly those who live in Priority Equity Geographies, to build the wealth needed to afford and meet their housing needs.
 - **Action 4.3.3.** Adopt commercial space guidelines that encourage the development of businesses owned by American Indian, Black, and other people of color in permanently affordable housing buildings.
 - **Action 4.3.4.** Provide resources for warm-shell buildout and tenant improvements for businesses owned by American Indian, Black, and other people of color in permanently affordable housing buildings.
 - **Action 4.3.5.** Expand capacity-building, job training, start-up, and business development resources for Black business owners in development and contracting construction trades in support of building housing.
 - **Action 4.3.6.** Grow a range of business and career-building opportunities in Priority Equity Geographies through resources to support affordable Production, Distribution, and Repair (PDR) space, protections and incentives for PDR in the Planning Code, enforcement of PDR zoning, and industrial (or commercial) design guidelines.

The Way It Was:	The Way It Will Be:
The option to expand residential units into existing commercial uses could put PDR businesses at risk of displacement.	PDR and PDR businesses are explicitly named as a type of land use and business that the City should encourage preserving.
It was not clear why encroachment of incompatible land uses on viable industrial activity should be controlled.	The importance of industrial activity, now called PDR, is explicitly listed for consistency with Housing Element Objectives and Policies.

2. Commerce & Industry Element, Policy 6.3

- **Background.** This policy intends to preserve and promote a mixed commercial-residential neighborhood character in commercial districts. It suggests that conversion of existing housing to a commercial use could be principally permitted, depending on the situation. For example, converting “ground-story residential units should be permitted in all neighborhood commercial district without special review.” This policy refers to affordable housing without distinguishing

between low cost housing and permanently affordable housing. This could indicate that demolition or conversion of permanently affordable housing could be permitted without special review in certain circumstances, to create space for commercial use. In addition, this policy includes a detailed table of Guidelines for Residential Conversions and Guidelines for Residential Demolition that are outdated. The Housing Element 2022 Update provides process direction on demolition of non-tenant occupied housing in order to facilitate the production of multi-unit buildings.

- o **Proposed Amendment.** Revise Policy 6.3 for consistency with the Housing Element 2022 Update by explicitly referring to the Housing Element , where policies, guidelines, already provide this information. As the Housing Element 2022 Update introduces the possibility of housing expansion or demolition under specific circumstances, permission to convert or demolish housing for commercial use should be reviewed under the rules established by regulating agencies.

Preserve and promote the mixed commercial-residential character in neighborhood commercial districts. Strike a balance between the preservation of existing affordable housing and needed expansion of commercial activity. Occasionally, the provision of essential neighborhood amenities, goods, or services may require the demolition of existing housing as part of new multifamily development. Such proposals should be reviewed in accordance with the Housing Element and preserve the City's existing permanently affordable and multifamily rental housing stock so that there is no net loss of these housing types nor permanent displacement of rent-controlled tenants.

Most neighborhood commercial districts contain dwelling units in addition to commercial uses. Flats, apartments, and residential hotels are frequently located above ground-story commercial uses; fully residential buildings are common in some districts. Existing residential units in neighborhood commercial districts comprise a valuable affordable housing resource which provides for the needs of San Francisco's diverse population. Some of these units still offer affordable rental rates because they are part of the rent control housing stock and home to long-standing tenants. The retention of this mix is desirable. ~~Among other things, it ensures the presence of people on the streets at different times which increases safety and business vitality on evenings and weekends.~~ Residents in commercial areas help to create an active street life, which promotes interaction between people in the neighborhood. In addition to providing needed housing, dwelling units in commercial districts provides other benefits, including ensuring the presence of people on the streets at different times of day which increases safety and business vitality on evenings and weekends, and creating an active street life.

The mixed residential-commercial character of most neighborhood commercial districts should be promoted by encouraging new construction of upper-story residential units above commercial development in mixed-use buildings. In order to make feasible such mixed-use projects, higher residential density ~~and/or reductions in required parking~~ may be warranted. ~~in districts with a reduced need for auto ownership or where anticipated parking demand can be accommodated off site.~~

Existing residential units in neighborhood commercial districts comprise a valuable affordable housing resource which provides for the needs of San Francisco's diverse population. Most of these units are in sound or rehabilitable wood frame structures and they are among the least expensive rental units in the city.

On the other hand, conversion of this housing is an important means of providing competitive and affordable commercial space to small businesses, many of which provide personal, medical, professional and business services to neighborhood residents and the general public. Conversions of ground story residential units should be permitted in all neighborhood commercial district without special review. In many neighborhood commercial districts, the physical location and structural aspects of the upper story housing units make it attractive and feasible to convert them to commercial use. Due to the limited supply of vacant land, some commercial expansion into the residential space may be the only feasible way to adequately meet the commercial needs of the trade area served by the district. Therefore, conversions of upper story units should be accommodated as long as the conversions are not so numerous as to upset the general equilibrium between commercial and residential uses or to constitute a substantial loss of housing.

Because the appropriateness of residential conversions depends on many factors which vary from district to district, land use controls should be adjusted to reflect the different needs of each district. In most districts certain conversions, such as those at the ground story or third story, can be regulated by permitting or prohibiting them without special review, while those at the second story may need case by case review by the City Planning Commission. In other districts, however, proposed conversions at all stories may need case-by-case review. A balance must be struck between the need to retain the housing and the need to provide for commercial expansion. Some upper story conversions may be appropriate, if based on a review of an individual case, it is found that the need for commercial expansion clearly outweighs the need to preserve affordable housing. In that case by case review the following guidelines should be employed:

GUIDELINES FOR RESIDENTIAL CONVERSIONS

The need for additional commercial space in the district should be clearly established. The need to preserve affordable housing may be presumed in light of the citywide shortage of such housing and established policy in the Residence Element.

The amount of commercial space necessary and desirable to serve the retail and service function of a district varies depending on the size of the trade area, proximity to other commercial districts, and competition from other land uses.

In neighborhood commercial districts consisting of a small cluster of lots or a short linear commercial strip with low scale development, commercial uses at the ground story should be focused on the convenience needs (such as groceries and laundry) of nearby residents. In these districts no new commercial use should be permitted above the ground story, nor should conversions of existing residential units above the ground story be permitted.

~~In small-scale neighborhood commercial districts most of the anticipated demand for commercial growth can be accommodated through new construction at the first two stories on vacant or underused parcels without the necessity to convert upper story residential units. However, in some of these districts where demand for commercial space is particularly strong, allowing commercial uses above the second story in new construction and allowing some conversion of existing residential units at the first and second stories may be appropriate as long as the general equilibrium between retail, office, and residential uses is maintained.~~

~~In larger, moderate-scale neighborhood commercial districts which are intended to provide a wider range of goods and services to a larger trade area, growth opportunities through new construction at the first two stories on vacant or underused parcels may be insufficient to meet the demand for commercial space.~~

~~While the retention of mixed-use buildings and the construction of new mixed-use buildings is desirable in these districts, construction of new, fully commercial structures, and some conversion of existing upper story residential units may be appropriate to meet demand if the increased commercial activity would not adversely affect existing traffic or parking congestion.~~

~~Conversions should be disallowed if commercial space suitable for occupancy by the proposed commercial use is available elsewhere in the district.~~

~~Commercial and institutional uses which do not primarily serve the general public usually are not appropriate in neighborhood commercial areas unless they are minor uses ancillary to those which do serve the general public, such as a small dental laboratory or small business accountant.~~

~~Along predominantly residential secondary side streets and alleys of linear or areawide districts, conversions are inappropriate. The more residential character of the secondary streets should be protected in order to provide a transition between the commercial and surrounding residential districts.~~

~~Conversions should not adversely impact the livability of any remaining units in the building. Entrance to the remaining units should be separate from the access to the commercial uses in the building. In buildings where re-conversion back to dwelling units may be desirable, the kitchens should be retained.~~

~~Buildings with five or more housing units contain a large proportion of the housing stock in the neighborhood commercial districts and should be protected from complete conversion to commercial use.~~

~~Conversion may be appropriate if the unit(s) is unsuitable for residential occupancy because of offensive noise, especially from traffic or late-night activity, which is generated on the same site or near the unit, or because of the obstruction of residents' access to light and air by a building adjacent to or near the unit(s).~~

~~Conversion may be appropriate if the housing unit is declared by the Superintendent of the Bureau of Building Inspection or the Chief of the Bureau of Fire Prevention to be unsafe and/or incapable of being made habitable for residential occupancy. However, if the property owner has shown~~

possible willful neglect or a pattern of negligence in performing ordinary maintenance, thereby resulting in uninhabitable or unsafe units, the conversion should not be permitted, or the property owner should add other replacement rental units to the city's housing supply.

In evaluating the proposed conversion of a unit which is suitable and safe for residential occupancy, consideration should be given to offsetting the loss of such housing by requiring the applicant to provide comparable replacement housing on the site, or within the neighborhood, or to provide financial assistance toward the creation of new rental housing or the rehabilitation of uninhabitable rental housing.

Tenant should be given ample written notice by the property owner prior to filing the application to convert the unit(s) and, for any conversion that is permitted, property owners should make relocation assistance available to displaced tenants, i.e. efforts to identify housing comparable in size, price, and location; and the payment of moving expenses and a relocation allowance, particularly in the case of units occupied by low or moderate income residents.

In evaluating proposed conversions, consideration should be given to economic hardships to both property owners and tenants which might result from the denial or approval of the conversion application.

GUIDELINES FOR RESIDENTIAL DEMOLITION

The same considerations that apply to conversions apply to demolition of housing units. Therefore, demolitions should be reviewed on a case by case basis using the same guidelines that are to be used in reviewing conversions. Demolition permits should be reviewed in conjunction with the permits for the replacement structures whenever possible. When this is not possible, conditions applying to future building permits may be attached to the demolition permit or the new building permit may require further review. The replacement structure should include housing units for which there is an exhibited demand, or replacement rental units should be added to the city's housing supply. In order to encourage prompt replacement of demolished structures, permits should not be approved for temporary uses, such as general advertising signs or parking, unless such uses are appropriate permanent uses.

- **Related Housing Element 2022 Policies and Actions.**
 - **Policy 26.** Streamline and simplify permit processes to provide more equitable access to the application process, improve certainty of outcomes, and ensure meeting State- and local-required timelines, especially for 100% affordable housing and shelter projects.
 - **Action 8.4.8.** Remove Conditional Use Authorizations or other regulatory barriers for lot mergers and lots or proposed densities that exceed conditional use thresholds on housing applications that net two or more housing units, do not demolish existing rent-controlled units, and meet tenant protection, relocation, and replacement standards as recognized in Housing Crisis Act of 2019 to facilitate larger and more efficient housing projects by January 31, 2025.

- **Policy 2.** Preserve affordability of existing subsidized housing, government-owned or cooperative-owned housing, or SRO hotel rooms where the affordability requirements are at risk or soon to expire.
- **Policy 37.** Facilitate neighborhoods where proximity to daily needs and high-quality community services and amenities promotes social connections, supports caregivers, reduces the need for private auto travel, and advances healthy activities.
 - **Action 9.2.14.** Organize housing and neighborhood business and service areas to prioritize proximity in neighborhood planning or development agreement projects that propose land use changes.
 - **Action 9.4.7.** Develop a comprehensive and regularly updated map of daily needs, amenities, and community facilities, to inform the work of the interagency coordination under Action 9.3.3 as well as community-based organizations in planning for services, resources, open space, and businesses to be near each other and supportive to communities.
 - **Action 9.4.8.** Expand and allow community serving uses, such as retail, restaurants, and personal services within areas that are primarily residential especially on corner parcels, especially uses under the Community Benefit Use program defined under Action 9.4.5.
 - **Action 4.3.7** Change regulations and definitions in current Planning code to improve flexibility on allowing home-based businesses and work from home in residential districts, for example, create an accessory entrepreneurial use that allows up to two employees.

The Way It Was:	The Way It Will Be:
The Commerce & Industry Element policy described background and specific guidelines for demolition and conversion of residential spaces to commercial uses.	The Commerce & Industry Element refers to the Housing Element and sets broad guidelines in the consideration of demolition of residential space.

3. Commerce & Industry Element, Policy 6.4

- **Background.** This policy refers to an outdated version of the Housing Element, previously named the Residence Element. The policy also promotes permitting smaller convenience commercial uses, but does not specifically refer to neighborhood-serving commercial uses that meet the needs of surrounding community as stated in the Housing Element 2022 Update.
- **Proposed Amendment.** Remove reference to the Residence Element. In general, the City will remove specific cross references among General Plan elements as much as possible to decrease the potential for inconsistency. The revised policy will be consistent with the Housing

Element 2022 Update by explicitly referencing meeting local communities' daily needs through potential zoning changes. This uplifts the Housing Element 2022 Update's emphasis on a stable community through housing, nearby services, and commercial uses, and commitment to advancing racial and social equity through community investments.

Encourage the location of neighborhood shopping areas throughout the city so that essential retail goods and personal services are accessible to all residents.

Neighborhood shopping districts should be distributed throughout the city so that all residential areas are within a service radius of one-quarter to one-half mile, depending upon the population density and topography of the area served. Most residential areas meet this service area standard, as can be seen on Map 4. Some remaining residential areas which are not served by commercial districts within these distances are served by individual commercial uses located within a quarter of a mile. These individual uses are typically corner grocery stores which are open long hours, providing a range of food and household convenience goods. The few remaining residential areas, which are neither served by neighborhood commercial districts nor by individual commercial uses, are typically of such low density that they cannot economically support nearby commercial activity. It would be appropriate to revise the zoning to allow a smaller convenience commercial use in those areas if local communities seek changes to meet their daily social, service, commercial, and health needs within close proximity a market demand develops, as long as the location meets the criteria of Objective 6, Policy 2 of the Residence Element.

○ **Related Housing Element 2022 Policies and Actions.**

- **Policy 17.** Expand investments in Priority Equity Geographies to advance equitable access to resources while ensuring community stability.
 - **Action 9.3.2.** Prioritize investments in Priority Equity Geographies that overlap with Environmental Justice Communities related to improving transit service, parks, streetscape, and neighborhood amenities, in coordination with the investments referenced under Action 9.3.7.
- **Policy 37.** Facilitate neighborhoods where proximity to daily needs and high-quality community services and amenities promotes social connections, supports caregivers, reduces the need for private auto travel, and advances healthy activities.
 - **Action 9.4.3** Develop or adopt certification programs for community-serving businesses, such as grocery stores, childcare centers, healthcare clinics, and laundromats, starting in Priority Equity Geographies so that there is a way to resource or plan for them via other actions.
 - **Action 9.4.2.** Remove Conditional Use Authorizations outside of Priority Equity Geographies where required to remove an existing use, and instead apply

neighborhood notification procedures for proposed demolition of identified community-service uses, such as theaters, grocery stores, and laundromats, by January 31, 2027 and support their economic survival through a replacement provision or participation in a Community Benefit Use program as described in Action 9.4.5.

- **Action 4.4.3.** In Cultural Districts, reduce conditional use authorizations or other entitlement barriers for mixed-use buildings that can commit via deed restriction or other legal agreement to the inclusion of businesses, institutions, or services that support Cultural District needs and identity for a minimum of ten years.
- **Action 9.4.5.** Study the creation of a Community Benefit Use program, referenced in Actions 7.2.2 and 9.4.8, that allows new housing developments to have a highly flexible ground floor use entitlement and tenants to be eligible for rent subsidy in exchange for community participation in tenant selection or for businesses that obtain certifications as described in Action 9.4.3.
- **Action 9.4.8.** Expand and allow community serving uses, such as retail, restaurants, and personal services within areas that are primarily residential especially on corner parcels, especially uses under the Community Benefit Use program defined under Action 9.4.5.
- **Action 4.3.7.** Change regulations and definitions in current Planning code to improve flexibility on allowing home-based businesses and work from home in residential districts, for example, create an accessory entrepreneurial use that allows up to two employees.
- **Action 4.5.2.** Encourage uses in the ground floor of buildings that support housing, neighborhood activity and identity, especially in Cultural Districts, over inclusion of utility infrastructure, such as transformer vaults.

The Way It Was:	The Way It Will Be:
Zoning could be revised to allow smaller convenience commercial use if market demand develops, as long as the location meets certain criteria in the Residence Element.	Zoning can be revised to allow a smaller convenience commercial use to meet the needs of the local community and ensure close proximity to their daily needs, regardless of location, and removing the reference to the Residence Element.

4. Environmental Protection Element, Policy 15.3

- **Background.** This policy is generally consistent with Housing Element 2022 Update by encouraging housing production to match the demand resulting from local employment. However, the policy specifically places the responsibility of housing production on new

commercial office development projects, while Housing Element 2022 Update also refers to “large institutional employers...such as hospitals and educational institutions.”

- **Proposed Amendment.** Housing production requirements should be placed on new commercial developments and large institutional employers alike, as stated in Housing Element 2022 Update. Encouraging housing production near employment and neighborhood commercial centers can advance the Housing Element 2022 Update’s goals of creating supportive, thriving, and well-connected neighborhoods.

Encourage an urban design pattern that will minimize travel requirements among working, shopping, recreation, school and childcare areas.

An energy efficient transportation system is highly dependent on local land use policies. San Francisco's high density, compact form lends itself to the use of various transportation alternatives in order to satisfy the daily needs of local residents. Recent developments, however, could seriously alter this balance. New housing has not kept pace with the growth in local employment, imposing pressure on existing housing and encouraging housing growth outside the city. Commercial neighborhood districts are under intense development pressure, forcing certain neighborhood services to move outside the area. These trends increase distances, and thus energy requirements, for personal travel.

The city should implement programs that facilitate neighborhoods where proximity to daily needs and high-quality community services and amenities promotes social connections, supports caregivers, reduces the need for private auto travel, and advances healthy activities. reinforce San Francisco's present urban design pattern planned land use pattern. Housing conditions placed on new commercial office development projects should emphasize the provision of housing at or near employment centers.

Neighborhood commercial policies should promote the continued presence of diverse local service establishments. ~~These policies would enhance the city's existing urban character, while keeping personal transportation energy requirements to a minimum.~~

Aligning housing production with job growth, encouraging local businesses, reducing employee need to travel, and centering growth around transit corridors would enhance the city's existing urban character, while minimizing the need for personal transportation beyond these mixed-use neighborhoods.

- **Related Housing Element 2022 Policies and Actions.**
 - **Policy 20.** Increase mid-rise and small multi-family housing types by adopting zoning changes or density bonus programs in Well-resourced Neighborhoods and adjacent lower-density areas near transit, including along SFMTA Rapid Network and other transit.

- **Policy 37.** Facilitate neighborhoods where proximity to daily needs and high-quality community services and amenities promotes social connections, supports caregivers, reduces the need for private auto travel, and advances healthy activities.
 - **Action 9.2.14.** Organize housing and neighborhood business and service areas to prioritize proximity in neighborhood planning or development agreement projects that propose land use changes.
 - **Action 9.4.6.** Create and implement a long-range community facilities plan, and update every 5-10 years, for public facilities including parks, recreation centers, schools, libraries, to accommodate a thirty-year projected population growth, informed by equity metrics in a manner that secures equitable access in Priority Equity Geographies, Environmental Justice Communities, and Well-resourced Neighborhoods that are targeted for increased housing capacity, building on processes such as the Community Facilities Framework, and in collaboration with Interagency Plan Implementation Committee.
 - **Action 9.4.7.** Develop a comprehensive and regularly updated map of daily needs, amenities, and community facilities, to inform the work of the interagency coordination under Action 9.3.3 as well as community-based organizations in planning for services, resources, open space, and businesses to be near each other and supportive to communities.

The Way It Was:	The Way It Will Be:
Housing production requirements to meet the housing demands of major employment centers focused on new commercial office development projects.	The requirement for housing production at major employment centers is extended to large employers, such as hospitals and educational institutions.
The policy emphasized minimizing distances and energy use for personal travel through land use changes.	The policy encourages minimizing personal transportation and energy use through land use changes and centering growth around transit corridors.

5. Urban Design Element, Policy 3.5

- **Background.** San Francisco's design policy of compatibility of neighborhood has been organized around best practices in urban design that arose in response to dramatic changes in scale for newer buildings in older neighborhoods after World War II. They also responded to the loss of the complex and stylistic façades in many old buildings—mostly given craftsmanship and material qualities of buildings built before World War II. These generations of buildings are currently protected by historic preservation requirements and practices and are less in threat. These urban design goals, however, have moved on to supporting less compelling architecture and neighborhoods patterns—many neighborhoods designed and built by developers in the latter

half of the twentieth century where cost and efficiency was more valued than craft and durability. Additionally, being compatible with neighborhood character originated in a desire to avoid overwhelming and intense changes to scale—not one or two stories but much more disproportionate sizes of buildings. This design policy has been reinforcing the same forms of expression now at a detailed scale and suppressing the ability of design and the expression of people to evolve.

- **Proposed Amendment:** With updated housing policies designed to open housing choice to more households, especially to communities of color and those previously excluded or made to be invisible, design policy will invite expression of creativity, variety, and cultural identity to encourage a sense of belonging.

Relate the height of buildings to important attributes of the city pattern and to the height and character expression of existing development.

The height of new buildings should take into account the guidelines expressed in this Plan. These guidelines are intended to promote the objectives, principles and policies of the Plan, and especially to complement the established city pattern. They weigh and apply many factors affecting building height, recognizing the special nature of each topographic and development situation.

Tall, slender buildings should occur on many of the city's hilltops to emphasize the hill form and safeguard views, while buildings of smaller scale should occur at the base of hills and in the valleys between hills. In other cases, especially where the hills are capped by open spaces and where existing hilltop development is low and small-scaled, new buildings should remain low in order to conserve the natural shape of the hill and maintain views to and from the open space. Views along streets and from major roadways should be protected. The heights of buildings should taper down to the shoreline of the Bay and Ocean, following the characteristic pattern and preserving topography and views.

Tall buildings should be clustered downtown and at other centers of activity to promote the efficiency of commerce, to mark important transit facilities and access points and to avoid unnecessary encroachment upon other areas of the city. Such buildings should also occur at points of high accessibility, such as rapid transit stations in larger commercial areas and in areas that are within walking distance of the downtown's major centers of employment. In these areas, building height should taper down toward the edges to provide gradual transitions to other areas.

In areas of growth where tall buildings are considered through comprehensive planning efforts, such tall buildings should be grouped and sculpted to form discrete skyline forms that do not muddle the clarity and identity of the city's characteristic hills and skyline. Where multiple tall buildings are contemplated in areas of flat topography near other strong skyline forms, such as on the southern edge of the downtown "mound," they should be adequately spaced and slender to ensure that they are set apart from the overall physical form of the downtown and allow some views of the city, hills, the Bay Bridge, and other elements to permeate through the district.

In residential and smaller commercial areas, tall buildings should occur along transit corridors and closest to major centers of employment and community services which themselves produce significant building height, and at locations where more height will encourage social and commercial activity and achieve visual interest consistent with other neighborhood considerations. At outlying and other prominent locations, the point tower form (slender in shape with a high ratio of height to width) should be used in order to avoid interruption of views, casting of extensive shadows or other negative effects. In all cases, the height and ~~character~~ expression of existing development should be considered.

The guidelines in this Plan express ranges of height that are to be used as an urban design evaluation for the future establishment of specific height limits affecting both public and private buildings. For any given location, urban design considerations indicate the appropriateness of a height coming within the range indicated. The guidelines are not height limits, and do not have the direct effect of regulating construction in the city.

○ **Related 2022 Housing Element Policies and Actions.**

- **Policy 41.** Shape urban design policy, standards, and guidelines to enable cultural and identity expression, advance architectural creativity and durability, and foster neighborhood belonging.
 - **Action 8.3.1.** Develop Objective Design Standards that replace subjective design review of housing projects while ensuring that new development in existing neighborhoods support livability, building durability, access to light and outdoor space, and creative expression.
 - **Action 8.3.7.** Create and adopt a new objective design standard to require the use of natural and durable materials for front façade and windows, for example stucco, stone, concrete, wood, and metal to replace existing discretionary design guidelines, except in Special Area Design Guidelines or adopted or listed Historic Districts, that require detailed front façade compatibility with surrounding neighborhood architectural patterns, for example window proportions, roof shape, or type of entry.
 - **Action 8.3.8.** Create, complete, adopt, and apply the Ground Floor Residential Objective Design Standards to housing projects to require porches, stoops, and accessible open space under specific conditions to invite social engagement and belonging.
 - **Action 4.5.3.** Create Special Area Design Guidelines if requested by communities in Cultural Districts and Priority Equity Geographies where the design of public space and architecture could help reinforce cultural identities, and in coordination with State requirements.

- **Action 8.3.11.** Replace terminology of “neighborhood character” and “neighborhood compatibility” in the Urban Design Element with terms that more directly support avoiding severe changes to building scale and/or architectural expression that dehumanize the experience of the built environment. Explore implications with Proposition M.
- **Action 8.3.9.** Eliminate the use of “neighborhood character” and/or “neighborhood compatibility” terminology in case report findings towards approvals.
- **Policy 42.** Support cultural uses, activities, and architecture that sustain San Francisco's diverse cultural heritage.
 - **Action 4.4.4.** Utilize the Cultural Districts program to support building permanently affordable housing, along with other housing development and neighborhood investments that include cultural activities, uses, traditions, and spaces, in coordination with Policy 12.
 - **Action 4.4.5.** Increase staff allocation within MOHCD, OEWD, DPW, ARTS, and Planning to create a more robust, sustained, and effective Cultural Districts program, provide more direct support for the development and implementation of their respective Cultural History Housing and Economic Sustainability strategies (CHHESS).
 - **Action 4.5.4.** Study creation of a cultural resource mitigation fund that could be paid into by projects that impact cultural resources to support cultural resource protection and preservation throughout the city, prioritizing funding the development of cultural spaces as described in Action 5.2.5.
 - **Action 4.5.5.** Designate historically and culturally significant buildings, landscapes, and districts for preservation using the Citywide Cultural Resource Survey, Planning Code Articles 10 and 11, and state and national historic resource registries to ensure appropriate treatment of historic properties that are important to the community and to unlock historic preservation incentives for more potential housing development sites.
 - **Action 4.5.6.** Promote the use of the Retained Elements Special Topic Design Guidelines to development applicants to address sites where conserving parts of buildings sustains cultural identity and proposed housing serves the community.
 - **Action 9.1.7.** Establish priority building permit and entitlement Planning Department review process for multi-family residential development projects that rehabilitate or adaptively reuse existing buildings to support sustainable building practices, per Policy 34, while preserving cultural resources.

- **Action 4.5.7.** Develop objective design standards for the treatment of historic buildings and districts to provide consistent and efficient regulatory review that facilitates housing development approvals and protects the City’s cultural and architectural heritages.
- **Action 4.5.8.** Promote historic preservation and cultural heritage incentives, such as tax credit programs and the State Historical Building Code, for use in residential rehabilitation projects through general outreach, interagency collaboration with MOHCD and OEWD, building trades collaboration, educational materials, community capacity building efforts, and through the regulatory review process.
- **Action 4.5.9.** Revise Urban Design Guidelines to provide guidance on including signage, lighting, public art, historical interpretation and educational opportunities in housing development projects in a manner that reflects neighborhood history and culture, prioritizing the acknowledgement and representation of American Indian history and culture, in coordination with State requirements.
- **Action 4.5.10.** Complete the Citywide Cultural Resources Survey, including the citywide historic context statement, with ongoing community engagement to identify important individual historic or cultural resources and districts, prioritizing engagement with American Indian, Black, Japanese, and Filipino communities, and other communities directly harmed by past discriminatory actions.
- **Action 4.5.11.** Complete the Heritage Conservation Element of the General Plan to bring clarity and accountability to the City’s role in sustaining both the tangible and intangible aspects of San Francisco’s cultural heritage, prioritizing engagement with American Indian, Black, Japanese, and Filipino communities, and other communities directly harmed by past discriminatory actions during completion of the element.

The Way It Was:	The Way It Will Be:
The Urban Design policy emphasized neighborhood character and transit nodes as key criteria for determining building heights.	Neighborhood expression and proximity to transit corridors are now key criteria in determining heights of buildings.

6. Environmental Protection Element, Appendix A

- **Background.** This appendix is repetitive of content that lives elsewhere in the General Plan. In the same way that it is pointing to policies that will no longer exist in the Housing Element, it also has references to other General Plan Elements that are out of date.
- **Proposed Amendment.** Remove Appendix A and references to Appendix A from Environmental Protection Element.

...

Relation To Other General Plan Elements

Conservation, in the broadest sense of the word, refers to the entire process of determining to what extent any of the city's resources - natural as well as man-made — should be protected or used. To limit the scope of the Conservation section of the Environmental Protection Element (as required by State planning law) seems arbitrary. It implies that conservation is not an issue in housing, transportation, urban design, recreation, or any other General Plan element and, furthermore, that conservation of the many worthwhile aspects of the urban environment is somehow of less importance.

Maintaining a proper balance between the preservation and the development of San Francisco's resources is an issue recognized in all the elements of the General Plan. The Urban Design Element, for example, indicates areas of the city where increased height and bulk of buildings would be permissible and areas where open space ought to be protected from any development. The City Planning Commission has adopted General Plan elements for Residence Housing, Urban Design, Transportation, and Recreation and Open Space. To a varying extent, each of these plans deals with conservation. Objectives and policies from these plans that relate directly to conservation are listed in Appendix A. These are reaffirmed as an integral part of the Conservation section of the Environmental Protection Element.

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~~Appendix A Objectives & Policies From Other Adopted General Plan Elements~~

~~Urban Design Element~~

~~City Pattern~~

~~OBJECTIVE 1 EMPHASIS OF THE CHARACTERISTIC PATTERN WHICH GIVES TO THE CITY AND ITS NEIGHBORHOODS AN IMAGE, A SENSE OF PURPOSE, AND A MEANS OF ORIENTATION.~~

~~POLICY 1 Recognize and protect major views in the city, with particular attention to those of open space and water.~~

~~POLICY 2 Recognize, protect and reinforce the existing street pattern, especially as it is related to topography.~~

POLICY 4 Protect and promote large scale landscaping and open space that defines districts and topography.

POLICY 7 Recognize the natural boundaries of districts and promote connections between districts.

Conservation

OBJECTIVE 2 CONSERVATION OF RESOURCES WHICH PROVIDE A SENSE OF NATURE, CONTINUITY WITH THE PAST, AND FREEDOM FROM OVERCROWDING.

POLICY 1 Preserve in their natural state the few remaining areas that have not been developed by man.

POLICY 2 Limit improvements in other open spaces having an established sense of nature to those that are necessary, and unlikely to detract from the primary values of open space.

POLICY 3 Avoid encroachments on San Francisco Bay that would be inconsistent with the Bay Plan or the needs of the city's residents.

POLICY 4 Preserve notable landmarks and areas of historic, architectural or aesthetic value, and promote the preservation of other buildings and features that provide continuity with past development.

POLICY 7 Recognize and protect outstanding and unique areas that contribute in an extraordinary degree to San Francisco's visual form and character.

POLICY 8 Maintain a strong presumption against the giving up of street areas for private ownership or use, or for construction of public buildings.

Neighborhood Environment

OBJECTIVE 4 IMPROVEMENT OF NEIGHBORHOOD ENVIRONMENT TO INCREASE PERSONAL SAFETY, COMFORT, PRIDE AND OPPORTUNITY.

POLICY 1 Protect residential areas from the noise, pollution and physical danger of excessive traffic.

POLICY 2 Provide buffering for residential properties when heavy traffic cannot be avoided.

Transportation Element

General

OBJECTIVE 2 USE THE TRANSPORTATION SYSTEM AS A MEANS FOR GUIDING DEVELOPMENT AND IMPROVING THE ENVIRONMENT.

POLICY 3 Reduce pollution and noise.

POLICY 4 Design and locate facilities to preserve the natural landscape and to protect views.

Mass Transit

OBJECTIVE 1 GIVE FIRST PRIORITY TO IMPROVING TRANSIT SERVICE THROUGHOUT THE CITY, PROVIDING A CONVENIENT AND EFFICIENT SYSTEM AS A FEASIBLE ALTERNATIVE TO AUTOMOBILE USE.

Vehicle Circulation Plan

OBJECTIVE 1 ESTABLISH A THOROUGHFARES SYSTEM IN WHICH THE FUNCTION AND DESIGN OF EACH STREET ARE CONSISTENT WITH THE CHARACTER AND USE OF ADJACENT LAND.

POLICY 1 Divert automobile and truck traffic from residential neighborhoods onto major and secondary thoroughfares and limit major thoroughfares to nonresidential streets wherever possible.

POLICY 2 Design streets for a level of traffic that will not cause a detrimental impact on adjacent land uses

POLICY 4 Discourage nonrecreational and nonlocal travel in and around parks and along the shoreline recreation areas.

Recreation and Open Space Element

Citywide System

OBJECTIVE 2 DEVELOP AND MAINTAIN A DIVERSIFIED AND BALANCED CITYWIDE SYSTEM OF HIGH QUALITY PUBLIC OPEN SPACE

POLICY 1 Provide an adequate total quantity and equitable distribution of public open spaces throughout the City.

POLICY 2 Preserve existing public open space.

POLICY 4 Gradually eliminate nonrecreational uses in parks and playgrounds and reduce automobile traffic in and around public open spaces.

Shoreline

OBJECTIVE 3 PROVIDE CONTINUOUS PUBLIC OPEN SPACE ALONG THE SHORELINE UNLESS PUBLIC ACCESS CLEARLY CONFLICTS WITH MARITIME USES OR OTHER USES REQUIRING A WATERFRONT LOCATION.

POLICY 1 Assure that new development adjacent to the shoreline capitalizes on its unique waterfront location, considers shoreline land use provisions, improves visual and physical access to the water, and conforms with urban design policies.

Neighborhoods

OBJECTIVE 4 PROVIDE OPPORTUNITIES FOR RECREATION AND THE ENJOYMENT OF OPEN SPACE IN EVERY SAN FRANCISCO NEIGHBORHOOD.

POLICY 4 Acquire and develop new public open space in existing residential neighborhoods, giving priority to areas which are most deficient in open space.

POLICY 6 Assure the provision of adequate public open space to serve new residential development.

Residence Element

Retention of Existing Housing

OBJECTIVE 3 TO RETAIN THE EXISTING SUPPLY OF HOUSING COMMUNITIIES.

Housing Condition

OBJECTIVE 4 TO MAINTAIN AND IMPROVE THE PHYSICAL CONDITION OF HOUSING.

Neighborhood Environment

OBJECTIVE 6 TO PROVIDE A QUALITY LIVING ENVIRONMENT.

Energy Section of the Environmental Protection Element

Municipal

OBJECTIVE 12 ESTABLISH THE CITY AND COUNTY OF SAN FRANCISCO AS A MODEL FOR ENERGY MANAGEMENT.

POLICY 3 Investigate and implement techniques to reduce municipal energy requirements.

Residential

OBJECTIVE 13 ENHANCE THE ENERGY EFFICIENCY OF HOUSING IN SAN FRANCISCO.

Commercial

OBJECTIVE 14 PROMOTE EFFECTIVE ENERGY MANAGEMENT PRACTICES TO MAINTAIN THE ECONOMIC VITALITY OF COMMERCE AND INDUSTRY.

POLICY 5 Encourage the use of integrated energy systems.

Transportation

OBJECTIVE 15 INCREASE THE ENERGY EFFICIENCY OF TRANSPORTATION AND ENCOURAGE LAND USE PATTERNS AND METHODS OF TRANSPORT -- ON WHICH USE LESS ENERGY.

Alternate Energy

OBJECTIVE 16 PROMOTE THE USE OF RENEWABLE ENERGY SOURCES.

- Related Housing Element 2022 Policies and Actions. n/a

The Way It Was:	The Way It Will Be:
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The appendix referred to relevant policies in other elements of the General Plan.	General Plan Elements will remove such cross-referencing as much as possible to reduce the possibility of inconsistency.
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7. Urban Design, Policy 2.8

- **Background.** This Urban Design Element policy calls against giving up public street areas for private use while an implementing program in the Housing Element 2022 Update calls to facilitate the use of the public ROW for underground private utility infrastructure. Utility requirements for certain private residential developments can restrict the use of the ground floor where housing units could be placed. As San Francisco faces an ongoing housing crisis and a need to reduce constraints to housing, General Plan elements should facilitate a more certain housing development process. In this context, private residential projects should be permitted to use portions of the public right of way below grade to maximize housing units, improve neighborhood streetlife, and ensure a smoother permit process.
- **Proposed Amendment.** The amendment proposes to describe an example whereby allowing limited use of underground public street areas may be in the public interest if housing space and neighborhood streetlife is maximized.

Maintain a strong presumption against the giving up of street areas for private ownership or use, or for construction of public buildings.

Street areas have a variety of public values in addition to the carrying of traffic. They are important, among other things, in the perception of the city pattern, in regulating the scale and organization of building development, in creating views, in affording neighborhood open space and landscaping, and in providing light and air and access to properties.

Like other public resources, streets are irreplaceable, and they should not be easily given up. Short-term gains in stimulating development, increased sales, and additional tax revenues will generally compare unfavorably with the long-term loss of public values. The same is true of most possible conversions of street space to other public uses, especially where construction of buildings might be proposed. A strong presumption should be maintained, therefore, against the giving up of street areas, a presumption that can be overcome only by extremely positive and far-reaching justification.

The best example of an extremely positive justification may be where below grade public rights-of-way could be used for housing-related utilities. In cases where the typical provision of housing-related utilities within a building would reduce space for housing and deaden streetlife, consider allowing the use of the below ground public rights-of-way in a manner consistent with the public interest.

- **Related Housing Element 2022 Policies and Actions.**

- **Policy 27.** Improve coordination, alignment, shared mission, and functionality of post-entitlement permit processes across agencies and jurisdictions to speed housing construction starts after approvals, especially for 100% affordable housing and development agreements.
 - **Action 8.3.5.** Revise public right-of-way (ROW) policy, rules, and procedures across city agencies to facilitate the use of the below grade public ROW for utility infrastructure that would currently be required to be installed on private property to maximize the construction of housing units and expedite post-entitlement approvals.

The Way It Was:	The Way It Will Be:
A strong presumption should be maintained against the giving up of street areas, a presumption that can be overcome only by extremely positive and far-reaching justification.	Explanation is added that the use of underground public street areas for housing-related utilities may be within the public interest if housing units and neighborhood streetlife is maximized.

8. Air Quality, Policy 3.3

- **Background.** This policy is generally consistent with the Housing Element 2022 Update by encouraging housing production to match the demand resulting from local employment. However, the policy specifically places the responsibility of housing production on new commercial development projects, while the Housing Element 2022 Update also refers to “large institutional employers...such as hospitals and educational institutions.”
- **Proposed Amendment.** Housing production requirements should be placed on new commercial developments and large institutional employers alike, as stated in Housing Element Encouraging housing production near employment and neighborhood commercial centers can advance the Housing Element’s goals of creating supportive, thriving, and well-connected neighborhoods.

Continue existing city policies that require housing development in conjunction with office development and expand this requirement to other types of commercial and large institutional developments.

Providing housing in conjunction with new employment centers encourages living near work sites and therefore reduces auto commute trips to the city. In the past decade as the result of the housing requirement for new office development, many residential units have been built in the city. This requirement should be expanded to be applicable to other types of commercial and large institutional developments to respond to the housing needs of new developments within the city's boundaries.

- **Related Housing Element 2022 Policies and Actions.**

- **Policy 35.** Require new commercial developments and large employers, hospitals, and educational institutions to help meet housing demand generated by anticipated job growth to maintain an appropriate jobs-housing fit, and address housing needs of students
 - **Action 7.3.5.** Pursue partnerships that commit large employer large institutional employers who that are not subject to job housing linkage fees (such as hospitals and educational institutions) to conduct an analysis of the housing demand of their employees and to meet that demand within institutional master plans or equivalent documents.

The Way It Was:	The Way It Will Be:
Housing production requirements to meet the housing demands of office development and to expand this requirement to other types of commercial developments.	The requirement for housing production is extended to large institutions, such as hospitals and educational institutions.

9. Land Use Index, Housing Policy Index

- **Background.** A land use element is required by the Government Code to include the “general location and extent of the uses of land use for housing.” San Francisco’s Land Use Index contains references to policies within the Housing Element and other General Plan Elements to meet this requirement. These Housing Element policies must be updated in the Land Use Index to reflect land use policies in the Housing Element 2022 Update.
- **Proposed Amendment.** Update Housing Element policies in the Land Use Index to reflect land use policies in the Housing Element 2022 Update.

Housing Element

Objective 1, Policies 1-10

Objective 2, Policies 1-4

Objective 4, Policies 4-5

Objective 7, Policy 5

Objective 11, Policies 1-9

Objective 12, Policies 1-3

Objective 13, Policies 1-3

Objectives 2.B, 2.C, 3.A, 3.B, 3.C, 4.A, 4.B, 4.C, 5.A, 5.C

Policies 12, 15, 17, 18, 19, 20, 24, 25, 30, 31, 35, 37

- **Related Housing Element 2022 Policies and Actions.**

- **Policy 35.** Require new commercial developments and large employers, hospitals, and educational institutions to help meet housing demand generated by anticipated job growth to maintain an appropriate jobs-housing fit, and address housing needs of students
 - **Action 7.3.5.** Pursue partnerships that commit large employer large institutional employers who that are not subject to job housing linkage fees (such as hospitals and educational institutions) to conduct an analysis of the housing demand of their employees and to meet that demand within institutional master plans or equivalent documents.

The Way It Was:	The Way It Will Be:
Housing production requirements to meet the housing demands of office development and to expand this requirement to other types of commercial developments.	The requirement for housing production is extended to large institutions, such as hospitals and educational institutions.

Appendix E: Public Input Summaries

FINAL DRAFT – DECEMBER 2022

Prepared as Part of the San Francisco Planning Department's

Housing Element 2022 Update



San Francisco
Planning



MEMO

Date: May 10, 2022
To: HCD Housing Policy Division
Re: San Francisco Housing Element 2022 Update (File No. 2019- 2019-016230CWP)
Public Input Summary

Attachments: Phase I Public Input Summary report (April 2021)
Phase II Public Input Summary report (January 2022)
Phase III Public Input Summary, excerpt from memo to Planning Commission (April 2022)

This memo provides an overview of public participation in the San Francisco Housing Element 2022 Update (2022 Update) and a high-level summary of the public input received. The three attached public input summary reports detail the input from those efforts and describe how the policies were shaped by the engagement. As demonstrated in these reports, SF Planning has engaged in substantial discussions on housing concerns, goals, and actions with constituents that are representative of diverse income levels, age, special needs, housing situations, race and ethnicity, sexual orientation and gender identity, immigration status, household type, and neighborhoods.

The engagement process for the 2022 Update incorporates three phases of outreach and engagement. After vetting key ideas with the community in Phase I, the project team reviewed draft housing policy and related actions with residents, community and government leaders, and housing experts and advocates in Phase II. During Phase III of outreach and engagement, the project team demonstrated how community input was reflected in revised policy and further refined critical ideas such as the reparative framework for housing.

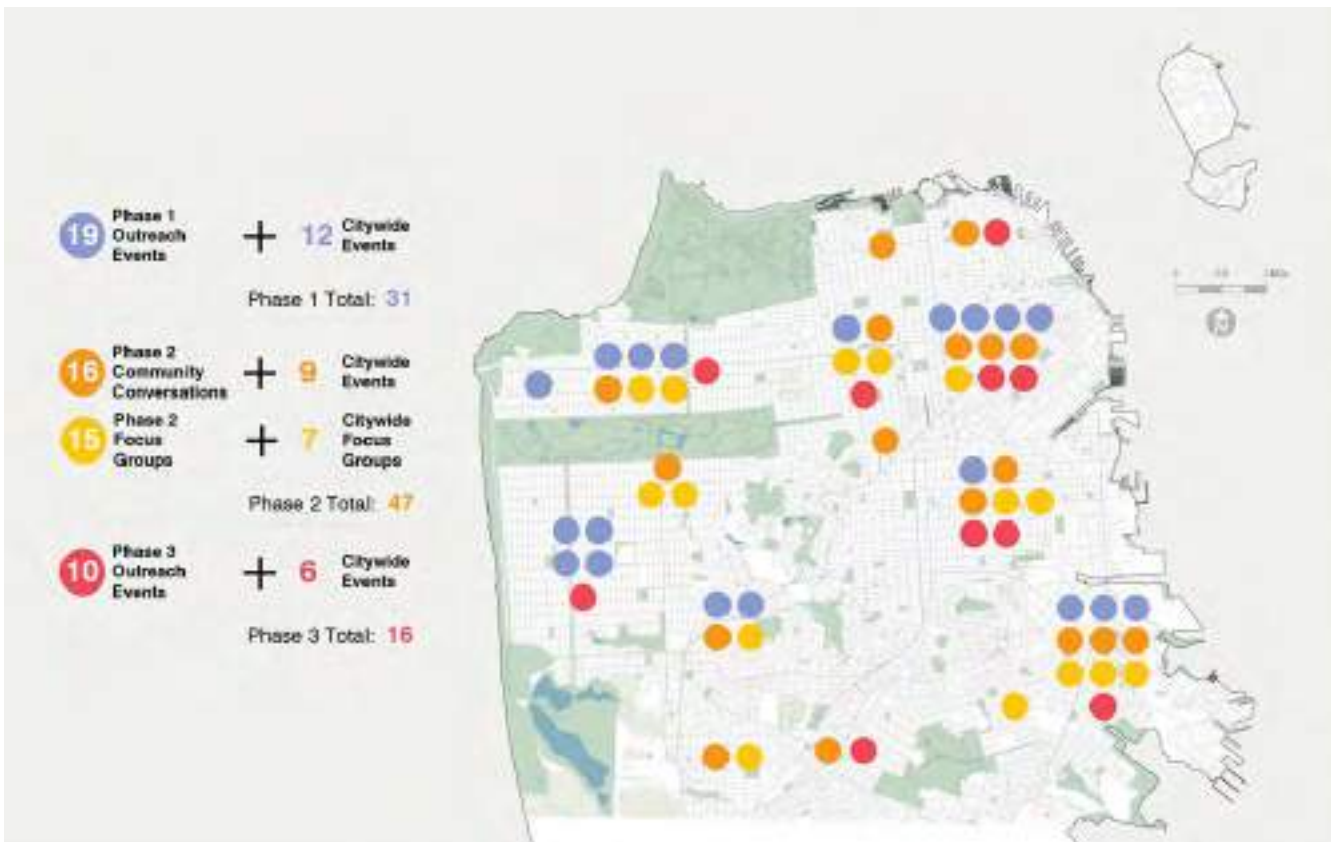
May- Dec 2020	Phase I outreach – Vetting Key Ideas with the Community
Apr- Sep 2021	Phase II outreach – Refining Policies Together
Jan- Mar 2022	Phase III outreach – Refining Policies & Verifying Public Input Findings

Outreach moving forward will focus on sharing information about the draft 2022 Update content and adoption process and facilitating discussions with community and government leaders to prepare for its implementation. Methods of outreach have included:

- 23 focus groups with vulnerable populations co-hosted or co-facilitated by community-based organizations
- 65+ community hosted community conversations, listening sessions, and presentations
- 11 in-language events in Cantonese and Spanish
- 21 community partners

- 2 Housing Policy Group discussion series (12 meetings total), including representatives of 27 organizations
- 4 Planning Commission and 2 Historic Preservation Commission hearings
- 226 respondents through the Digital Participation Platform (DPP) , along with informational tools such as policy navigation tools
- 11 Community ambassadors (HEARD)
- A survey administered online and in person, completed by 1,631 respondents

Figure: Outreach and Engagement Map and List



	Phase I	Phase II		Phase III
		Community Conversations	Focus Groups	
1	Planning Commission*	Latino Task Force	UCSF Alliance Health Project*	African American Reparations Committee (AARC)
2	MAP 2020	Latino Task Force	Senior & Disability Action*	AARC Economic Empowerment Subcommittee
3	SOMA Planning 101	SF Youth Commission	Senior & Disability Action*	All Cultural District Meeting
4	MOHCD Working Group*	Larkin Street Youth Services	International Hotel Manilatown Center*	American Indian Cultural District
5	BMAGIC	Senior & Disability Action*	American Indian Cultural District*	BMAGIC
6	District 10 CBO	MegaBlack*	Castro LGBTQ+ Cultural District*	Chinatown Focus Group with SRO Families
7	St. Francis CAC	Mo'MAGIC	SF Rising*	District 4 Youth & Families Network
8	District 1 Townhall	Tenderloin People's Congress	BMagic & 3rd St YCC	Excelsior Collaborative
9	Richmond Community Coalition	BMAGIC	African American Arts and Cultural District	Japantown Land Use Committee
10	SPUR Digital Discourse	HRC Roundtable*	Booker T Washington Community Center	Latino Task Force
11	Housing Element Overview*	HRC Roundtable*	I.T. Bookman Community Center	MegaBlack
12	District 4 Virtual	OMI Community Collaborative	CYC Bayview	REP Coalition
13	District 1	Bayview-Hunter's Point	CYC Richmond (Cantonese-speaking)	Richmond Service Organizations
14	Sunset Forward	Planning Association for the Richmond	Wah Mei School & AWRC (Cantonese-speaking)	SF Labor Council
15	Sunset Forward	North Beach Neighbors	Wah Mei School	SoMa Pilipinas Filipino Cultural District
16	Sunset Forward	Golden Gate Valley Neighborhood Association	Tenderloin People's Congress (Cantonese-speaking)	Tenderloin People's Congress
17	SF YIMBY*	Duboce Triangle Neighborhood Association	Mission Food Hub (Spanish-speaking)	-
18	MOHCD*	Mid-Sunset Neighborhood Association	Mission Food Hub (Spanish-speaking)	-
19	Tenderloin Housing Clinic La Voz Latina	Cayuga Neighborhood Improvement Association	Family Connections Centers (Spanish-speaking)	-
20	BMAGIC	Coalition for San Francisco Neighborhoods	Japantown Cultural District	-
21	English Listening Session*	SF League of Conservation Voters*	Richmond Neighborhood Center	-
22	District 7*	SF YIMBY*	ASIAN, Inc.	-
23	HRC	Open Door Legal	-	-
24	Spanish Listening Session*	SPUR*	-	-
25	Richmond Senior Center*	Building Trade Public Policy Committee*	-	-
26	Chinese Listening Session*	-	-	-
27	Spanish Listening Session*	-	-	-
28	Fillmore/Western Addition	-	-	-
29	District 7	-	-	-
30	HEARD*	-	-	-
31	HEARD*	-	-	-

*groups that reach a multi-neighborhood or citywide audience

Demographic Reach

The Housing Element 2022 Update process reached a range of populations through the multiple methods of outreach. Participants of the Digital Participation Platform (DPP), utilized in Phase I and II, skewed toward people who are male-identifying, high income, white, and between the ages of 18 and 39. This is likely due to the skill and knowledge required to navigate the online platform and perhaps a communication preference of this group.

Recognizing the limitations of an online platform intended for people to navigate independently, the Housing Element 2022 Update also partnered with community organizations to introduce surveys, listening sessions, community conversations and meetings, and focus groups as methods of centering participants from vulnerable populations. Respondents to the survey administered in Phase I were more evenly distributed among Black/African American, East Asian, and Latino(a,e) communities, with 18 to 21 percent each. More than 52 percent of respondents were above 40 years old, and most respondents lived in very low to moderate-income households.

Beyond the DPP and survey, a total of 94 listening sessions, community conversations and meetings, and focus groups were held from Phase I to Phase III. More than half (64, or 71 percent) of these outreach and engagement events prioritized the voices of vulnerable populations, including Black communities, American Indian communities, other communities of color, limited English speakers, seniors and people with disabilities, and transitional aged youth. Of these events, the most specific participant-level demographic data came from Phase II focus groups. Focus group demographics skewed toward people who are female-identifying, very low to low income, Black, Hispanic/Latino(a/e), communities of color, and renters.

Phase II focus groups engaged vulnerable and historically harmed communities, while Phase III prioritized vulnerable groups and individuals that were not as well represented in Phase I and II and those with particular interest in policy areas requiring refinement, such as the reparative framework and increasing housing capacity in well-resourced neighborhoods.

Summary of Input

The breadth of input received defies a simple synthesis of themes and direction. The following summary is organized by the key demographic groups whose input this effort attempted to elevate to center the Housing Element 2022 Update around equity. These groups are identified to be most vulnerable to housing instability for a variety of reasons, including income, health, education, and linguistic isolation. Many groups shared overlapping themes, such as homeownership, safe spaces, access to key services, and access to affordable housing across San Francisco. The highlights below are some top themes and ideas specific to each group and should only be taken as a short representation of feedback provided by key demographic groups. An in-depth look at the breadth of experiences and ideas shared by all participants during the Housing Element 2022 Update process can be found in the reports for Phases I through III outreach and engagement as well as descriptions of how input was incorporated into the draft plan.

American Indian Residents and Community Leaders

American Indian community members shared input around themes of visibility, restitution, and support for the preservation of their culture. Directives for policies and programs particularly relevant to the needs of the American Indian community included restoring access to land for traditional cultural uses and to invest in spaces for the American Indian community, fixing the undercounting and improve data on housing needs of American Indians, and restitution in the form of housing and support for homelessness services universally prioritizing

American Indians.

Black and African American Residents and Community Leaders

Emerging themes from Black and African American communities responded to past and current targeted harmful actions of government institutions, leading to segregation, disinvestment, trauma, and displacement of San Francisco's Black and African American communities. Participants voiced a need to close the wealth gap, create intergenerational wealth, remove barriers to housing programs, and increasing access to housing. Key ideas for policies and programs to address needs of Black and African American communities include expansion of the Certificate of Preference program, creating and expanding legacy homeownership and business programs, and prioritizing the Black community to own and rent in all neighborhoods of San Francisco, especially in their historic neighborhoods.

Japanese American and Filipino Residents and Community Leaders

Similar to input from American Indian and Black and African American communities, recurring themes from the Japanese American and Filipino communities centered around repairing past government-led harms of incarceration and redevelopment. Ideas for policies and programs shared in public input include offering Certificates of Preference to Japanese American and Filipino households, increased funding toward City programs and community-based organizations to support home and business ownership, and investing in safe and welcoming cultural spaces that preserve community history.

Latino(a/e) Residents and Community Leaders

Community members from various Latino (a/e) groups around the city shared themes and experiences less common among other key demographics particularly from barriers to housing access due to documentation status, linguistic isolation, economic inequality, and family size. This not only impacts the ability to access housing, but also to remain stable in housing. Ideas for policies and programs to address these barriers include investing in community-based organization resource hubs to focus on cultural humility and navigation of systems, supporting services particularly in the Mission neighborhood where Latino (a/e) families feel more welcome compared to some other parts of the city, and building more permanently affordable housing for larger families.

Chinese Residents and Community Leaders

The outreach and engagement process reached Chinese community members across San Francisco's Priority Equity Geographies and Well-Resourced Neighborhoods. Bearing in mind that input may vary based on these geographies, emerging themes from these conversations generally centered around language barriers and difficulty navigating the City's housing systems, qualifying and being chosen for affordable housing, and promoting diverse communities. Policies and programs specific to the city's Chinese communities include support for expanding Chinese-language outreach and services beyond Chinatown, increasing housing opportunities by building denser housing for all income ranges and household sizes on the west side of the city, and programming cross-cultural events.

Seniors and People with Disabilities and their Service Providers

Housing needs of seniors and people with disabilities focused on the shortage of housing, especially affordable housing, for this particular group throughout the city. Special considerations for seniors and people with disabilities include a desire to downsize homes in their neighborhoods, immediate access to amenities and services, and homes designed for specific physical needs. Community members shared that policies and

programs to meet the needs of seniors and people with disabilities could include ease and support for housing programs like ADUs that would allow seniors to age in place across San Francisco, creating a disabled operating subsidy program for disabled people regardless of age, and designing buildings and homes with accessible amenities, on-site health and social services, and meals.

LGBTQ+ Residents and Community Leaders

Mental health providers working with LGBTQ+ youth and members of the LGBTQ+ community shared some of their own unique housing challenges: lack of access to housing beyond environments of physical and mental abuse, feeling unwelcome in housing not specific to their community, and lack of housing in areas where LGBTQ+ do feel welcome, like the Castro. Housing for the LGBTQ+ community must also consider the specific needs that may vary from youth to seniors, small to large households, and state of mental health, among other factors. Policies and programs that community members shared include increasing on-site and mobile case managers and navigation services, increasing LGBTQ+ and youth-centered permanently affordable housing in environments away from abuse, and greater density and height in the Castro to allow for community density required to sustain community ties and culture.



FINAL REPORT - APRIL 2021

Housing Element Update 2022 Outreach Summary



San Francisco
Planning



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Table of Contents

I. Introduction	03
I.1 Housing Element 2022 Update: Planning Process	04
I.2 Principles for Outreach and Engagement	05
I.3 Prep Phase: Learning from Past Efforts	06
II. Phase 1: Vetting Key Ideas with the Community	09
II.1 Communication Tools for Enlisting Participation and Collaboration	10
II.2 Outreach and Engagement for SF Residents and Community Members	13
II.3 Resident and Community Member Input Summary	19
Racial Equity	19
Vulnerable Groups	21
Environmental Justice	22
Outreach and Engagement	23
Tenant Protections and Community Stabilization	24
Homeownership and Economic Mobility	25
Permanent Affordable Housing Production	26
Permanent Affordable Housing Access and Eligibility	28
Homeless Housing and Supportive Services	29
Preserving Affordability and Improving Conditions of Existing Housing	30
Housing Production	31
Housing Choice as Household Size and Needs Change	33
Increasing Opportunity and Redressing Divestment in Priority Neighborhoods	34
High-Opportunity Neighborhoods	35
II.4 Outreach and Engagement for the Housing Policy Group	36
II.5 Housing Policy Group Input Summary	39
II.6 How Input Will Define Draft Goals, Policies and Actions	55
III. Lessons Learned and Next Steps	57
Appendices	59
Appendix A: Survey Results	60
Appendix B: All Outreach and Engagement Comments	65



Photo: Bruce Damonte

I. Introduction

The Housing Element 2022 Update is San Francisco’s housing plan for the next 8 years (2023-2030) and the first that will center on racial and social equity. It will include policies and programs that express our collective vision and values for the future of housing in San Francisco. This update will determine what our housing needs are and how we will work to address them, defining priorities for decision making and resource allocation for housing programs, development, and services.

The last Housing Element update was completed in 2014 with through a streamlined effort largely based on policies and values dating back to 1990.

The next update to the Housing element relies on an extensive and robust outreach and engagement effort to ensure our housing plan reflects current housing needs, priorities, and values of our communities, particularly of our communities of color and other vulnerable communities. Within the last decade San Francisco has gone through an economic boom and affordability crisis, and has been impacted by a global public health crisis and economic downturn, as well as a national racial reckoning, all of which has played a part in shaping the outreach and engagement process for the city’s next housing plan.

I.1 Housing Element 2022 Update: Planning Process





The planning process for the Housing Element 2022 Update started with learning from past efforts prior to embarking on three phases of outreach and engagement. This report summarizes what the Planning Department has accomplished during the learning step, followed by a comprehensive summary of the first phase of outreach and engagement including tools used, communities engaged, level of participation, and input heard.

Table 1. Housing Element 2022 Update Planning Process

	<p>Learning from Past Efforts</p> <p>December 2019 - May 2020</p>	<p>Gather and summarize key policy ideas from past efforts related to housing and community development</p>	<p>Public announcement through an informational public hearing, website, email, and social media</p>	<p>Draft key policy ideas to share with the public for feedback</p>
	<p>Phase I Vetting Key Ideas with the Community</p> <p>May 2020 - March 2021</p>	<p>Ask the community to reflect on the draft key policy ideas and share their housing needs, challenges, and opportunities to inform the first draft of policy updates</p>	<p>Website, video promotion, traditional media, phone, mail, social media, email blasts, presentations, listening sessions, surveys, and digital participation platform</p> <p>(Events modified for public health safety)</p>	<p>First draft of policy updates based on input shared by the community</p>
	<p>Phase II Refining Policies Together</p> <p>April 2021 - March 2022</p>	<p>Ask the community to reflect on the draft policy updates</p>	<p>Two rounds of outreach including focus groups, public hearings, and digital participation platform</p> <p>(Events modified for public health safety)</p>	<p>Second and third drafts of policy updates based on input shared by the community</p>
	<p>Phase III Moving Towards Adoption</p> <p>April 2022 - December 2022</p>	<p>Seek approval of the Housing Element 2022 Update based on the third draft from elected officials and State Agency</p>	<p>Public hearings with the Planning Commission and the Board of Supervisors</p> <p>(Events subject to change due to the COVID-19 pandemic)</p>	<p>Adopted update to the Housing Element in compliance with State Law</p>

I.2 Principles for Outreach and Engagement

The following principles guide all outreach and engagement for the Housing Element 2022 Update process:

			
<p>Inclusive representation</p> <p>Engage San Franciscans representing a range of race, ethnicity, socioeconomic status, age, abilities, housing type and tenure.</p>	<p>Meaningful contribution</p> <p>Ensure each step of outreach has a clear intent and outcome, including how input will be incorporated.</p>	<p>Access to information and participation</p> <p>Use a variety of online and in-person platforms for participation scheduled at times, locations, and in languages accessible to different households. In-person events will be ADA-accessible¹.</p>	<p>Transparent communication</p> <p>Maintain an updated website to document information and feedback gathered and use variety of methods to notify communities about upcoming events.</p>

¹ In person discussions and listening sessions have not been possible due to San Francisco's shelter-in-place order in response to the COVID-19 pandemic

Specifically, the Planning Department's goal is to hear from communities it has not actively engaged for Housing Element updates in the past and to elevate those voices, including communities of color, low-income communities, and immigrant residents, among other vulnerable or hard to reach communities.

Through each phase of outreach, the Housing Element will engage with the following groups:

Residents and Community Members

- **Their role:** Shape the goals, policies, and actions to ensure an equitable and affordable housing future for San Francisco.
- **Who they are:** Residents, community members, neighborhood organizations, community serving organizations, and homeowner groups.

Resident Ambassador Group (HEARD)

- **Their role:** Provide meaningful input, perspective, and opinions for all planning phases; encourage participation from a broad range of residents
- **Who they are:** Resident ambassadors representing a range of race, ethnicity, socioeconomic statuses, age, abilities, housing types and tenure in San Francisco.

Housing Policy Working Groups

- **Their role:** Provide their expertise on policies, actions and metrics for the Housing Element and support community engagement.
- **Who they are:** Technical experts, for-profit and non-profit developers, housing advocacy groups, tenant advocacy groups, homelessness service providers, and social service providers.

Interagency Steering Committee

- **Their role:** Collaborate in policy development to ensure the Housing Element is successful in achieving its goals and implementing its policies.
- **Who they are:** Local government agencies that provide housing and/or housing services.

Civic Leaders

- **Their role:** Holding public hearings for public comment and adopting the Housing Element 2022 Update.
- **Who they are:** Human Rights Commission, Planning Commission and the Board of Supervisors.

The following section will provide a brief overview of the preparation conducted prior to kicking off the outreach and engagement for the Housing Element 2022 Update.

I.3 Preparation Phase: Learning from Past Efforts

Since the adoption of the 2014 Housing Element, the Planning Department pursued multiple initiatives that evaluated and analyzed housing needs and strategies that also relied on outreach and engagement. San Francisco communities shared their input through these processes. In order to maintain the continuity of community outreach and to remain true to the value of participation, the upcoming outreach and engagement laid its foundation on these recent efforts.

During the preparation phase, the Planning Department summarized this input into key policy ideas and values related. These key policy ideas were used as a starting point for discussion for Phase 1 of the Housing Element 2022 Update outreach and engagement.

This work relied heavily on community ideas shared through outreach and engagement for several projects and initiatives, among them:

- **Housing Affordability Strategies (HAS):** This initiative analyzes how the City of San Francisco can improve housing affordability over the next 30 years, particularly for low- and moderate-income households. The HAS analyzed development feasibility, City policies, and public investments needed to achieve the City's housing targets created through both Mayoral action and the will of the voters: build 5,000 new housing units per year, at least one third of which should be permanently affordable at low and moderate incomes. In addition, the HAS analyzed programs to preserve affordable housing and to protect and stabilize residents. The purpose of the HAS is to help residents, City staff, and policy makers understand how different policies and funding strategies work together to address affordability and foster the diversity of our city. The analysis and outreach for the HAS will inform the 2022 Housing Element update.
- **Community Stabilization Initiative:** This initiative is a multi-agency effort to assess the City's existing portfolio of tools, unify fragmented efforts into one comprehensive inventory, and identify priorities for the future. The initiative seeks to mitigate the impacts of ongoing displacement and help vulnerable populations thrive and contribute to the City's economy and culture. It enables decision-makers to make strategic choices and support interagency coordination to help stabilize our vulnerable populations. The inventory of policies included an assessment of current tools, their potential for expansion and new policies that could be implemented to address displacement. This inventory informed the key policy ideas shared in Phase 1.
- **Connect SF:** This initiative is a multi-agency collaborative process to build an effective, equitable, and sustainable transportation system for San Francisco's future. Connect SF will inform San Francisco's Transportation Element and will allow for the Transportation Element and the Housing Element to be aligned to better respond to sustainability and livability issues.
- **Excelsior & Outer Mission Neighborhood Strategy:** The strategy is a vision developed by community members, City agencies, the Excelsior Action Group, and Supervisor Ahsha Safai's office

to improve and enhance the Excelsior, Outer Mission, Mission Terrace, Crocker Amazon, and Cayuga neighborhoods. The strategy includes housing goals, strategies, and action items that informed the initial key housing policy ideas.

- **Mission Action Plan 2020 (MAP2020):** MAP2020 is a community-initiated effort that began in 2015 as a collaborative process between community advocates and City staff to identify potential solutions for the residents, arts organizations, nonprofits and businesses being displaced by the rapid changes in the Mission. Community participants include the Mission Economic Development Agency (MEDA), Dolores Street Community Services/Mission SRO Collaborative, SF Tenant Unions, Cultural Action Network and long-time neighborhood activists from Plaza 16, Pacific Felt Factory, and the Calle 24 Latinx Cultural District. The solutions arrived at in this collaboration also informed the initial key housing policy ideas.

After analyzing the community guidance for these previous efforts, the Planning Department distilled **guiding values**² that will be used as a framework for the Housing Element policy updates. These guiding values were noted as important for the community in the previous outreach efforts, and they were values that were not strongly present in the existing 2014 Housing Element policies. They include:

- **Racial and social equity** as a lens and goal for housing policies, programs and metrics
- **Eliminating community displacement**, particularly of communities of color and low-income communities
- **Affordable housing choices for everyone in all neighborhoods**, particularly for low-income households and vulnerable populations
- **Thriving neighborhoods resilient to climate and health crises** that provide access to opportunity

The summarized key policy ideas were organized into the following five categories and into topics within these five categories; this content was used in Phase 1 to gather input through a digital participation platform and an in-person and online survey:

1. Recognize the historic racial, ethnic, and social inequities in government programs and **champion equitable housing** choice to reverse their consequences.
2. Maintain **housing security** for vulnerable communities and **protect** them against displacement
3. **Preserve affordability** and enhance the resiliency of existing housing
4. Advance the social and economic diversity of San Francisco by increasing **housing production** including permanently affordable housing
5. Promote **sustainable, livable, and resilient** neighborhoods when developing housing

What followed the preparation phase was the beginning of an extensive community outreach and engagement process that enlisted further input from San Francisco residents and community members about the future of housing for the City. The rest of this document will report on Phase 1 of outreach and engagement for the Housing Element 2022 Update and provide a summary of all the input received.

² These were revised based on input from Phase 1 and guided the first draft of policies



II. Phase 1: Vetting Key Ideas with the Community

The Planning Department launched the Housing Element 2022 Update with an informational presentation at the Planning Commission on May 28, 2020. Phase 1 of the Housing Element 2022 Update outreach and engagement focused on gathering input from San Francisco residents and community members, the Housing Policy Group, and HEARD on housing needs, challenges, and opportunities. Through informational presentations, listening sessions, and the project website, The Planning Department also explored data with the community reflecting housing needs, inequities and housing production; the historical context and structural factors that led to racial and social disparities in housing and economic stability; the factors that contributed to the housing affordability crisis; and, the guiding values and summarized key policy ideas to review their adequacy in framing policy development and addressing San Francisco challenges. During this process, the Planning Department's goal was to elevate the voices of underrepresented communities and communities that historically have not been invited into housing policy decision-making so that this largely unheard population could provide input on the summarized key policy ideas and share their experiences and perspective on housing issues. The input received during Phase 1 and summarized below informed the first draft of goals, policies, and actions and allowed Planning to evaluate whether the guiding values distilled from the preparation phase align with the values expressed by the participants.

For Phase 1, the Planning Department hired InterEthnica to assist with outreach and engagement activities. InterEthnica has extensive outreach experience in San Francisco, as well as experience in multilanguage communications and working with in-language traditional media (TV, newspapers,

and radio). Additionally, InterEthnica had assisted the Department with outreach for the Housing Affordability Strategies and the Community Stabilization Initiative, so they were familiar with housing and community development issues. InterEthnica responsibilities included but were not limited to:

- Review of the Planning Department materials and content for accessibility
- Outreach to traditional media outlets to secure interviews and stories about the project
- Development of the selection criteria for the resident ambassador group (HEARD), recruitment of the members and facilitation of HEARD meetings
- Distribution of door hangers about the project in public and affordable housing in San Francisco
- Email announcements
- Translation services
- In-language presentations and facilitation, as well as interpretation
- Engagement facilitation
- Survey design and distribution
- Outreach to communities of color

In upcoming sections, this report refers to InterEthnica as “the consultant”.

II.1 Communication Tools for Enlisting Participation and Collaboration

The following methods were employed to distribute information about the Housing Element 2022 Update planning process and ways to participate in the process:

- Website:** A dedicated Housing Element 2022 Update website was launched to keep residents and community members informed about opportunities to participate. The website shares information about the Housing Element, the planning timeline, and the outreach and engagement strategy. It also includes a digital participation platform that allows users to comment on the key policy ideas (described in the Preparation Phase section above) while learn more about San Francisco’s housing needs, inequities, production, and preservation. The website is fully translated into Spanish and Chinese, and a Google Translate option is available for Tagalog.
- Promotional video:** A one-minute video in English, Spanish and Chinese was published on the Planning Department’s YouTube channel explaining in lay terms what the Housing Element is and why it was important to participate in the update of its policies. The video has been shared at informational presentations and listening sessions, on the Housing Element 2022 Update website, and in social media posts.
- Four email bulletins and eblasts:** Email newsletters for the project kickoff, upcoming events, opportunities to participate online (digital participation platform and short survey), and other announcements were sent in English, Spanish and Chinese to the more than 800 email addresses registered for the Planning Department’s Housing/Housing Element GovDelivery bulletins and to 445 contacts from various community-based organizations, private and affordable housing developers, neighborhood associations, advocacy groups, trade groups, and others.



- **Traditional media:** TV and radio coverage of the project was used to launch the Housing Element 2022 Update and to highlight the importance of public participation and engagement. Coverage included:

TV interviews with:
 KTVU FOX 2 in English
 Telemundo 48 in Spanish
 KTSF TV 26 in Chinese

Radio:
 KCBS coverage in English
 Interview for Hecho en California in Spanish

- **Social media:** Multiple messages were posted through Facebook and Twitter to share the project’s promotional video, direct residents and community members to the website, invite people to participate online using the digital participation platform, invite people to take the survey, and inform the public about the Planning Department-hosted listening sessions. All messages were posted in English, Spanish, and Chinese.
- **Door Hangers:** Door hangers with project information were printed in English on one side and Spanish or Chinese on the other. The consultant distributed the door hangers in public housing and affordable housing sites, particularly in the Fillmore/Western Addition area.
- **Elected Officials and Newsletters:** Informational presentations were made to most district Supervisors and/or their aides on the Housing Element 2022 Update planning process. The Planning Department also shared outreach materials with Supervisors’ aides to be published in their newsletters and requested space for informational presentations for the public during Supervisors’ standing community meetings. Some Supervisors hosted special townhalls for input gathering the Housing Element 2022 Update (see next section).



Table 2. List of Informational Meetings

Date	Time	Location	Meeting
5/28/2020	1pm-3pm	Teams	Housing Element 2022 Update Launch at the Planning Commission
6/19/2020	11am-12:30pm	Teams	Map 2020 June Meeting
7/1/2020	3pm-4:30pm	Teams	SOMA Planning 101
8/7/2020	3pm-4:30pm	Zoom	MOHCD Eviction Prevention & Tenant Empowerment Working Group
8/18/2020	1pm-2pm	Zoom	BMAGIC Monthly Convener Meeting
8/24/2020	11am-12pm	Teams	D10 CBO Meeting
8/24/2020	3pm-4pm	Conference Line	St Francis Memorial Board of Trustees' CAC
9/2/2020	1pm-2pm	Teams	D1 Town Hall Debrief
9/10/2020	10am-11am	Teams	Richmond Community Coalition Meeting
11/12/2020	12:30pm-1:30pm	Zoom	SPUR Digital Discourse: Housing Elements 101
9/28/2020	2pm-2:30pm	Zoom	Housing Element Overview

- Informational Presentations at Community and Neighborhood Meetings:** Some community-based organizations (CBOs) graciously agreed to host the Planning Department for informational presentations and listening sessions with their constituents. In total, staff attended 9 meetings held by CBOs and Supervisors to share information about the project and ways to participate in the process (see Table 2).
- CBO Newsletters:** Planning shared outreach materials with CBOs belonging to the Housing Policy Group and those hosting the informational presentations to be shared with the public in their newsletters.
- Posters:** The consultant printed posters in English, Spanish and Chinese enlisting participation for the project survey and distributed them around the City.



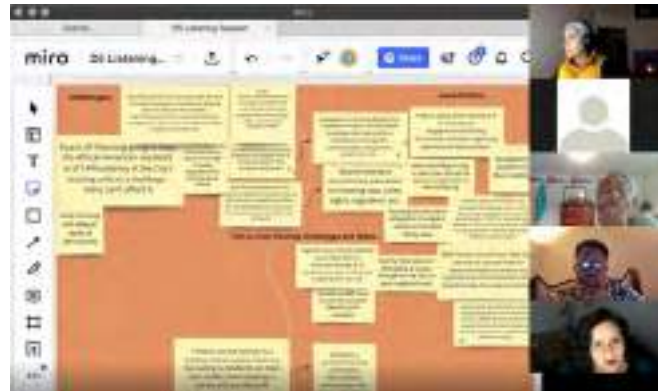
II.2 Outreach and Engagement for SF Residents and Community Members

Phase I outreach and engagement had to adjust to comply with San Francisco’s shelter-in-place order in response to the COVID-19 pandemic. Planning implemented three primary outreach and engagement methods to reach residents and community members during this phase of the Housing Element 2022 Update: listening sessions, the digital participation platform, and a survey. The Planning Department also gathered input through the messages received from the Contact Us form on the website and through direct written input in the form of emails or attached documents. Comments gathered through all of these methods are summarized later in this report.

Listening Sessions

Listening sessions were promoted through GovDelivery bulletins, email announcements, Housing Policy Group meetings, informational meetings, and social media. Listening sessions usually lasted an hour to an hour and a half. They started with a 10 to 15 minute presentation about the importance of the Housing Element, the planning process for the 2022 Update, the guiding principles for this update, housing data related to the geography or community engaged, relevant key policy ideas, and prompts for small group discussions. The rest of the time during these sessions was spent gathering input from San Francisco residents and community members on their housing needs, challenges, and opportunities. The Planning Department’s task during these meeting was simply to listen respectfully, capture all the input shared, ask clarifying questions, and facilitate participation.

Two of the events were hosted by Supervisors (District 1 and District 4). Two more were hosted by City agencies, including the Mayor’s Office of Housing and Community Development and the Human Rights Commission, using their existing meetings with community-based organizations. Four events were held in partnership with community-based organizations that graciously offered to host the Planning Department and facilitate conversations with their communities. Five events were hosted by the Planning Department alone with support from the consultant. In addition to the listening sessions,



project staff also joined five community meetings in the Sunset and in the District 7 where the community provided feedback on a variety of topics (including housing) as part of their community planning effort. Their responses are also incorporated into the input summary shared in this report. The table below shows all the listening sessions and community meetings facilitated by or presented at by the Planning Department staff during Phase 1 of outreach and engagement.

Table 3. List of Listening Sessions and Community Meetings

Date	Time	Location	Meeting	# Attendees
7/25/2020	10am-11:30am	Zoom	D4 Virtual Town Hall on Housing	
8/1/2020	10am-11:30am	Zoom	D1 Town Hall	
8/12/2020	6pm-8pm	Zoom	Sunset Forward: D4 Housing Focus Group	
8/15/2020	6pm-8pm	Zoom	Sunset Forward: D4 Housing Focus Group	
9/1/2020	2pm-3:30pm	Zoom	Sunset Forward: D4 Housing Focus Group	
9/2/2020	6:30pm-8pm	Zoom	YIMBY Listening Session	
9/4/2020	1pm-2:30pm	Zoom	MOHCD Eviction Prevention & Tenant Empowerment Working Group	
9/11/2020	5pm-6pm	Zoom	THC's La Voz Latina Listening Session	8
9/15/2020	12pm-1pm	Zoom	BMAGIC Listening Session	12
9/26/2020	10am-11:30am	Zoom	English Listening Session	
9/29/2020	12pm-1:30pm	Zoom	D7 Community Meeting #1	
10/2/2020	11am-12pm	Zoom	HRC's Community Roundtable Listening Session	47
10/14/2020	6pm-7:30pm	Zoom	Spanish Listening Session	6
10/14/2020	1pm-2pm	Zoom	Richmond Senior Center Listening Session in Chinese	12
10/24/2020	9am-10:30am	Zoom	Chinese Listening Session	20
10/24/2020	11am-12:30pm	Zoom	Spanish Listening Session	36
11/2/2020	6:30pm-8pm	Zoom	Fillmore/ Western Addition Listening Session	11
11/18/2020	4pm-5:30pm	Zoom	D7 Community Meeting #2	

Table 4. HEARD Coordination

Date	Time	Location	Meeting
8/18/2020	6pm-8pm	Zoom	HEARD Meeting 1
8/22/2020	10am-12pm	Zoom	HEARD Meeting 2

HEARD Coordination

The intention of HEARD was to create a group of San Francisco residents representing a range of race, ethnicity, socioeconomic status, age, ability, housing types, and tenure in San Francisco that is dedicated to providing input on top housing concerns in the City and encouraging participation from fellow community members who are often overlooked in the conversation on housing. The Planning Department invited all members of the public to fill out a short application and serve as a voice for their communities; the application was promoted through GovDelivery bulletins, email announcements, Housing Policy Group meetings, informational meetings, one-on-one conversations with community-based organizations and social media. Fifty-three (53) people applied, and eleven residents were selected to take part in HEARD based on their ability to serve as community ambassadors. Resident ambassadors were compensated for their participation in Phase 1 of outreach and engagement. Selection criteria included:

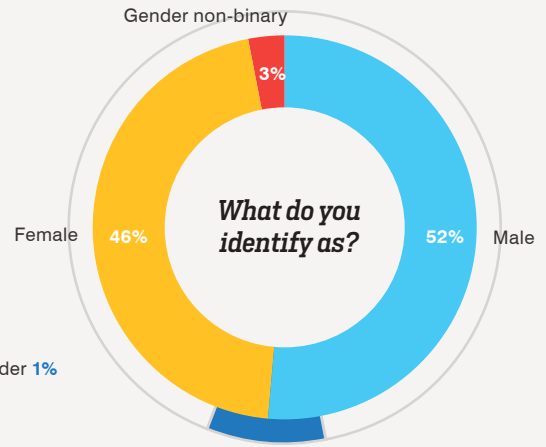
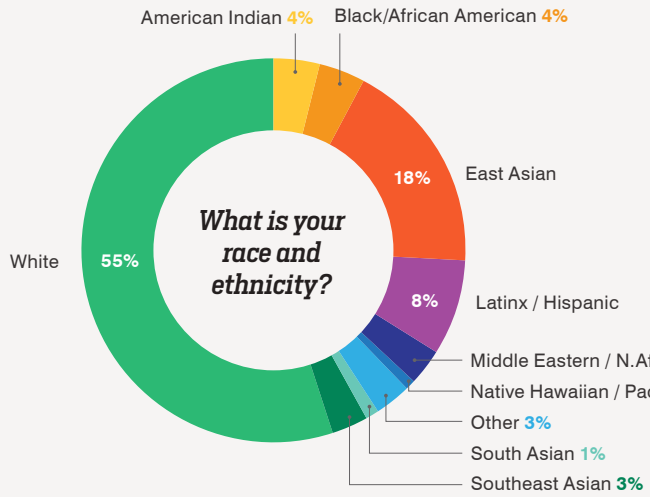
- A diversity of race/ethnicity, socioeconomic status, geography, age, abilities, housing types, and length of residence to ensure that HEARD elevated the voice of communities that had been historically underrepresented
- Commitment to attending all three meetings; if a member did not have access to virtual meeting, then they needed to commit to participating via phone
- Connections to a wide network of the communities HEARD aimed to reach and elevate their voice, to share project-related information, and motivate their participation
- Capacity and ability to utilize interactive tools and methods including but not limited to phone calls, email, social media, community organizing, and encouraging participation, either virtually or at in-person meetings and events (when appropriate).
- Not currently involved with or limited previous involvement in housing-related policy discussions with the City, neighborhoods, or advocacy groups.

The consultant was tasked with recruiting and coordinating the HEARD participants these tasks included meeting with the group to share responsibilities and to gather input for the Housing Element 2022 Update (see table below). HEARD members were crucial in identifying that the digital participation platform was inaccessible to a lot of people due to the extensive and technical nature of the content and the fact that many people do not have access to the internet. HEARD members supported the creation of a simplified survey to be administered online and in person and to be promoted with in-language printed posters. HEARD members actively participated in posting posters around their neighborhoods and promoting and administering the survey (you can see their contribution in the “Survey” section below), with some dedicating more effort to these tasks. While this input and support was important, the Planning Department fell short of achieving its goals for HEARD because of insufficient coordination and a failure to fully activate the group’s skills and resources. The Planning Department intends to continue engagement with HEARD members in Phase 2, exploring with them how to better utilize their knowledge and strengths.

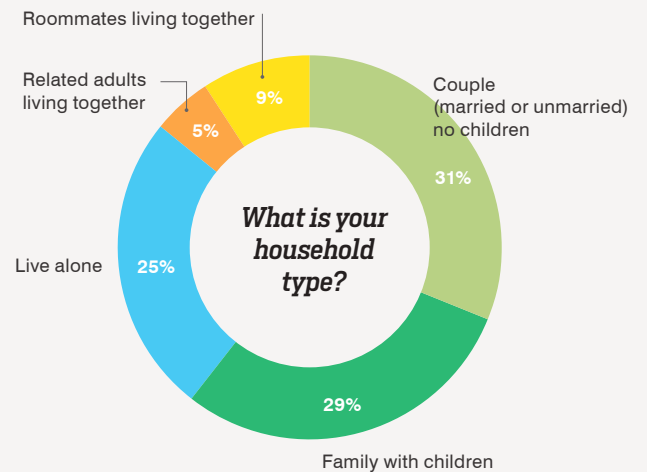
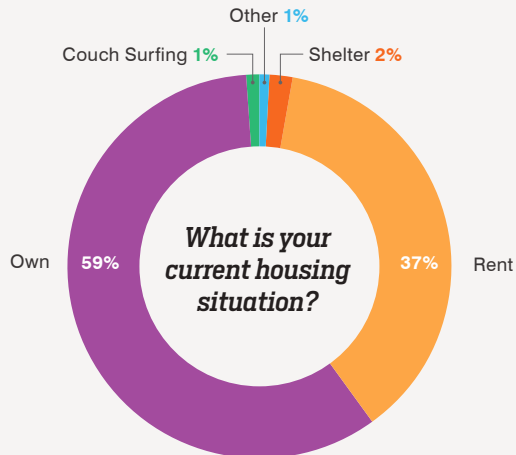
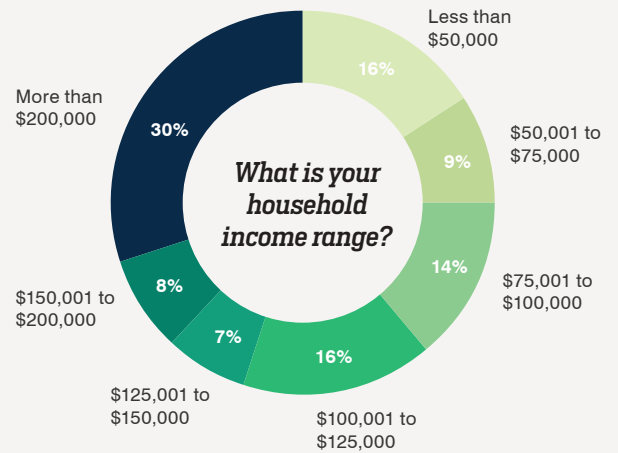
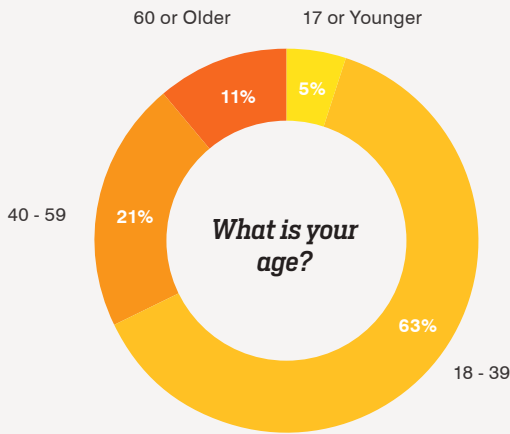
Digital Participation Platform

The Planning Department created a digital participation platform on the project website. This was the first time an interactive participation tool was used by the Department to gather input for policy development. The platform was promoted through GovDelivery bulletins, email announcements, Housing Policy Group meetings, informational meetings, listening sessions, and social media. The platform included the summarized key policy ideas, related topics, and e background information. San Francisco residents and community members could comment and rate using a Likert scale each of key policy ideas. In total, 118 people through 383 comments and ratings shared input through the digital participation platform; below are their demographics..

Figure 1. Digital Participation Platform Demographics



9% were people with a disability or visual impairment



Below is a tally of ratings for the 22 key policy ideas. Comments received through the digital participation platform were included in the input summary shared in this report. A full list of all comments and ratings received through the digital participation platform can be found in Appendix B.

Policy Ideas	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Grand Total
1.a Acknowledge communities affected by institutional racism and make amends for past wrongs	17	5	5		4	31
1.b Advance environmental justice by reversing the public health consequences of discriminatory programs	13	2	2	1	3	21
1.c Champion housing choice for everyone everywhere	19	2	2		4	27
2.a Protect vulnerable populations at risk of displacement	13	6	1	1		21
2.b Mitigate the impacts of displacement on vulnerable populations	10	7	2			19
2.c Support affordable choices for moderate- and middle-income households	12	4	1		1	18
2.d Provide shelters and temporary housing with services for people experiencing homelessness	9	4	2	1	1	17
2.e Expand permanent supportive housing for people and families experiencing homelessness	7	5		1	1	14
3.a Maintain the use of existing housing stock for residential use	13	3	1		1	18
3.b Preserve affordability of existing housing stock	8	5	1	1	1	16
3.c Support converting unused space in existing residential properties to new homes for smaller households	12		1	2	1	16
3.d Enhance the quality and resiliency of existing housing stock prioritizing vulnerable neighborhoods	5	3	1	1		10
4.a Increase funding and resources for affordable housing	11	5	5	1	4	26
4.b Allow more multifamily housing in more areas of the city to accommodate a diversity of households now and in the future	16			1	2	19
4.c Accommodate a variety of household types and lifestyles	10	1	3			14
4.d Reduce regulatory barriers to housing development, especially for affordable housing	13	2	1		2	18
4.e Support reduced housing construction costs	6	5	1		1	13
4.f Improve coordination on housing production at the regional and state level as well as with large businesses and institutions	7	3	3	1	1	15
5.a Support the City's climate and environmental sustainability goals	14	4	1	1		20
5.b Improve climate resilience	9	3	1			13
5.c Design livable neighborhoods	7	2	3	1	1	14
Grand Total	71	13	37	231	28	380

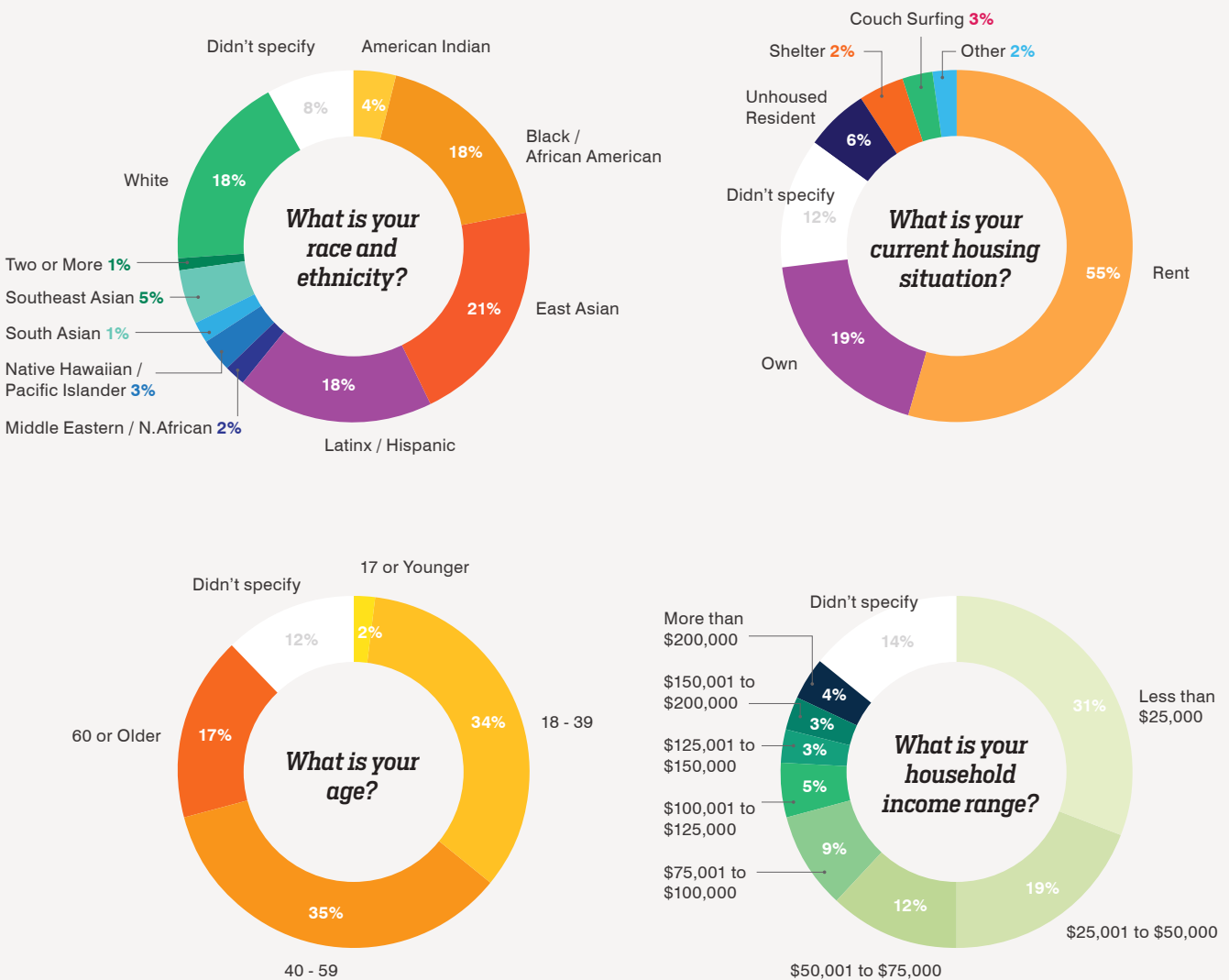
Survey

The Planning Department’s main outreach and engagement goal was to engage communities of color and hard to reach populations, such as those without access to internet, through different outreach and engagement methods. The digital participation platform proved to be ineffective at reaching a diverse pool of respondents due to its complexity and the lack of internet access in the populations the project is striving to reach. Instead, the platform was primarily accessed by the same populations that have historically been engaged with the Planning Department projects. Therefore, to complement the platform and

expand engagement, project staff worked with the consultant to create a survey to be administered online and in person. The survey was promoted through GovDelivery bulletins, email announcements, Housing Policy Group meetings, informational meetings, listening sessions, social media and printed posters that were distributed throughout San Francisco.

The Planning Department partnered with HEARD members, the Mission Food Hub, Code Tenderloin, and the consultant to distribute and administer the surveys. HEARD members reached out to their communities, while project staff and consultant

Figure 2. Survey Demographics



staff administered surveys at the Mission Food Hub. Respondents at this food bank received an incentive package for taking the survey. The Planning Department also partnered with Code Tenderloin, which at the time had 27 health ambassadors covering the 50 blocks that are part of the Tenderloin. Respondents to surveys administered by CODE Tenderloin received tokens for the farmer's market as an incentive. The table below shows a breakdown of the number of surveys by surveying party and language (there may be some discrepancies as some in-language surveys were entered into Survey Monkey in English).

In total, there were 1,631 individual survey respondents who rated some of the summarized key policy ideas based on their effectiveness in addressing housing challenges and who shared 1,682 comments; below are their demographics.

II.3 Resident and Community Member Input Summary

Below is a summary of the most common themes in input shared by residents and community members (including the HEARD group) at listening sessions, the digital participation platform, and the survey. Though public input aligned in some cases with the five categories used for the key policy ideas, the project team has expanded the categories for this synthesis to better align with key themes brought about by the community. The key themes are represented in each of the sections below. Where possible, these sections include direct quotations from residents and community members. In some cases, statements from multiple participants and respondents were paraphrased into a single statement.

The Housing Element 2022 Update will carry out the Planning Commission's June 2020 directive to incorporate General Plan policies that explicitly prioritize racial and social equity for American Indian communities, Black communities, and communities of color. Thus, racial and social equity framed listening sessions as well as all other outreach and engagement tools. Since race often intersects with income and other socio-economic metrics,

advancing racial equity at the intersection of housing issues, programs and policies was a main theme for outreach and engagement and is present in each of the sections below.

Racial Equity

“We cannot put a band-aid on this issue without ending the laws that limited where Black people could live. We have to dismantle this system. There are people who don't believe that people are forced to live in neighborhoods that are underserved.”

– BMAGIC Listening Session Attendee

The Housing Element 2022 Update will carry out the Planning Commission's June 2020 directive to incorporate General Plan policies that explicitly prioritize racial and social equity for American Indian communities, Black communities, and communities of color. Thus, racial and social equity framed listening sessions as well as all other outreach and engagement tools. Residents and community members addressed specific racial equity issues in eight out of fourteen listening sessions and through the digital participation platform and the survey. The most emphatic input on the issue of racial equity came directly from residents.

An overarching theme from community members who have been impacted by structural and institutional racism stressed how “insidious the systems of redlining and other discriminatory practices have been”, even after the practices were outlawed. Participants wanted to know how the Department plans to redress these policies and practices. Community members also expressed concern about policies and programs that have continued to be modeled in exploitative frameworks to the detriment of American Indian, Black and other communities of color. Participants called on the Department to “get to the root of the root” and dismantle institutional racism and the barriers it creates for racialized communities. Participants and respondents also asked the Department to consult with displaced Black and African American people and other people displaced from San Francisco on the best strategies to bring them back or to redress the impact of discriminatory policies and programs that led to their displacement. They also directed the City to provide

funding for the solutions that result from consulting with the displaced people. The following paragraphs cover the specific needs expressed by different communities.

“Look to these community members for the answers. What do Black folks, or their descendants evicted from the Fillmore during the 1960s urban ‘renewal’ projects, think would be an equitable solution for them? Apply this to many communities intentionally forced out by San Francisco and California’s past and current housing policies.”

– Digital Participation Platform Respondent

Input from the American Indian community, particularly at the HRC Community Roundtable listening session, was centered on three main themes: visibility, restitution, and support for the preservation of their culture. To advance visibility, the American Indian community members requested that: (1) the Planning Department precede all meetings with the Ohlone Ramaytush land acknowledgement legislated by the Board of Supervisors in December 2020; and (2) the Planning Department change the way in which American Indians are being counted to fix undercounting and to improve the data on housing needs. The American Indian community asked for restitution for land stolen and specified that it should

come in the form of rental assistance, preference for permanently affordable housing, eviction assistance, homeownership assistance, land dedication and homeless services. They advocated for housing all unhoused American Indians, as they are grossly over-represented in the unhoused population. This action alone would increase the city’s American Indian population by 10% as the unhoused population is not currently counted in the Census. Finally, the community expressed that “culture is life” and asked for support for land dedication for an American Indian Cultural Center as none exists in San Francisco, leaving the Community without a communal space for strengthening cultural ties.

Black and African American community members expressed the need for targeted housing policies, programs and supportive services that prioritize Black and African American people to reverse the long history of structural and institutional anti-Blackness that has permeated all aspects of the Black and African American experience in the United States and that have led to segregation, divestment, trauma and the wholesale displacement of Black and African American communities in San Francisco. Comments, mostly from the BMAGIC, Fillmore/Western Addition and HRC Community Roundtable listening sessions, focused on the need for housing policies and programs aimed at closing the wealth gap, creating

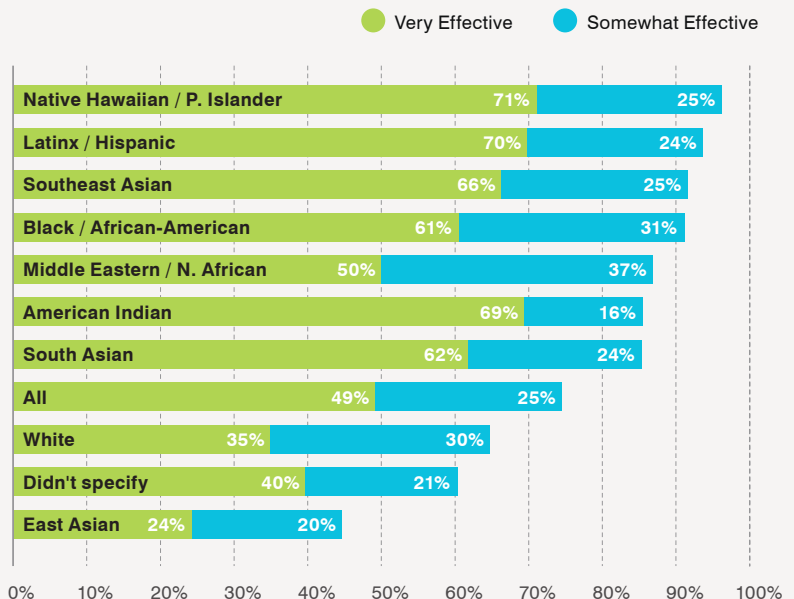
SURVEY SPOTLIGHT

Section I: Racial and Social Equity

To reverse the long-term impact of discriminatory housing policies that led to disparate health and economic outcomes for communities of color, we could:

- A. Offer priorities to American Indian, Black, Latinx and other vulnerable communities of color for housing programs and access.**

49% of all survey respondents rated this solution to housing challenges as very effective. The graph below shows how different demographic groups among respondents rated this solution differently:



intergenerational wealth, removing institutional and non-institutional barriers to housing programs, and generally increasing access to housing, in particular homeownership. In sum, they called on the City to dismantle the system that continues to keep Black/African American people from economic mobility and to right the wrong of wealth removal from the community.

“Some of the programs are modeled on things that have been historically exploitative and purposely caused Black and Asian people to lose their property. [...] The City needs to put a deep subsidy to right the wrongs of wealth removal.”

– BMAGIC Listening Session Attendee

The greatest specific needs listed by the Black and African American community members were more deeply affordable housing specifically for San Francisco’s Black and African American residents and expansion of the Certificate of Preference Program for permanently affordable housing. Certificates of Preference are used to compensate people displaced by Redevelopment Agency actions and their descendants. Community members also stated that there was insufficient outreach and support for the Black and African American community. Black and African American community members identified new developments, gentrification, and the resulting changing neighborhood characteristics leading to a loss of Black and African American culture, people, communities and businesses, and the importance of creating and expanding legacy homeownership and business programs so that properties stay in the hands of the Black and African American community. They also called for elevating and acknowledging Black and African American history, presence, and contributions in our different neighborhoods.

Latinx and Asian community members also expressed the need to redress discrimination in the City’s housing policies and programs. Immigrant community members attending the Chinese language listening session at the Richmond Senior Center and the second Spanish listening session, as well as survey respondents, described experiencing significant barriers to housing access (see Vulnerable Groups section), lack of cultural and language competency in housing programs and services, and

experiencing discrimination in mixed income housing and permanently affordable housing. Creating more deeply permanently affordable housing and expanding housing support for low-income Latinx and Asian people was a major theme. Finally, members of the Japantown Cultural District and survey respondents called on the City to repair the harm done to Japanese people through their WWII incarceration and the harm done to both Japanese and Filipino people through redevelopment and urban renewal by expanding the Certificate of Preference program to affected Japanese and Filipino residents and their descendants.

Finally, community members in District 1 and Sunset Forward meetings were appalled when they heard that racist covenants still exist in deeds from the area and recommended the City set up a process to erase racist covenants from San Francisco deeds.

Vulnerable Groups

Residents and community members addressed the needs and challenges of different vulnerable groups in fourteen out of fifteen listening sessions and through the digital participation platform and the survey. Input focused on meeting the needs of seniors, people with disabilities, low-income families with children, single-parent households, youth, and undocumented residents.

Meeting the housing needs of seniors was a major topic of discussion during Sunset Forward meetings, District 7 meetings, the Planning Department-hosted English and Chinese listening sessions, and the Richmond Senior Center Listening Session, along with written input from the online participation platform and the survey. Community members expressed that the City needs to build a lot more senior housing throughout the city, especially for extremely-low-, very-low- and low-income seniors, and as well as for people with disabilities. Some areas that were highlighted as needing senior housing were Bayview Hunter’s Point, Japantown, SOMA, Chinatown, Tenderloin, Fillmore/Western Addition, District 1, District 4, and District 7. Community members also expressed that accessibility in housing units should continue to be a requirement.

“Adults with disabilities are finding it VERY hard to access supportive housing with the increase in home prices.”

– Survey Respondent

Community members from all parts of the city widely identified low-income families with children as a vulnerable group, particularly at the La Voz Latina, BMAGIC and the second Planning Department-hosted Spanish listening sessions, with some District 1, District 4 and District 7 meetings’ attendees also expressing need in the neighborhoods on the western side of the city. Community members expressed urgency in the need to create a lot more permanently affordable housing options that are deeply affordable for low-income families and families of color as they were more vulnerable to displacement, eviction, overcrowding and loss of community. Community members in the Bayview highlighted that housing instability plays a large role in school truancy for children and youth, with some students from displaced families having to stay with extended family and friends in order to continue attending their school and to retain their community. Within this vulnerable group, community members recommended priority for families with children living in Single Room Occupancy hotels (SROs), low-income single-parent households, and low-income families with children with disabilities.

Community members highlighted the housing needs of low-income students, particularly students of color and those unsheltered during the HRC Community Roundtable and the BMAGIC listening sessions. Survey respondents also supported priority in housing programs for vulnerable transitional aged youth, particularly for those coming out of the foster care system. District 4 youth described living in overcrowded conditions, both as renters and in intergenerational households, and a lack of affordable options for them to be able to stay in their neighborhood and the city. Finally, during the BMAGIC listening session there was a suggestion to create services and programs that can accommodate youth if the City plans to renovate Juvenile Hall.

Immigrant participants, particularly those at the Tenderloin Housing Clinic’s La Voz Latina and the second Spanish listening sessions, expressed that undocumented residents experience many barriers

in housing access, including permanently affordable housing, due to lack of credit history, lack of a bank account, lack of formal lease history or official proof of income. Attendees also expressed that undocumented residents and extremely low, very low-, and low-income people are susceptible to predatory practices by landlords that include poor housing conditions (like lack of ventilation, pests, and leaks), extremely expensive utility charges (sometimes to account for rent-control), allowing overcrowding, passing through remodeling expenses, and informal lease agreements, among others. Finally, immigrant community members expressed that permanently affordable housing property managers do not understand the languages spoken, nor offer in-language services that can help address concerns, housing issues, and/or resolve conflicts.

Environmental Justice

We want our communities to thrive in all aspects of life, so I believe it’s important to put time, money and effort into the wellbeing of the people that live in the city.

– Survey Respondent

Residents and community members addressed specific concerns about environmental justice in four out of fifteen listening sessions and through the digital participation platform and the survey. Input focused on the need for safe and healthy housing, and access to healthy foods, open space and healthy environmental conditions.

Attendees at the HRC Community Roundtable and BMAGIC expressed an urgent need for policies to address environmental injustice issues in District 10, among them: addressing toxic earth and air; home repair programs for Black and African American homeowners to improve housing conditions; increasing accessibility of healthy food options, safe green space, safe and healthy affordable housing, and health services; and, prioritizing the neighborhood for policies that address environmental injustice and discrimination. Access to affordable healthy food options was also brought up in the Fillmore/Western Addition listening session. La Voz Latina attendees expressed concern about the unhealthy environments experienced by many low-income residents in the

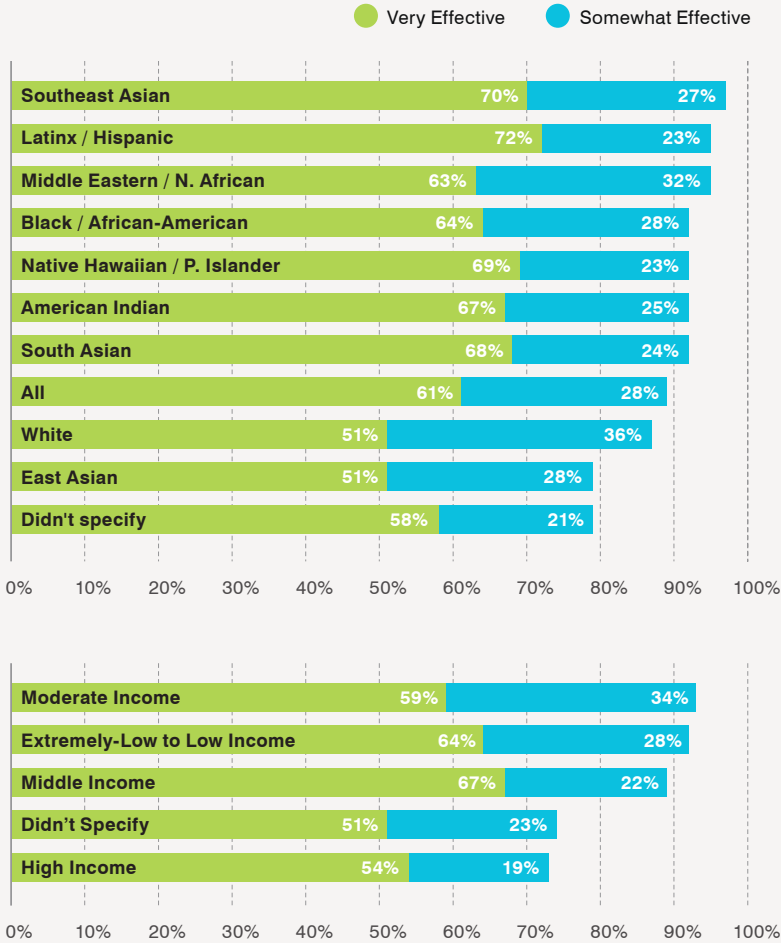
SURVEY SPOTLIGHT

Section I: Racial and Social Equity

To reverse the long-term impact of discriminatory housing policies that led to disparate health and economic outcomes for communities of color, we could:

- B. Prioritize low-income neighborhoods living in poor quality environments for improvements to public amenities (schools, parks, public transit, open spaces, pedestrian safety, health care, etc.)**

61% of all survey respondents rated this solution to housing challenges as very effective. The graph below shows how different demographic groups among respondents rated this solution differently:



Tenderloin, which included unsafe and polluted streets that affect air quality and the safety of the children living there, and housing in poor conditions with many experiencing rat and flea infestations, leaks and poor ventilation. Safe and healthy housing conditions were also a major topic for SRO tenants

Input from the online participation platform and the survey supplemented this feedback centered on environmental justice. Community members highlighted the need for retrofits and infrastructure and building upgrades that enhance the health and resilience of neighborhoods that suffer from environmental injustice. They also stated that the City should ensure that environmentally harmful activities are no longer situated near or in Black and Brown communities. Community members also called for giving environmental justice communities and community organizations “watchdog roles in order to assure new development does not cause harm”.

“Make housing safe and healthy regardless of the race, communities, or groups living there. It does not matter what the color of someone's skin when cleaning up hazardous waste.”

- Digital Participation Platform Respondent

Outreach and Engagement

Residents and community members cited gaps and deficiencies in the City’s outreach and engagement for residents from communities affected by racism and discrimination in three out of fifteen listening sessions and through the digital participation platform and the survey. Input focused on the need to guarantee that community outreach and engagement in housing planning, policy, programming, and development is collaborative, shares decision-making, is culturally competent, is in-language when necessary, and addresses the digital divide.

Community members asked the Department to ensure that historically marginalized, disinvested, and oppressed communities were not only centered in housing plans but played an important role in decision-making. Community members called for community-driven planning and land use decision-making in these disenfranchised communities. Fillmore/Western Addition listening session attendees added that marginalized communities should be able to provide input on private housing developments given the history of their neighborhood. Attendees called on the Department to ensure that private developers perform culturally competent outreach and engagement, and that requirements are strengthened to hold developers truly accountable to community input and responsive to the environmental, historical, artistic and cultural heritage of the neighborhood.

Community members at the Spanish, Chinese and Fillmore/Western Addition listening sessions, and through the digital participation platform and the survey also expressed concern about the number of low-income residents, people of color and immigrant residents that do not know about their housing rights, housing access and housing programs. Community members called on all City-led outreach and engagement to be culturally competent and trauma-informed to ensure the City is affirmatively reaching American Indian, Black and other Communities of Color, as well as low-income residents, to effectively inform them about their rights and housing programs, improve their access to housing, and elevate their voices in housing planning and policy development processes.

Finally, community members requested capacity-building resources for community-based organizations providing comprehensive housing services in neighborhoods to reach more residents with information about housing rights, programs, and access.

Tenant Protections and Community Stabilization

Residents and community members widely supported the expansion of tenant protections and anti-displacement programs in nine out of fifteen listening sessions and through the digital participation platform and the survey. Input focused on the need to stabilizing vulnerable communities, expanding programs, improving data collection, and monitoring of no-fault evictions, and protecting rent-controlled units. Input and support for tenant protections and anti-displacement programs came from a diverse range of communities and demographics.

In order to prevent eviction, community members called for the expansion of rental subsidies, including funding and creating a program like Section 8 to increase the diversity of the city; fully funding the Tenant Right to Counsel program and tenant counseling organizations; and, improving outreach and support on tenant rights (culturally competent and in-language), including building capacity for holistic service provision in all neighborhoods, among others.

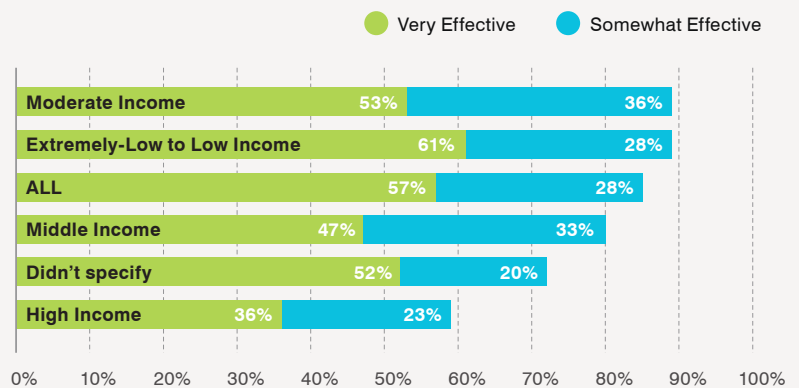
SURVEY SPOTLIGHT

Section 2: Housing Security

To prevent displacement of San Francisco residents and address homelessness, we could...

- a. **Expand tenant protections including eviction protections, legal services, local preference programs and rental assistance.**

57% of all survey respondents rated this solution to housing challenges as very effective. The graph below shows how different demographic groups among respondents rated this solution differently:



“I work in the community and support families get access to resources. Evictions are plaguing our families and there is only so much that we can do. It often takes three local non-profits to make something happen for one family, why is that? It takes so much effort and time for us to stay in the neighborhoods we have been in for so long. All tenants should be made aware of their rights once they move in and frequently after.”

– Survey Respondent

Community members focused on the following means to prevent displacement: (1) enforcement and inspections to avoid fraud from owner-move-in evictions; (2) the creation of a rental registry to better target anti-displacement efforts and strengthening relocation assistance and right-to-return rules; (3) the expansion of rent control (Costa Hawkins reform); and, (4) expansion of the Small Sites program.

“Strongest support for a 'new inventory of rental housing'; make it very inclusive, fund it well, make sure all City departments that deal with housing or buildings contribute data, charge [a] fee and make mandatory for landlords to participate. Hire an outside capable contractor to set up [the] database; put it in [the] Planning Department and accessible to the public so Commissioners have proper data to make planning and project decisions.”

– Survey Respondent

Homeownership and Economic Mobility

Residents and community members elevated homeownership and economic mobility through housing programs as solutions to redress discriminatory and racist policies in five out of fifteen listening sessions and through the digital participation platform and the survey. Input focused on expanding homeownership programs, addressing aspects of current programs that limit economic mobility, and creating and supporting alternative land-ownership models, particularly for American Indian, Black and other communities of color and low-income communities.

Community members at the HRC Community Roundtable, BMAGIC, Fillmore/Western Addition, Spanish and THC's La Voz Latina listening sessions called on the City to leverage its own funds to give access to homeownership to American Indian, Black and other communities of color and to low-income communities. Attendees for the first three events listed above recommended targeting American Indian and Black and African American residents to redress what they described as the insidious wealth-stripping these communities have experienced from discriminatory policies such as redlining. They proposed that these homeownership programs should include institutional and non-institutional homeownership opportunities, low interest loans, grants, and down payment assistance, among others. Attendees also recommended housing programs to be revised to ensure they promote economic mobility, not hinder

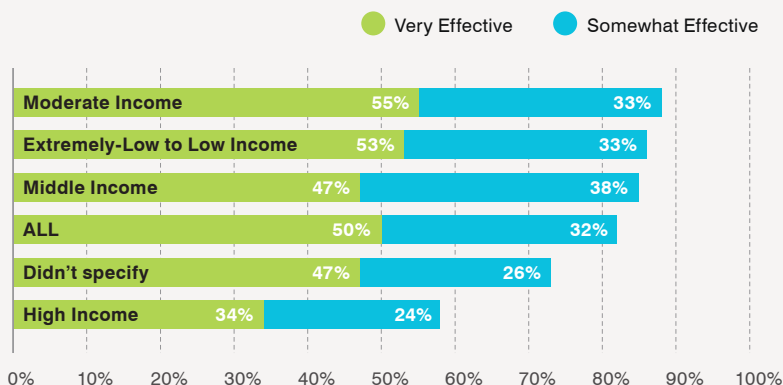
SURVEY SPOTLIGHT

Section 2: Housing Security

To prevent displacement of San Francisco residents and address homelessness, we could...

c. Increase rental assistance to prevent evictions due to nonpayment of rent.

50% of all survey respondents rated this solution to housing challenges as very effective. The graph below shows how different demographic groups among respondents rated this solution differently:



it. Changes to housing programs could include: (1) making equity from below-market-rate units transferable to heirs and offspring; (2) changing rules so that children coming of age and with an income in below-market-rate units are not accounted in the household income; and, (3) creating rent-to-own permanently affordable housing as many residents have been living in the same apartment for 20+ years and continue to be renters.

Community members at the BMAGIC and Fillmore/Western Addition listening sessions also mentioned that the Below Market Rate (BMR) homeownership program needs to be modified. Community members expressed concern that homeowner association (HOA) fees and amenity prices within mixed-income developments were too high for BMR residents. They also called for inclusive representation of BMR residents in HOAs and other housing decision-making bodies and for legal services for BMR residents to prevent foreclosures and discrimination in mixed-income development, among others.

Finally, both through oral and written input, community members asked the City to create and support alternative land ownership models for long-term tenants to gain ownership and to stabilize communities, such as land trusts, limited equity cooperatives, shared equity models, rent-to-own programs, and other forms of non-traditional ownership, with a focus on those living in low-income communities and American Indian, Black and other communities of color.

Permanent Affordable Housing Production

“Build more 100% affordable housing structures. Find multiple means to help support these, i.e. revenue bonds, inclusionary housing requirements, and taxing more the millionaire and billionaire folks in our City.”

– Survey Respondent

Residents and community members widely supported the production of permanently affordable housing in eleven out of fifteen listening sessions and through the digital participation platform and the survey. Input focused on funding, scale of production, affordability, location, redevelopment, amenities, making it available throughout the city and reducing

construction cost. Conversely, some community members from neighborhoods in the western part of the city expressed concern over size and location of affordable housing, with some stating that they did not want affordable housing in their neighborhood.

“Equity is a huge issue when it comes to housing. Across the board our community (Mission) is losing valuable members because affordable housing is not accessible. Whatever programs are in place now need to be either redone or given more funding to be effective. It isn't enough to educate people how to apply to new housing opportunities if the opportunities are few and far between. Or even worse you are on an insanely long waitlist(s) for years.”

– Survey Respondent

Most community members advocated for increasing funding for permanently affordable housing and for producing significantly more of it as Regional Housing Needs Allocation (RHNA) affordable targets have not been met. Input focused in the production of deeply permanently affordable housing, with some respondents supporting social housing as a way of making housing more deeply affordable. Many participants and respondents also expressed that permanently affordable housing should be available citywide as there is a need for affordable housing everywhere in the city and it would help stabilize communities as well as open high opportunity neighborhoods to low-income households and Communities of Color. Some respondents emphasized that permanently affordable housing should be available in safe neighborhoods and close to transit. Conversely, a few community members from neighborhoods in the western part of the city stated that they did not want permanently affordable housing in their neighborhood. Others who expressed concerns about adding permanently affordable housing focused their concerns on the size of the buildings, the location, the populations being served, and being excluded from new housing opportunities that are targeted to lower-income residents.

“Affordable housing should be built in close proximity to healthcare, grocery stores, transit, etc. since most do not own a car.”

– Survey Respondent

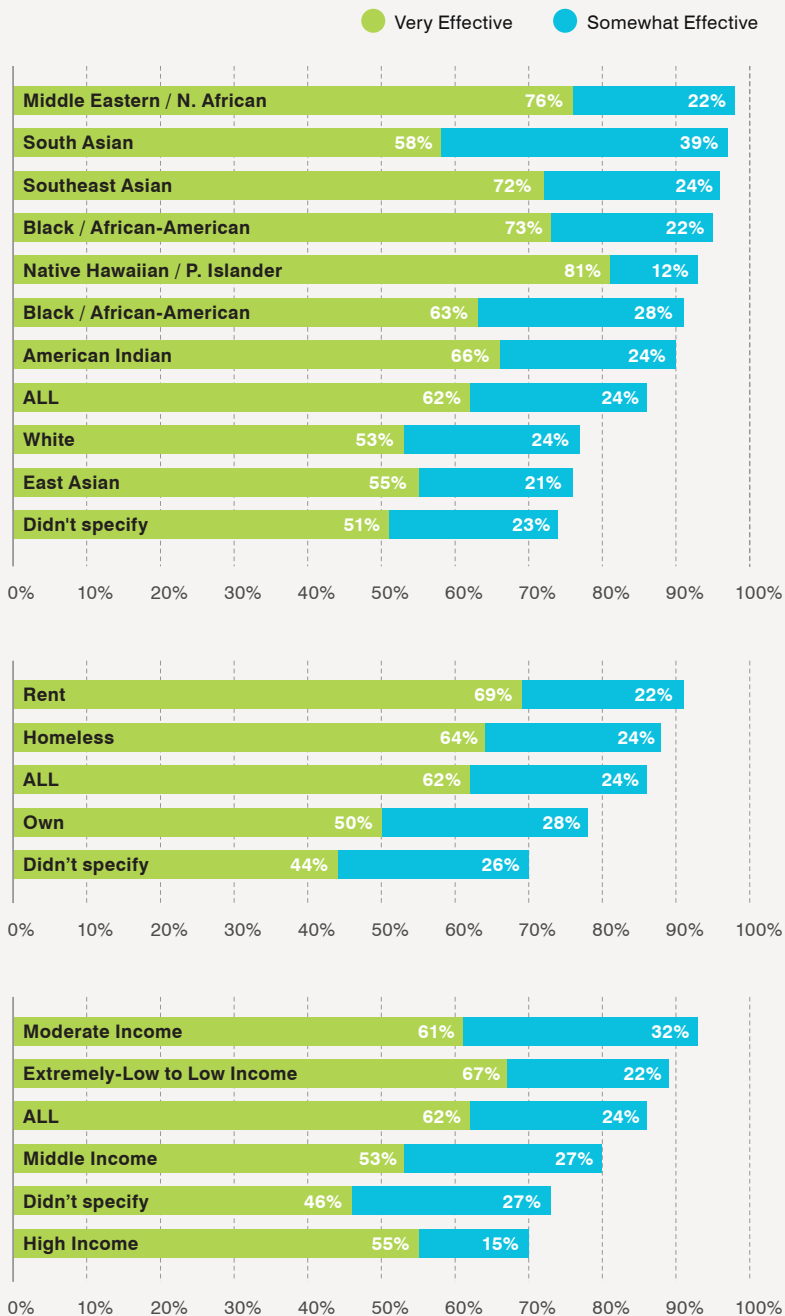
SURVEY SPOTLIGHT

Section I: Racial and Social Equity

To reverse the long-term impact of discriminatory housing policies that led to disparate health and economic outcomes for communities of color, we could:

- C. Ensure affordable housing units are built equitably throughout the city instead of being concentrated on just the east and southeast sides.**

62% of all survey respondents rated this solution to housing challenges as very effective. The graph below shows how different demographic groups among respondents rated this solution differently:



Several community members expressed that unit mix and income limits of permanently affordable housing units should match the needs of the neighborhood in which it is located. Communities that have seen a more redevelopment of subsidized housing such as Bayview Hunter's Point and the Fillmore/Western Addition emphasized that the city should ensure replacement units and amenities are similar or better than the existing ones, that residents are taken care

of throughout the process to avoid displacement, and that new units remain accessible to seniors and people with disabilities that were living there before. The same community members also expressed the importance of locating new permanently affordable housing away from sources of pollution or to perform extensive clean ups to reverse environmental injustice. Similarly, there was support for commercial spaces in these developments to be used for

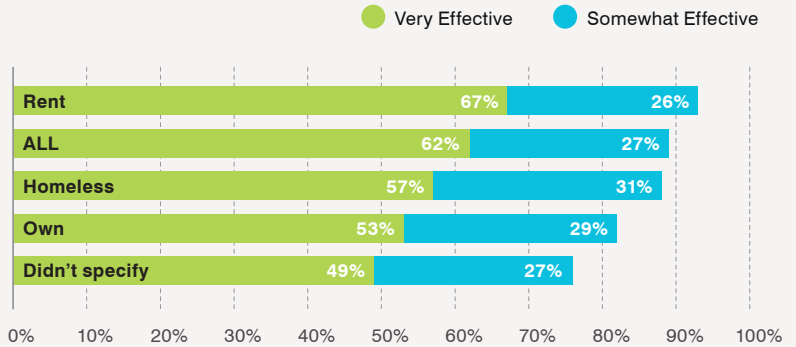
SURVEY SPOTLIGHT

Section 4: Building More Housing

To ensure we build different types of housing for all types of households, including affordable housing, we could...

E. Build affordable housing on underutilized publicly-owned land to reduce costs along with market-rate housing to help finance higher numbers of affordable units

62% of all survey respondents rated this solution to housing challenges as very effective. The graph below shows how different demographic groups among respondents rated this solution differently:



community-based organizations, services that are affordable (e.g. affordable grocery stores), and for people-of-color-owned businesses.

Some community members advocated for streamlining the approval process for permanently affordable housing and reducing or eliminating fees and non-housing related requirements that increase its development cost. There was also support for public land being used for affordable housing as a means of reducing development costs. While some supported the use of public land for 100% permanently affordable housing developments and private developments with at least 50% permanently affordable units, others expressed emphatically that public land should only be used for 100% permanently affordable housing, while a few wanted public land that is green space to remain as such.

“100% affordable on public lands. We do not have a supply problem for market rate housing, only affordable housing. Focus on this.”

– Survey Respondent

Permanent Affordable Housing Access and Eligibility

“The main focus is not on what is needed most, but who needs it most.”

– Fillmore /Western Addition resident

Residents and community members emphasized the need to improve permanently affordable housing access and eligibility in seven out of fifteen listening sessions and through the digital participation platform and the survey. Input focused on the perception that the program is not serving those that need it most and on barriers to access the program, such as the application process, requirements, outreach, and enforcement. Community members expressed an urgent need to expand access and remove barriers for eligibility for permanently affordable housing.

Another key theme in listening sessions, the online participation platform and the survey was a focus on producing considerably more deeply affordable housing units accessible to extremely low, very low- and low-income households, and targeting American Indian, Black and Latinx communities for these units as they are more vulnerable to high rent burden, eviction, displacement, and homelessness

Community members emphasized that most permanently affordable housing units aren't affordable to extremely low, very low- -income households since income limits are set based on citywide median incomes. They shared that these median incomes do

not account for economic disparities between white and American Indian, Black and other communities of color. Community members from community-based organizations representing Black communities stressed that if the City wants to reverse the displacement of its Black residents, it should expand rental subsidy programs to create deeper levels of affordability and actively target Black residents for those units.

Latinx community members expressed that having to apply for each affordable housing development separately is burdensome and discouraging, especially for households with little digital literacy, poor access to internet and technology, those concerned with meeting their immediate needs, and those with lower incomes where competition is high for the very limited number of units available. Most of those who have applied expressed that the inflexible income limits and the stringent eligibility requirements have left people out even when winning the lottery. Many community members suggested modifying the Dahlia system to prioritize need, and that prioritization should be given to those who have lived in San Francisco for a long time, are at risk of eviction, displacement and/or homelessness, live in the same neighborhoods as the developments, families with children (and in particular for single mothers and those with children with disabilities), seniors, and other vulnerable groups. Communities of color highlighted that many do not know about the housing programs available and how to apply for them, and that culturally competent outreach was needed to reach the people that need permanently affordable housing the most.

Finally, renters and homeowners of permanently affordable units both expressed that the programs lacked flexibility to be able to move to a different unit as their household size and need changes, which can hinder their economic mobility.

Homeless Housing and Supportive Services

Residents and community members widely maintained that the City should continue to support people experiencing homelessness, with several emphasizing that addressing homelessness should be a priority for the City in six out of fourteen listening sessions and on the digital participation platform and the survey. Input focused on the expansion and

improvement of homeless housing and supportive services, including the need for more temporary, transitional, and permanent supportive housing.

In terms of homeless housing improvements, unhoused residents and community members working in homeless service provision expressed that temporary housing, in particular shelters, tend to be in poor condition and unsafe and that temporary housing rules pose a barrier for unhoused people. In addition, SRO tenant leaders cited a lack of supportive services in permanent supportive SROs. Input received advocated for increasing and improving homeless supportive services, such as behavioral health services (mental health and substance use), job training, counseling, providing employment opportunities, and expanding rental subsidies. Language capacity and cultural competency was also highlighted as an important improvement to service provision. Tenderloin residents believed that increasing efforts in addressing homelessness would impact positively the safety and cleanliness of their neighborhood and the many families that live there.

Participants at the BMAGIC listening session, HRC's Community Roundtable and the District 1 Town Hall elevated the intersection between homelessness and race: American Indian and Black unhoused people are overrepresented among those experiencing homelessness due to systemic and structural racism. Communities members advocated for prioritizing Black and American Indian unhoused people in homeless housing and service provision. Community members at HRC's Community Roundtable and other listening sessions, as well as online and in the survey, also highlighted the intersections between homelessness and incarceration, mental health, substance use, and age (seniors and youth) as issues the Housing Element should address through its policies and programs. HRC's Community Roundtable attendees recommended the City strengthens transitional housing programs for formerly incarcerated people. Written comments also expressed prioritizing homeless families with children for housing.

Tensions rose among community members who disagreed about the City's homelessness efforts. Some respondents expressed animosity towards unhoused residents and stated that funds were better

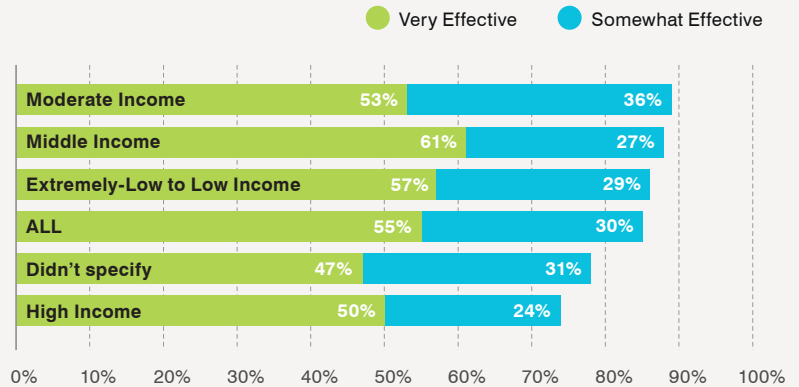
SURVEY SPOTLIGHT

Section 2: Housing Security

To prevent displacement of San Francisco residents and address homelessness, we could...

F. Expand permanent supportive housing for people and families experiencing homelessness.

55% of all survey respondents rated this solution to housing challenges as very effective. The graph below shows how different demographic groups among respondents rated this solution differently:



spent elsewhere, like stabilizing housed residents. Most of these participants expressed a preference for support for middle-income households and a concern that increasing expenditure in homeless housing and supportive services attracts more unhoused people to San Francisco. At the other end of the spectrum, advocates for the homeless cited the following concerns: (1) non-profit housing contributes to the cycle of homelessness and most non-profit housing providers have predatory tactics that they use to keep/evict their tenants; (2) non-profit housing is so poorly supervised by MOHCD that there is no incentive for them to perform better; and, (3) the ONE system that assesses "vulnerability" of tenants does not have an honest relationship with the organizations that seek to house the most vulnerable populations in San Francisco.

Preserving Affordability and Improving Conditions of Existing Housing

Residents and community members emphasized preserving affordability of existing housing in five out of fifteen listening sessions and through the digital participation platform and the survey mostly. Input focused on the conservation of rent controlled units, Single Room Occupancy residential hotels (SROs), and permanent affordable housing.

A significant theme in both listening sessions and through written input was frustration about the number of vacant properties. Community members expressed concern about the impact of vacancy on affordability by limiting San Francisco's housing stock, as well as concerns about how this could

signal speculative practices that could worsen the city's affordable housing crisis. Input focused on calling the City to evaluate the vacancy situation and institute a vacancy tax or fee that would incentivize property owners to put the units back in the market.

Community members also called for the protection and expansion of rent controlled units, either by preventing their removal through demolition/redevelopment, ensuring their replacement if that does happen, or through condo conversions. However, the main focus around rent control was an expansion of the policy, which included expanding it to newer units or all rentals, outlawing rent controlled units that are used as corporate rentals, having vacancy control and advocating for Costa Hawkins reform or abolishment; or by expanding the Small Sites program so that more buildings can be stabilized. However, there was concern about how the Small Sites program may remove rent control protections from tenants and how residents may experience rent increases and household restructuring due to income averaging policies and other policies. Participants stated that, when redeveloping, rent controlled units should be replaced, a relocation plan should be put in place for tenants, and tenant should have a right to return.

Community members mostly agreed that Single Room Occupancy residential hotels (SROs) are a valuable affordable housing resource for low-income people and expressed concern about the loss of its affordability due to renovations and conversions, and the resulting displacement of low-income tenants. Community members called the City to protect SROs from conversions either by changing the policies

or purchasing or master leasing them to stabilize their tenants. SRO tenants also advocated for rents to be capped at 30% of income and expressed concern about the run-down and unsafe conditions of some SROs, and the lack of supportive services in SRO buildings that should be supportive housing. Participants specifically pointed out that many people in supportive SROs still do not have access to mental health and substance use services to improve their living situation and of everyone in the building.

Finally, the preservation of permanently affordable housing at risk of market-rate conversion continued to be a priority. However, most of the comments about existing permanently affordable housing focused on poor property management that has led to unattended maintenance issues and tenant concerns. Community members called for proper monitoring of permanently affordable housing developers and property managers, and strict standards for management in benefit of tenants.

Housing Production

Residents and community members widely discussed the role of housing production in meeting housing needs and addressing the affordability crisis in eight out of fifteen listening sessions and through the digital participation platform and the survey. Input focused on the roles of market rate housing, where growth should go and how it should be built, the relationship between market rate housing and permanent affordable housing, and incentives for housing production. Input heard illustrates major disagreements amongst various groups about the role of housing production and affordability crisis. Many community members, particularly from neighborhoods that have seen a lot of displacement and gentrification, felt that we cannot build ourselves out of this affordability crisis; that affordable housing had to be prioritized; and, that strategies and policies that actually stabilize people in place and prevent

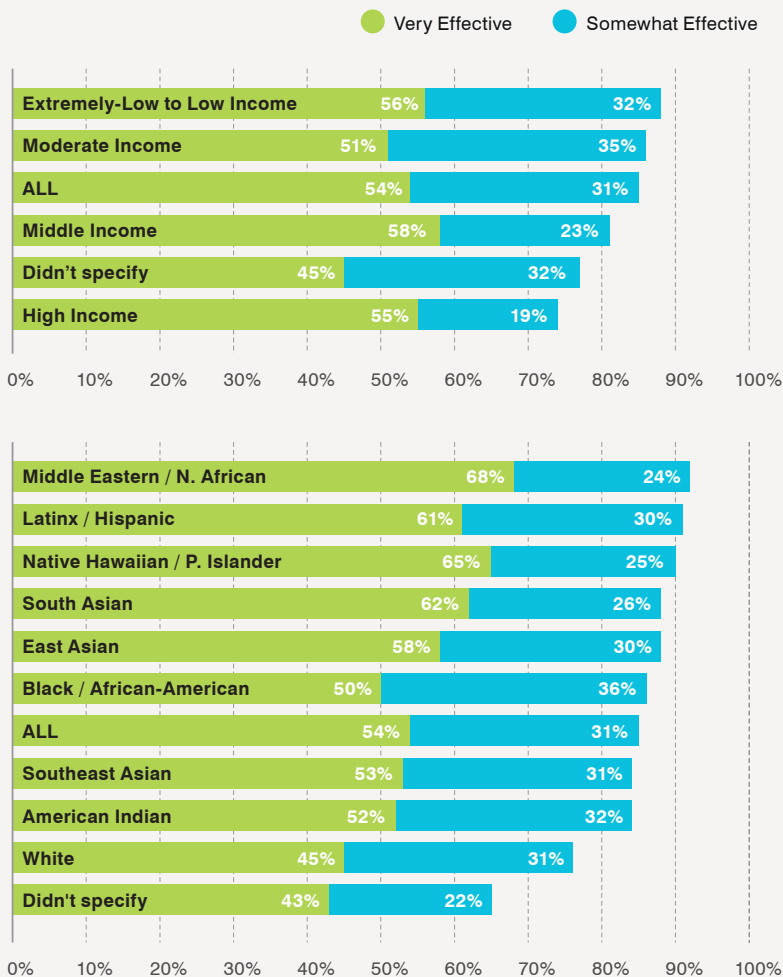
SURVEY SPOTLIGHT

Section 4: Building More Housing

To ensure we build different types of housing for all types of households, including affordable housing, we could...

- C. Create zoning changes that allow for small multi-unit apartments in low density residential neighborhoods.

54% of all survey respondents rated this solution to housing challenges as very effective. The graph below shows how different demographic groups among respondents rated this solution differently:



displacement must be prioritized. Perhaps the input that best captures this perspective is the following quote:

“Many of these communities have rejected the trickle-down theory of private development and see how market-rate housing development is harmful to the community and increases gentrification and displacement. [...] Prioritizing luxury housing for wealthy individuals must be acknowledged as part of the problem and not the solution.”

– Digital Participation Platform Respondent

Community members from neighborhoods on the east side of the city expressed that the market rate housing being built does not cover the needs of their communities; that there was a disconnect between need and what is being built. Additionally, they

expressed that community members have a hard time seeing the benefit of these developments in their neighborhoods, as they felt permanently affordable housing programs do not allow targeting of specific residents for the units.

Meanwhile, another perspective was shared by community members who felt that market rate development still played an important role in generating funds for permanently affordable housing and in meeting the high demand for non-subsidized housing. These community members identified a great need for permanently affordable housing and the City’s limited funding as their reason to support market-rate housing. Community members that supported this idea felt that both market rate developers and larger employers had to be held accountable to the city’s affordability crisis by producing enough housing for the increase in higher income workforce that put San Francisco’s housing market at strain.

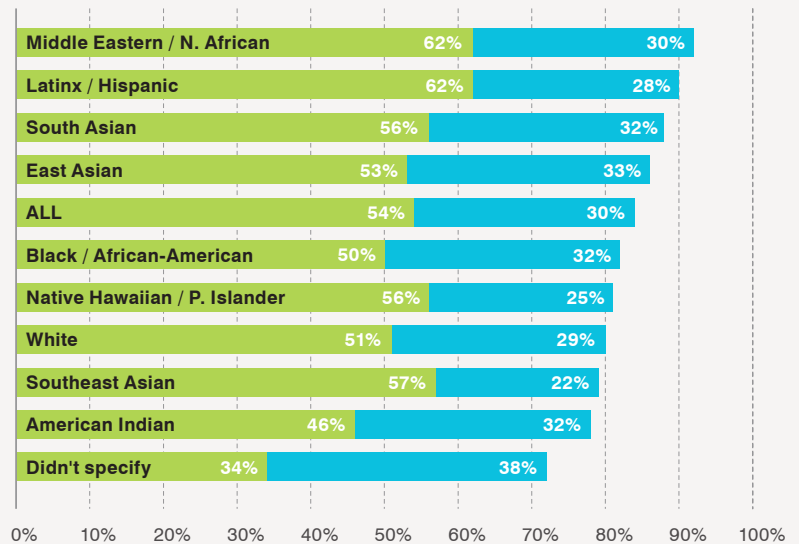
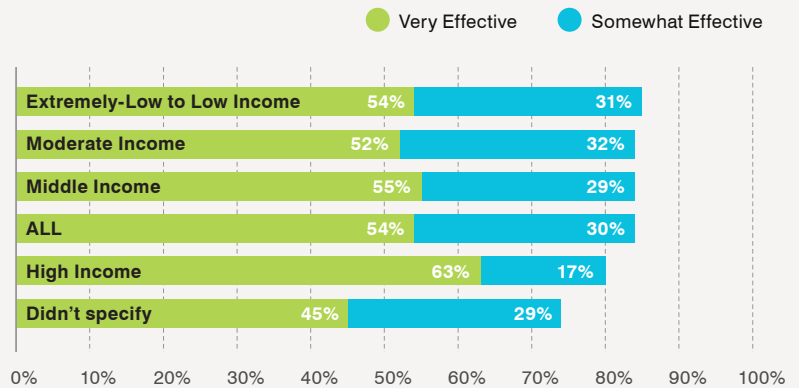
SURVEY SPOTLIGHT

Section 4: Building More Housing

To ensure we build different types of housing for all types of households, including affordable housing, we could...

- D. Create zoning changes that would allow for more housing along transit corridors in the west side of the city along transit corridors (Richmond, Sunset, Parkside, West Portal, City College, etc.).**

54% of all survey respondents rated this solution to housing challenges as very effective. The graph below shows how different demographic groups among respondents rated this solution differently:



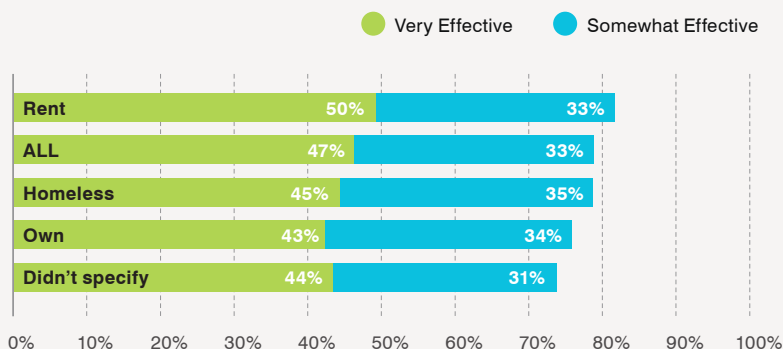
SURVEY SPOTLIGHT

Section 3: Affordability

To preserve affordability of existing housing, we could...

E. Incentivize and allow for building more ADUs (e.g. in-law units, granny flats).

47% of all survey respondents rated this solution to housing challenges as very effective. The graph below shows how different demographic groups among respondents rated this solution differently:



Another group of community members felt that “legalizing” dense housing everywhere should be a priority to address years of housing underproduction, scarcity, and exclusionary zoning. Community members recommended strategies ranging from supporting full density and height decontrol in the entire city (basically not having any zoning limits for housing) to people who felt the City could just move to form-based controls by removing density limits everywhere, while keeping height limits in single-family-residential areas, increasing heights along transportation corridors and making denser permanently affordable housing permissible everywhere.

A fourth perspective was shared by some community members who live in on the west side of the city and only want affordable housing to be built in their neighborhood, with no interest in small multifamily buildings or denser buildings in commercial and transportation corridors. Some of these community members wanted affordable housing to be small (no more than four units).

Despite this core disagreement, a lot of community members felt that if the City was to continue to grow, it should accommodate growth equitably, meaning that eastern part of the city should not carry the vast brunt of it, and that other neighborhoods that have seen very little housing production and have more opportunities should start carrying an equitable portion of it. Community members also asked for an equitable distribution of housing development relative to desired outcomes, not just about distribution of numbers of units.

Another major theme regarding housing production was creating incentives for housing to be built and to be affordable to middle-income residents. Some community members felt that in order to achieve this the City needed to streamline approval for 100% affordable housing of any size throughout the city, and that we need to legalize by-right construction of Missing Middle housing as a potentially affordable option for moderate income households even without subsidy. Attendees at the District 4 town hall wondered how the city could incentivize housing developers to build for affordability, particularly for middle income families, first responders, and teachers. In order to incentivize the construction of Additional Dwelling Units (ADUs), community members called on the city to loosen policies that may limit their size and to create financing programs to help low- and moderate-income homeowners, as well as seniors add ADUs for supplemental income.

Housing Choice as Household Size and Needs Change

Ensuring affordable housing choices everywhere in Residents and community members elevated the need for housing choices for different household types in seven out of fifteen listening sessions and primarily through the digital participation platform and the survey. Input focused on ensuring affordable housing choices everywhere in the city as residents age and their needs change.

Generally, community members expressed that switching housing as households grow or shrink and needs change should be fluid and affordable options

should be available everywhere. Input focused on the fact that having a lot of different housing types everywhere in the city not only would increase affordability, but it would also serve the housing needs of our residents better. Some housing types highlighted were ADUs, multifamily buildings with larger units for families with children, housing changes that allow for intergenerational families, and assisted living for people with disabilities as well as people with mental and behavioral health issues.

Attendees of the District 4 and District 1 town halls, Sunset Forward meetings, District 7 meetings, the Planning Department-hosted English and Chinese listening sessions, and the Richmond Senior Center listening session expressed concern about the lack for affordable housing options for seniors and middle-income families that do not qualify for permanently affordable. Many seniors from the neighborhoods on the western side of the city expressed that downsizing was difficult as there were not choices for them to move into that were affordable, met their needs, and allowed them to stay in their neighborhood. Others expressed that ease and support for adding ADUs to their homes or funding programs that match seniors with those looking for cheaper rent and/or to share a house with a senior would allow them to age in place and increase housing choices in their neighborhoods.

Permanently affordable housing residents, in both homeownership and renter programs, expressed concern about the lack of ease in switching units as households grow or shrink. They called for more fluidity in these housing programs.

Increasing Opportunity and Redressing Divestment in Priority Neighborhoods

Residents and community members elevated the need for investing in divested and underserved communities in six out of fifteen listening sessions and mostly through the digital participation platform and the survey. Input focused on bringing services, infrastructure and amenities to neighborhoods that had been left behind by the City.

Community members, in particular those who attended the BMAGIC and Fillmore/Western Addition listening sessions, called for policies that reverse the effects of racist policies from the past that segregated Black and African American communities and other communities of color and forced them to live in neighborhoods that have been disinvested creating huge health, wealth, housing, environmental and economic disparities for these communities. Community members living in underserved and segregated neighborhoods saw their neighborhoods as multifaceted and expressed pride in the invaluable culturally competent community resources and support that they have built in the face of adversity, despite the longstanding lack of investment in services, amenities and infrastructure. They called for the City to prioritize these neighborhoods for investments to bring all these needs to their neighborhoods to redress structural and institutional racism and discrimination, and to be able to continue to live where they have roots.

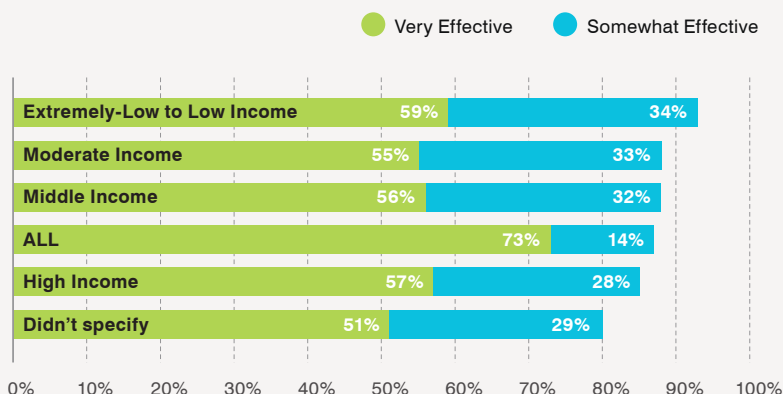
SURVEY SPOTLIGHT

Section 2: Housing Security

To prevent displacement of San Francisco residents and address homelessness, we could...

D. Subsidize housing for eligible middle-income households such as teachers, nurses, and first responders.

56% of all survey respondents rated this solution to housing challenges as very effective. The graph below shows how different demographic groups among respondents rated this solution differently:



In five listening sessions and through written comments on the online participation platform and the survey, community members expressed the need for the City to prioritize investment and improvement in accessibility to open space, parks and playgrounds, safety, healthy environments (e.g. free of toxic air and land, clean, etc.), good schools, healthy and affordable food options, affordable health services, efficient and affordable transit, and economic development in disinvested neighborhoods, neighborhoods that were redlined, neighborhoods that aren't traditionally considered "residential" but where a lot of families live and enjoy good access to transportation, services and jobs (e.g. SOMA, Tenderloin, etc.), or that have experienced environmental injustice. Community members also expressed that the City should continue to build permanently affordable housing in these neighborhoods as a stabilization strategy that allows residents to stay in their communities. There was also a lot of concern on the impact of displacement on people-of-color-owned and -serving businesses and calls for the City to invest in economic development in these communities to address economic disparities.

Finally, community members and community-based organizations, particularly among the American Indian, Black and African American, Filipino and Latinx communities, expressed the need to build capacity among community-based organizations in historically disinvested and disenfranchised neighborhoods on holistic housing service provision, supportive service provision, neighborhood planning and affordable housing development.

High-Opportunity Neighborhoods

Residents and community members discussed opening high-opportunity neighborhoods for housing in seven out of fifteen listening sessions and through the digital participation platform and the survey mostly. Input focused on ensuring affordable housing choices everywhere in the city as residents age and their needs.

District 1, District 4 and District 7 meeting attendees, as well as community members from other areas of the city, felt that the State was putting a lot of pressure on their neighborhoods to change their zoning restrictions; in particular, through laws like the proposed SB-50 that called for state-imposed rezoning of transit corridors and AB-686 (Affirmatively Furthering Fair Housing Law or AFFH) which called on local governments to open housing access in high opportunity neighborhoods and neighborhoods with restricted characteristics (i.e. single-family-zoned). Whether or not to change and how was a major topic of discussion among meeting attendees, and community members that provided input through the online participation platform and the survey.

Some community members from neighborhoods on the western side of the city objected zoning changes reinforcing that the aesthetic of their neighborhoods should be preserved to protect views, air and light, since these were characteristics that initially drew them to these neighborhoods. Others expressed wanting to have a say on how growth was accommodated in their neighborhood given that changes were

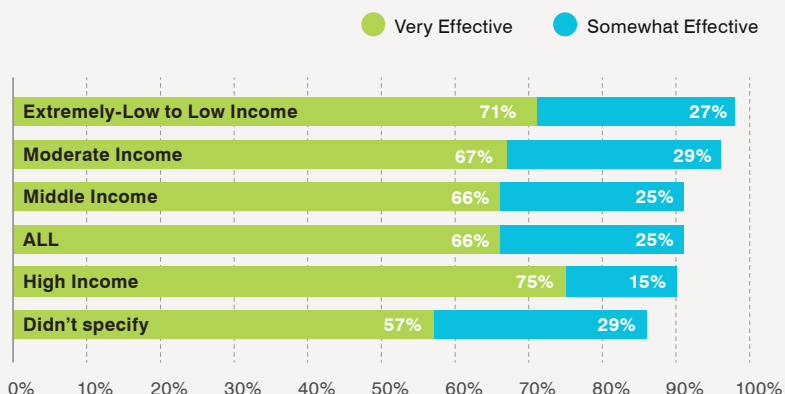
SURVEY SPOTLIGHT

Section 5: Sustainability, Climate Resilience, Livability

To make existing and future housing sustainable, climate resilient, and livable, we could...

F. Plan for parks, schools, libraries, transit, and pedestrian safety within neighborhoods as the city's population grows

66% of all survey respondents rated this solution to housing challenges as very effective. The graph below shows how different demographic groups among respondents rated this solution differently:



likely to happen. Community members in this camp often favored incremental changes or approaches where height limits remained in most single-family-zoned areas (with some favoring fourplexes and others density decontrol), except in commercial and transportation corridors where they believed there could be higher heights to accommodate affordable housing.

Despite these two differing perspectives, most District 1, District 4 and District 7 community members did recognize the need for affordable housing in their neighborhoods and approved of it, particularly housing for seniors and families with children and for other people of color who want to move there. Supporters of affordable housing in these areas saw commercial and transit corridors as the locations for this type of housing. These community members also expressed concern about the lack of affordable options for them or their offspring to move into as they age, with many fearing that their kids will not be able to grow old in their own neighborhoods.

A vast majority of community members supported creating a plan to allow multifamily housing development, particularly permanently affordable housing, in high-opportunity neighborhoods that have historically excluded low income people and people of color. Community members at the HRC’s Community Roundtable and BMAGIC listening sessions called the City to end the laws that limited where Black and African American people could live. YIMBY and English listening session attendees, a few attendees of District 1, District 4 and District 7 meetings, and others that participated through written input felt that the bans on apartments and other "missing middle" housing on single-family-zoned areas have been and continue to be a major driver of high housing costs, housing inequality and displacement of vulnerable communities, and that modifying zoning restrictions could also relieve development pressure from Eastern neighborhoods. Low-income community members welcomed the possibility of having access to affordable housing in high-opportunity areas such as District 1, District 4 and District 7 among others. Finally, there was a call to develop strategies to ensure that housing development isn't just allowed in high opportunity neighborhoods but that it occurs.

II.4 Outreach and Engagement for the Housing Policy Group

The Planning Department convened a Housing Policy Group (HPG) to help the City study possible strategies to pursue through the Housing Element. The HPG includes a cross section of people and organizations who have been active in policy discussions around housing production, affordability, and land use in San Francisco. The group includes tenant advocates, housing rights advocates, community development leaders, nonprofit and for-profit real estate developers, real estate industry leaders, social service providers, homeownership advocates, and others.

Housing Policy Group Participation

Gender	Individuals	Organizations
Invited to participate	136	86
Participated in at least 1 meeting	97	49

In July and August of 2020, the Planning Department convened the HPG for a series of five focus group discussions of housing policy options for the City. The initial round of discussions focused on soliciting feedback on the Departments draft of Key Policy Ideas. Topics included strategies for advancing racial equity, promoting neighborhood sustainability/ climate change, increasing housing production, and preserving affordability of existing housing units. The following were the titles of these meetings:

1. Advancing Racial and Social Equity
2. Sustainable and Resilient Neighborhoods
3. Increasing Housing Choice Including Affordable Housing
4. Preserving Affordability and Enhancing Resiliency of Existing Housing
5. Anti-displacement Policies and Homelessness Prevention

Based on these initial discussions as well as the other community feedback the Department collected, the HPG was reconvened in December of 2020 for three additional meetings focused on deeper discussions of more targeted issues. The three follow up meetings focused on:

1. Prioritizing investments in community stabilization programs for American Indian, Black, and other people of color and to address segregated geographies/poverty concentration;
2. Investing in more affordable housing in High-resourced neighborhoods and affordable housing strategies in Disadvantaged Communities; and,
3. Strategies to support the private sector to produce small multifamily housing for middle-income households.

We have provided a sample of the valuable input shared from those meetings in the Housing Policy Group Input Summary in the next section. Where possible, the summaries below include direct quotations from meeting participants. In some cases, we have paraphrased comments from multiple stakeholders into a single statement. For the most part, input is presented here as it was heard in the meeting; therefore, the content is recorded in notetaking form without grammatical or other editing.

6 Key Take Aways From Both Phases of Discussion

These discussions touched on a great many important topics. The following five questions arose repeatedly and elicited the most discussion and thought from HPG stakeholders.

1. How can San Francisco make up for its history of racially exclusionary land use policy?

HPG Stakeholders generally all agreed that the City should continue efforts to target housing resources to Black, American-Indian, Latinx and other communities of color that have disproportionately faced displacement in recent years.

There was no clear consensus about how exactly to define that targeting. Some favored using 'sensitive communities' maps to identify neighborhoods most at risk while others favored explicit preferences based on household race. Many pointed out the need for better data on the needs of these communities.

While everyone agreed that reversing displacement was important, some questioned whether it was the right goal for San Francisco. Some felt that, given that displacement was ongoing and that City policies were still contributing to displacement it would be better to state a goal of stopping displacement. Others felt that that it was important for the city to commit to the more ambitious vision of reversing displacement.

While few stakeholders were willing to name one program that was currently the most effective in preventing or reversing displacement, the Small Sites program, inclusionary housing program, affordable housing resident selection preferences and rental assistance programs were most frequently mentioned in these discussions. Most of the discussion, however, was focused on how these programs could be refined to better achieve this goal.

2. What kind of process would make these actions feel legitimate or meaningful?

Stakeholders generally all agreed that the City should invest more effort into meaningful community level planning. Many articulated a need for the City to take the lead from communities and invest in community-led planning efforts - allowing impacted communities to come up with their own plans and identify their own priorities. Others pointed to the need for the City to provide funding to community organizations to do this work.

3. What patterns of development would support equitable growth for the future?

Participants discussed three land use growth concepts – one focusing new growth on the east side in areas that have seen most of recent building, one focusing growth along transit

corridors throughout the city and one focusing a larger share of growth in neighborhoods with existing lower density residential zoning. In general, the Transit Corridors concept received the most attention and support. Some stakeholders saw it as the most effective strategy for increasing the share of new housing built on the west side of the city. Others pointed out that the strategy would require additional investment in affordable housing and transit infrastructure if it was going to be used to further equity. There was also a lot of interest in the Residential Growth scenario which relied on more distributed and smaller scale building. Some saw this as a way to share the burdens of growth most equitably but some worried about how affordable housing would be incorporated in this strategy. While some people objected to the East Side scenario on the grounds that concentrating even more building in these neighborhoods could further gentrification, most agreed that continuing to build affordable housing on the east side was critical.

While there was broad agreement that the City should do everything, it can to expand the supply of affordable housing, participants were split on the question of whether new market rate housing helps or hurts overall affordability. Some participants felt strongly that building more housing (even expensive housing) is key to bringing costs down and reducing displacement pressures while others felt that new market rate housing was contributing to displacement and competing with nonprofit affordable housing for land and other resources.

4. What would it take to build more new housing in areas that have not seen much building in recent decades?

Stakeholders generally felt that it was appropriate for the City to increase its efforts to locate new housing and affordable housing in particular in neighborhoods that have historically not included much affordable housing. Most agreed that doing so would require new strategies and techniques. Many participants stressed the importance of including communities in the process – both in the creation of maps or boundaries and in the crafting of neighborhood level affordable housing

strategies. Some felt that including people would not be sufficient and argued that new requirements and rules would be needed to overcome resistance in some areas.

5. What neighborhood improvements should be prioritized to strengthen underserved communities?

At the same time, most participants also agreed that the City should continue to invest in expanding affordable housing opportunities in the neighborhoods where most of the affordable units are currently concentrated. Several stakeholders stressed the need for more investment in capacity building for community-led organizations with strong ties to impacted communities. Others pointed to a need for better data about who is being served by existing housing strategies.

6. How could the City support the private sector to produce small multifamily housing for middle-income households?

Many stakeholders were able to identify specific incentives which could help encourage development of smaller projects including projects that were priced to serve more moderate-income households. Most commonly mentioned were reductions in the level of impact fees, reductions in affordable housing requirements and streamlining of the approvals process. Most seemed to agree that direct affordable housing subsidy should be reserved for lower-income housing and not used to underwrite middle-income housing.

There were mixed opinions about whether new housing in smaller infill buildings would tend to be less expensive than most of the new housing currently being built. Some felt strongly that if the City were to expand the zoning and provide other incentives that enough new housing could be built that it would bring the prices/rents down noticeably. Others felt that the market demand was so strong that any new housing would be far too expensive for even middle-income families. Some felt that it would be possible for the city to tie incentives to requirements that some or all of the new units in these buildings be sold or rented to qualified middle income residents.

II.5 Housing Policy Group Input Summary

Phase I Round 1 Meetings in July and August (Five Meetings Total)

In July and August, San Francisco housing policy stakeholders participated in at least one of the five Housing Policy Group (HPG) meetings for the Housing Element 2022 Update. The prompt questions asked for each meeting are listed below.

Advancing Racial and Social Equity

- How has historic discrimination affected the housing challenges of the communities you serve?
- How do we make up for this history, what kind of action would move towards healing as it relates to people's housing access and conditions?
- What kind of process would make these actions feel legitimate or meaningful? What are some transformational steps that the Department can take?

Sustainable and Resilient Neighborhoods

- What neighborhood improvements should be prioritized to strengthen underserved communities, especially in the face of health and climate crises?
- How could community benefits from new housing serve existing neighbors, especially vulnerable and historically marginalized communities?

Increasing Housing Choice Including Affordable Housing

- Are there aspects of the potential growth patterns that would further worsen existing inequities? Are there aspects that would generate more resistance?
- What would it take for more neighbors to support new housing?

- What role can the housing element play to ensure that we secure the funding we need for affordable housing?

Preserving Affordability and Enhancing Resiliency of Existing Housing

- How could we better understand speculative trends affecting housing affordability?
- If the City were to allow private development to purchase properties to meet affordability requirements, what are some of the pros and cons of this strategy in relation to advancing racial equity?
- What health, safety or other conditions should we prioritize for improvement for low-income homeowners and tenants in disadvantaged neighborhoods (communities of color or low income)?

Anti-displacement Policies and Homelessness Prevention

- Should the goal be to reduce displacement, eliminate displacement, reverse displacement or something else?
- Has San Francisco been prioritizing the most effective anti-displacement programs and policies?

Because the discussions overlapped quite a bit in their content, we have organized this summary into the following cross-cutting categories:

- I. Communities of color: experiences and concerns
- II. Approach to solutions
- III. Specific solutions
- IV. Community engagement process
- V. Metrics of evaluation

I. COMMUNITIES OF COLOR: EXPERIENCES AND CONCERNS

This section highlights some of the experiences of BIPOC and low-income communities and some specific concern for each community. It does not represent a comprehensive discussion of experiences and concerns but examples that were highlighted in our meetings.

American Indian Population

- *Restitution for American Indians:*
 - » *Rental assistance*
 - » *Eviction assistance*
 - » *First time homebuyer – build equity to pass on*
 - » *Homelessness services*
- *Tell the right story about American Indians and use better data working with those communities*
- *Need for a cultural center for American Indians in addition to housing—the community revolves around ceremonies*

Black and African American Population

- *Illegal actions from landlords towards black tenants even amongst the Housing Authority properties*
- *Certificate of preference program has a narrow eligibility; the units that are available under that preference are still not affordable for the people that were evicted or displaced; People have to find which buildings are have a lottery and apply using the CoP – there is too much burden on the person trying to find housing. The CoP is building by building*
- *Bayview - amongst most impacted population - heart disease, cancer, asthma, etc. People don't feel like they have opportunities - manifests in community safety, feelings of mistrust, etc.*
- *BIPOC also concerned about increased hostility and policing from upscale residents discrimination*

Filipino Population

- *Used to have 5,000 Filipinos in SOMA, but now half of that because of the different types of developments being built in the neighborhood.*

Chinese Population

- *5% of families in SROs don't qualify for city affordable housing because they make less than 55% of AMI. COVID has had a devastating effect. 45% has stated that they have 0 income due to the pandemic. Nearly half of our families now have 0 income.*

Low-Income Populations

- *We have some income levels that are getting like 4,000 applications and other AMI level that are getting like 100 applications. This is privileging higher income people with better odds. what is the AMI ranges that are actually needed based on current residence and actual incomes of the population.*
- *We see BMR homeowners dealing with problems with their HOA. we need to deal with HOA issues.*
- *I've seen eviction notices processed for families that have outgrown their units. Evictions because they no longer fit the size requirements for the units.*
- *some people reject job offers so they don't disqualify from housing (affordable housing)*

II. APPROACH TO SOLUTIONS

This section summarizes comments regarding our general approach to housing solutions, what values we lead with, how far our racial equity focus will reach, and how affordability can be achieved. In addition, this section includes comments on three land use concepts illustrating how the city could grow and how those changes can bring equitable outcomes.

Racial Equity Framing

- *Housing needs to be looked at as a health crisis*
- *[The values] some are qualified, some are not qualified. When MEDA looks at these, it's no displacement as opposed to minimum displacement. Instead of Racial Equity lens, Racial Equity FIRST lens. Would like to see unqualified statements.*

- *Explicit in pursuing reparations (HOPE SF as a model,). Truth Telling -> Restitution -> Reconciliation -> Liberation in the short-mid term, we can make significant movement toward Truth Telling and Restitution*
- *How are you going to fund this racial and social equity?*

Eliminate Displacement

- *Focus on stabilization and preventing displacement*
 - *Fundamental question is one of geography and scale: at what point is community stabilization happening, what scale is diversity ensured.*
 - *Deep focus on low-income/predominately POC and how can we ensure they have long-term affordability*
 - *preservation results in faster delivery [than production], maintains neighborhood character*
 - *We need to eliminate displacement entirely, while still practical, it could be incremental, but we have to set our sights high*
 - *similar to vision zero, we need a north star, zero displacement*
 - *we should also work towards reversing displacement recognizing that BIPOC and LI have been pushed out*
 - *We can say eliminate displacement. Not too ambitious.*
 - *Thinking a little about who we are trying to change these trends for is important. Prioritize low-income communities and communities of color*
 - *Doubtful that we can bring people back. When people leave, they are lost to San Francisco for good.*
 - *The City is unaffordable for its teachers, nurses, there's a whole host of middle-income people in the City that cannot live here. If we continue this trend, we won't be able to hire, we'll have*
- consistent turnover. We can only look at displacement of low-income but also moderate and middle income residents in San Francisco*
- *Reducing displacement would open up more affordable housing as portion of new production goes to people who have been displaced.*

Strategies for Affordable Housing

- *Growth objectives of SF have centered on wealthy corporations and private actions, building the City as the primary financial capital in West Coast. This has shaped racist policies – from urban renewal (explicit) to today (implicit).*
- *Decouple market rate housing from affordable housing; how do we work outside of market strategies to get folks back in housing?*
- *Feel strongly that market rate housing is a huge component of affordable housing due to funding. Also, that more market rate housing brings down cost generally.*
- *Where it's worked better like Octavia Boulevard, where you have a broad area to create these ratios, you get you closer to the goals. If you can dedicate enough sites as affordable, developers could make it happen. Land prices went down, construction prices went down, capital is not going to market rate.*
- *Just building more housing won't solve the issue because it won't trickle down or be accessible to low-income households.*
- *Build, build mentality that housing will trickle down; those things are violent and cause more eviction and displacement; [We should] take housing off the private market [and focus on] community-based zoning and land use policies that work to prioritize things like affordable housing and open space*
- *You can't build enough housing to change the situation because of the economics – luxury gets built. The only housing that should be approved and built is 100% affordable for low-income and moderate income.*

- *This idea of every market rate unit is luxury housing is driven by cost; you run out of market if you were only building to the top 10%; just by getting cost down you could get down to the middle market*
- *There's a relationship between affordable and market, they are competing for land, one of the ways you encourage the ability of the city to buy land is to discouraging selling the entitled land --> not make it harder for private market, but not encouraging it even more*
- *We need to figure out how affordable housing developers can get ahead of market rate developers in the process, or how can market rate developers produce more units so we can get more fees.*

Equity Impacts of New Housing/Displacement and Gentrification

- *Planning should prioritize adding infill and market-rate development in areas that do not have the displacement pressures.*
- *How do you make sure displacement and gentrification doesn't happen? If you make the neighborhood more appealing it will drive up costs.*
- *Three ways a new project can serve the existing community*
 - » *Ground floor space – is it space that a lower-income person can go?*
 - » *Local hire – are the jobs for us? Is it going to provide low-income people jobs?*
 - » *Do we have financial access – places that have a neighborhood special, everyone else pays more (ex. Special items for neighbors on restaurant menus etc)*
 - » *Need Racial Equity analysis for development projects: have a racial/equity test embedded in the analysis to make sure the development will benefit BIPOC/low-income communities. Make the burden of proof on developer and city. What harms people, what is good for people. What happens over a 1, 5, 10 year window is different over a 20-year window.*
- » *No assessment who lives in the surrounding area, what psychological displacement they might feel. Not required in the CEQA process, if we will center in racial and social equity it should include that. Consideration of a socio-economic impact analysis. To have that in a separate document so that we can get a sense, but why is this not included*
- » *Evenly distribute housing through the city, because we do have the research that shows economically, and ethnically diverse communities is how you get to economic opportunities for next generation of historically marginalized groups.*
- » *mixed income models help integration*
- » *Use sensitive communities map. Ensure these communities will be safe guarded. If we're thinking of multifamily housing, do it in high resource areas by increasing height limits*

Three Land Use Concepts for Growth Patterns:

- *East side concept*
 - » *going to accelerate and exacerbate gentrification problems.*
 - » *Recent history has shown that development on east side has increased speculation which exacerbates gentrification.*
- *Transit Corridor Concept*
 - » *Like transit corridor idea and increasing heights along transit corridors. Primarily working class families using public transit. More affordable housing on transit corridor. Then looking into race/equity before expanding to market-rate. Lower-income families benefit and not be displaced*
 - » *Preferences very specific to those that live there or used to live there. If it seems appealing,*

- who's going to be able to get that space. Overly emphasize who the housing is for. The marketing needs to be so specific so we can intentionally keep people in.*
- » *Local density program is not being used, the state density will turn a bigger profit margin. Incentives can be specific to neighborhood. For example, district 2, what rules can we put in place for more housing in there. Also try and make that affordable housing is developed by right.*
 - » *There are certain neighborhoods that bear the benefits of the in-lieu fees. Want to see more housing in transit corridors for families who would use them. We upzoned a lot of corridors in Valencia and the Mission and we saw a lot of competing power going on over the last decade between affordable housing and private developers. We need to make sure that any effort that increases density along a lot of these really right transit corridors really need to benefit those who are going to benefit most from the transit.*
 - *Right of refusal*
 - *Right transit corridors and corner lots – Outer Richmond and sunset*
 - *At least 80 housing units on a site to make it pencil for an affordable housing development*
 - *Focus on who's going to benefit once we change the zoning.*
 - *To do this equitably, if you're a landowner choosing to sell to an affordable housing developer, the affordable housing developer should be exempt from CEQA.*
 - *Forces market rate developers to do joint ventures with affordable housing developers to avoid CEQA process (80-20 deals)*
 - *With the outer Richmond, people are not scared of affordable housing, they're scared of density.*
 - » *Like the idea of CEQA reform to incentivize the production of affordable housing. If you can take off some of the timeline (re: CEQA), and take off some of the approval process*
- **Residential Growth Concept**
 - » *Third model allows for lower scale development and would bring smaller developers that have been priced out and cannot do larger developments.*
 - » *If there are ways to look at areas for high homeownership and high-income average, is there a way to incentivize the homeowner to change their property to a multifamily unit. How do we stop NIMBY at the same time giving more voice to those that have been historically neglected?*
 - » *Has a lot of benefits to the third model. But also thinking about how behind we are for LI and VLI households. Need balance between the two goals. Small multifamily are more economical market rate housing is still going to be dramatically out of reach for most of the lowest income....*
 - » *These benefits are often not talked about. Without a market rate pipeline, we don't get fees to build supportive housing. If we just do low-density, we don't get the higher benefits locally. Need to partner with OEWD to have workforce and economic development as components. Seeking out small businesses for ground floor retail, helps with placemaking. Need to prioritize certain businesses because they're so strategically effective in supporting SF's community building. One building might just need to have a childcare center?*
 - » *A lot of residents on West side being framed at anti-development. They don't want to be trampled and pushed out because of development. The conversation around residential district concept is interesting to engage.*

III. SPECIFIC SOLUTIONS

We heard specific considerations to expand existing programs or address their shortfalls.

Housing and Services for Very Low Income

- *What really is going to help people is direct financial assistance. \$600 has really helped people pay their rent. Rental assistance and if there is some way, unpaid rent could be deducted from property taxes.*
- *Section 8 vouchers don't provide enough, need to reform as rental assistance.*
- *Housing retention in supportive and/or ELI housing is also an anti-displacement strategy*
- *Continuity of services across agencies for homeless population, coordination with SFDPH*
- *We need a well-funded program or department that pays special attention to the population of renters in supportive housing, on vouchers, public housing. There's a program at Housing Rights Committee but needs significant scaling.*
- *The housing providers who are pushing the hardest [for evictions] are supportive housing run by non-profits and Housing Authority providers. That's an area where the City needs to put pressure. The reason is that they don't have the funding, resources, and training to support people so it's easier to kick them out. They may need to work with DPH. There's strict limitation on what other funding you can get to increase your services.*

Tenant and Eviction Protections

- *Need to fully fund the universal representation law. The program is making a difference*
- *Estimate of 1/3 of people requesting eviction defense help are served. Need for more investment.*
- *Need legal aid – not just formal eviction processes, but other unlawful practices (harassment, civil lawsuits, unsafe housing conditions, etc.)*

Affordable Housing Availability and Eligibility

- *Serious about helping low and moderate income, we need more mechanisms for affordable entry into homeownership; having people as perpetual renters is not a road to equity; ensure that low- and moderate-income households have access... accomplish a lot more equity by helping bipoc entering into homeownership*
- *Can we consider a point-based system for the preference programs? (length of residence, neighborhood, etc)*
- *build the capacity of the faith community to develop affordable housing on their land paired with equity driven development consultants*
- *Seeing how the lottery happens – how can we as a city assume greater responsibility and accountability to ensure BIPOC receive a greater share of BMR rentals?*
- *Throwing affordable units in luxury buildings does not work, especially the for-sale units. Mod-income people cannot afford those units because they don't have enough money to pay homeowner fees.*
- *Maximize opportunities to implement prop E, we don't have to rezone*
- *We need a source of funding for land acquisition*
- *Land banking program, how to we do a 10-year strategy that systemically using new sources of funding of sites, inventory of sites, dedicated funding for site acquisition*
- *We need more infrastructure bonds that combine transportation and affordable housing (ex. potrero housing)*
- *Need to figure out how we can fund medium sized sites because MOHCD is focusing on big sites (how the federal tax credits work), church parking lots, Safeway, bank parking lots*

Acquisition and Preservation

- *Small-sites acquisition can be an anti-displacement strategy. Large sites are more attractive financially, but it doesn't mean that it's advancing anti-displacement. The reason we can't scale is money, it's a starved program, there's no dedicated source of funding.*
- *More flexible land strategy that works for smaller sites: MOHCD only wants to buy sites that are one acre or more, SOMA does not have that and the city should not shy away from purchasing smaller land parcels.*
- *The COPA strategy helps get properties off the speculation market.*
- *Allow an [inclusionary] fee-out in marina and transfer to the mission to help preserve cultural diversity in the Mission.*
- *Using [inclusionary] fees to pay for acquisition of motel/hotel gives more flexibility.*
- *SRO acquisition. Identify SROs that are past their useful life. Rehab them really seriously or actually tear them down and reimagine them as affordable housing?*
- *Pursue different models of ownership, cooperative business and housing ownerships*
- *Have temporary relocation buildings that are either city-owned or non-profit owned.*
- *Vacancy tax and solutions to bring vacant units back to the market*

Cultural Districts

- *The goal for cultural district strategies is to preserve place-based culture; a great opportunity would be to have a really strong reverse displacement component to those districts; strong housing component that would allow seniors to stay and families to come back*

- *Different aspects of Cultural Districts need funding such as community planning work so that we can engage in a more meaningful way; grow land use capacity and strategies, try to build out acquisition of existing buildings; need to be funded and with commitment from the city that these will be strategies that need to be taken; a lot of capacity-building is a strong part of it and support for existing work that is happening*
- *Look at cultural district, implement things that could stabilize the community as opposed to asking for benefits from each development individually.*

Speculation

- *Housing providers who have pledged to protect the most vulnerable tenant are the ones evicting people right now. Nonprofits are doing the evictions. This is also speculative.*
- *Better understand the ownership structure on who's owning the properties as well as more timely data on flipping, need for rental registry*
- *data and registry that's important, use what we're doing Covid19 data collection as a model, we need demographics and who lives where and how many units in a building*
- *Subscribe to newsletters with realtors to get the trends, they understand the market and share their understanding, with the end of the eviction moratorium, speculators for mom and pop owners trying to offload properties*
- *Speculation, much larger inventory of for sale is coming up, and rents are coming down, with big influx of properties on the market it opens the door on speculation, because they hope for bigger profits long-term.*
- *We should talk about low income homeowner retention at some point too. Financial distress may force some folks to sell*
- *Stabilize landlords of color, low-income and immigrants to prevent their rental properties to be moved into a tier of large investor owned landlords.*

- *Landlord education on how to manage properties, esp. smaller mom-and-pop businesses, or non-local owners unfamiliar with our rules*
- *Think holistically about how policies like upzoning can increase speculation and negative effects on communities.*
- *The way government works, its always behind the market. Even if we create a program to adjust to the speculation market, it will always be behind. Trying to time things with the speculative market is extremely difficult. Even developers can't time the market.*

MISC

- *SF has really bad soil conditions, outer lands is the worst soil. Don't want to put the housing all the way to the ocean. It's cost-prohibitive to do the subgrade work.*
- *Community Land Trusts need to be explored*
- *How dense can we make these different locations based on the structure? Planning needs to work with DBI.*
- *Think more broadly of the lifecycle of housing; residential care is disappearing cause we do not think of it like housing; make sure it is available in the neighborhood and that it is affordable*
- *Laurel heights development now on 4th year of peer-review. This should be a time-limited experience. We need to be efficient about the process and make it predictable. Need consistency that reduces risk, allows us to go faster, allows us to still be communicative. Associated costs when rules are not predictable.*

Neighborhood Improvements

- *Prioritizing green spaces. How we are cultivating open space in historically marginalized communities is extremely important to consider.*
- *In the Mission, we are letting new market rate development encroach on existing public space. 1) what do we do to create new open space and 2) how do*

we prioritize existing open space? Need to create a community-based planning process so BIPOC communities can exercise self-determination when it comes to increasing open space

- *The City needs to develop a bottom up way to identify priorities – and the immediate issue might not be open space, it might be food/housing. The people need to be involved in the process of setting priorities, they need to be in control of the process and we need to step back and then we step up to ensure priorities are implemented for the people that live there.*
- *Plan for stabilizing of housing and community institutions and small businesses. Every neighborhood should get a plan regardless if they want to upzoning. Don't want to be in a situation in neighborhoods that don't see development don't get improvements – don't tie too closely.*
- *Using the ground floor for community needs (i.e small businesses). Developers says they can't find anyone to rent the space. Can it be part of the community benefits package to have ground floor retail to be reserved for community space. Ground floor sets the tone and expectation to say that the building is for existing residents or "new people."*
- *We need to be mindful about our green spaces and how we're cultivating those in marginalized and underserved communities, especially thinking about ways to create more gardens. This could be an option or something to consider.*
- *Idea of 10-minute neighborhoods where everything you need in daily life is within 10 minute walk of your home. Complementary vision is 30-minute city where the rest of what you need is within 30 minutes via transit from your home.*
- *There's often a very big lag in implementation of community plans. Keeping faith with those communities, if they give their time to these plans, there needs to be prompt action.*
- *Every neighborhood does deserve a plan and ideas of what the needs and strengths of every neighborhood are. But how do you do that without misleading the community about what can actually happen.*

- *We should do neighborhood plans looking at the available sites and ensure that 30 to 40 percent of units are designated as affordable.*
- *Neighborhood planning is important. At the development project level, how do those buildings contribute to the larger neighborhood and enhance community-wide health? The balance is making sure development can still pencil*

IV. COMMUNITY ENGAGEMENT PROCESS

HPG group members provided constructive insight on how to pursue outreach and how to elevate the voices not often heard. While we didn't talk a lot about metrics of evaluating progress, some HPG members started the conversation.

- *Take the lead from communities and invest in community-based planning. Allow them to come up with their own plans and identify their own priorities*
- *Need to come to our communities. Go to our community events.*
- *In-language outreach*
- *Accountability is placed on the shoulder of the folks working in the community, that we must be at city hall and planning commission and reminding the city and the department to do the work; we absolutely need more funding for folks in the community to do the planning work, investing in the community and allow the folks who are there to tell you what is going on; to know that the community doesn't feel alone "the planning department has our back" they have these framework and goals and they have our back*
- *Working with CDC orgs that represent cultural aspects and physically represent the residents that are being served. Who are the people that are advocating. Messaging from the orgs need to be very specific to the residents they serve. Need to have funding for that messaging and narrative effort*
- *The City doesn't do participatory planning well. By the time community input happens, the property has been purchased and entitled. It's a check-the-box kind of approach. At that point, key decisions*

have been made. City/Developers are looking for buy-in. Need to actually be listening to what communities are saying.

- *Creating space and empowering underserved communities so they can create the determination of what community resources they need, how those should be prioritized and how we can collaborate with those people to make sure that they're the leaders in the process.*
- *Good process starts with identifying who are the organizations that are working with working class BIPOC people.*

V. METRICS

- *Metrics could use a social determinants of health lens (e.g. SB1000 required topics) - policymaking needs to be approached in a way that is accessible to community. Not just housing, but services, access to health care, food, etc.*
- *Metrics need to show benefits for Low-income/ BIPOC residents*

Phase I Round 2 Meetings in December 2020

In December of 2020 the Planning Department reconvened three Housing Policy Group meetings focused on deeper discussions of issues that were identified in the summer HPG meetings.

The three focus areas were:

- TOPIC 1 - What are the priority investments in community stabilization programs for Black, American-Indian, and other people of color and to address segregated geographies/poverty concentration?
- TOPIC2- Investing in more affordable housing in High-resourced neighborhoods and affordable housing strategies in Disadvantaged Communities
- TOPIC 3- Potential strategies to support the private sector to produce small multifamily housing for middle-income households

VI. PRIORITY INVESTMENTS FOR BIPOC COMMUNITIES AND TO ADDRESS SEGREGATION

Participants had concrete ideas about how the city could center racial equity by prioritizing investment in Black, American-Indian and People of Color communities and address segregated geographies and poverty concentration.

A. If we were to focus anti-displacement efforts on certain high-risk communities, which ones, how would we define the target? (Geography, BIPOC, Black and American-Indian, Low-Income)

HPG Stakeholders generally all agreed that they city should continue efforts to target housing resources to Black, American-Indian, Latino and other communities of color that have disproportionately faced displacement in recent years. There was no clear consensus about how exactly to define that targeting. Some favored using 'sensitive communities' maps to identify neighborhoods most at risk while others favored explicit preferences based on household race.

- » *Consider the following approach: centering American Indian and Black communities first, and then by geographies looking for overlap.*
- » *We should use the Sensitive Communities Map (UC Berkeley + MEDA + Community folks) and not reduce the metric to just race. We should include other factors.*
- » *Household income by race and ethnicity, the Black population has experienced the most displacement and has the lowest income. They need the most attention in terms of funding and opportunities.*
- » *There is a need to address and look at historic displacement patterns and how they mirror current displacement patterns. Planning Department's growth-oriented approach has led to displacement everywhere.*
- » *Consider how the policies might prevent preferences for certain kinds of housing and other land*

use. A fundamental examination of the policies, such as fair housing laws that might prevent certain preferences. This impedes the ability to provide housing for those that are most at risk.

- » *Instead of mitigation strategies, we would like to see frameworks that are Equity First - put forward policies that are predicated on not harming communities (vs. mitigating)*
- » *We should look at the different mechanisms of displacement and how they affect particular communities differently.*
- » *Look at median income of different groups. It is critical to understand and target the median incomes.*
- » *Use a targeted universalism framework centering the most impacted here to generate the deepest change for everyone.*

B. Would it be possible to identify the top most effective programs for this goal?

While few stakeholders were willing to name one program that was currently the most effective in preventing or reversing displacement, the small sites program, inclusionary housing program, affordable housing resident selection preferences and rental assistance programs were most frequently mentioned in these discussions. Most of the discussion, however, was focused on how these programs could be refined to better achieve this goal.

Small Sites Program

- » *In terms of non-profit community stewardship, Small Sites has been very effective in preventing displacement*
- » *If a building is rent-controlled, people may lose those benefits through the Small Sites program, we need to address this*
- » *Small sites needs to be resourced to get to the scale that it needs to be, needs to deal with AMI levels and look at income levels by race*

Inclusionary Housing Program

- » *We should be decoupling affordable housing from market rate; moving away from the income criteria as it is a limiting factor; expanding inventory of land (public, non-profit, community stewardship)*
- » *[we should focus on] lower AMIs, larger units for families*

Housing Preferences

- » *Is there a way to revisit preferences to make sure they are serving those who we want to be benefiting (e.g. could preference for homeownership go to affordable housing residents in order to free up a rental unit for another family)*
- » *The structure of preferences hasn't been working; they need to be extended and expanded, they have significant barriers - but unfortunately community is blamed for not making use of them vs looking at the barriers*

Rental Assistance

- » *Rental assistance for people who have been living here their whole lives should be a priority*
- » *Any people that are unhoused, they need to be a priority. That is just a given.*

Other Needs

- » *Support community-led efforts at Planning rather than top-down. Communities that are impacted know best. Rental assistance, eviction assistance, small sites program is underfunded and is building capacity in communities.*
- » *Before the pandemic there was a different need than now. There is a lack of language capacity/ support in rental assistance programs before pandemic and during.*
- » *3 Ps - (order is important) Protection for people, preservation of existing housing, production of new housing.*

- » *Once people are unhoused, but not on the street they are ineligible for the programs available (create a spectrum).*
- » *Support for land trusts/co-ops and alternative homeownership models*

C. If we wanted to reverse displacement, how would that be done, would it be possible?

While everyone agreed that reversing displacement was important, some questioned whether it was the right goal for San Francisco. Some felt that, given that displacement was ongoing and that City policies were still contributing to displacement it would be better to state a goal of stopping displacement. Others felt that that it was important for the city to commit to the more ambitious vision of reversing displacement. There were, however, only a limited number of concrete suggestions for how to achieve this. Many participants made process suggestions mostly related to ways that the city could more effectively engage the communities that have been experiencing displacement in leadership on combatting the problem and some had suggestions for better data collection to help target solutions. One policy area that was mentioned repeatedly related to reversing displacement was homeownership.

Understanding the Needs

- » *The City should ask impacted community members what are the neighborhoods that people would like to have access to?*
- » *There is frustration with missing data and the inability of policy to solve this problem. The City needs to fund communities to work on CHES reports/Cultural District and be able to tell City/Policy makers what they need. If you were to house all unhoused Native Americans in the Bay Area, population would increase 10%*
- » *Need to synch up on definition of displacement. It's not just evictions. It is economic displacement. It is doable to measure. Leads to how we provide the resources to center by the communities to fight displacement of the communities.*

- » *Years of residency should be an important element in prioritizing for antidisplacement.*

Homeownership

- » *Promoting homeownership can be an offensive tactic to reverse displacement. The City can actively make repairs for what has been taken. HOPESF is seen as a reparations framework and restorative framework for this kind of thing.*
- » *Rent-to-buy structures are seen as beneficial for the American Indian community*
- » *Create limited equity models for ownership.*
- » *Investing in HO is like dropping a pebble in a lake; it's an expensive endeavor, but this is a part of the longer term; invest in the generational wealth of a family; we need these types of solutions*
- » *It is important that the assistance (for homeownership, for example) are grants and not loans, especially as we focus on Black and American Indian populations.*
- » *It should be a priority to bring back the Black community. Ownership in the Fillmore is gone because people were pushed out.*

VII. AFFORDABLE HOUSING

This section summarizes comments regarding the City's approach to investing in more affordable housing in High-resourced neighborhoods and affordable housing strategies in Disadvantaged Communities.

A. How could we adjust strategies to increase affordable housing in High-Resourced Neighborhoods? How should those be different than our strategies in Disadvantaged Communities?

While some people questioned the language of 'high resource neighborhoods,' stakeholders generally felt that it was appropriate for the City to increase its efforts to locate affordable housing in

neighborhoods that have historically not included much affordable housing and agreed that doing so would require new strategies and techniques. Many participants stressed the importance of including communities in the process – both in the creation of maps or boundaries and in the crafting of neighborhood level affordable housing strategies.

- » *There are concerns about focusing on access to high resource schools, what about the rest of the schools?*
- » *What is being considered a high-resource neighborhood? It seems like biased language. The Mission is a high-resourced neighborhood, but someone not in the Mission may not know that since they don't know where the resources are. We shouldn't be pitting two areas of the city against one another and we should be looking at building affordable housing overall.*
- » *The City should not be creating maps and imposing them on communities. The DPH map should be done with the community and require community approval, map lacks a nuance that can only be found with the community.*
- » *Maps should reflect opportunities for children (access to high opportunity schools) vs everyone else. Sorting by age is one way to modify the map to who will be housed.*
- » *One approach could be increased streamlining/ less opportunity to oppose projects in areas that have not historically welcomed affordable housing.*
- » *We need to do a better a job on how outreach is being done for affordable housing in different neighborhoods. Seems like red-lining is still going on. I see a lot of affordable housing but not a lot of African-Americans in those neighborhoods. Not sure if that's an outreach issue, former redlining, or other issue that is causing that to happen.*
- » *Our organizations that have been the mainstay of affordable housing are also primarily concentrated in certain neighborhoods of the city (may*

be historical logic to that) so as we think about other neighborhoods, there's also a capacity building question with our orgs to stretch services farther geographically or planting seeds for new orgs to grow.

- » We shouldn't assume that everyone wants to move to high resource neighborhoods. For immigrants, cultural fabric is very important. In certain neighborhoods, immigrants can't get the right groceries, for example.
- » ADUs seem to be a good strategy for higher opportunity neighborhoods. What incentives can be made? Sometimes there is less pushback for ADUs.

B. How should we shift our affordable housing strategies in Disadvantaged Communities to stabilize communities of color?

At the same time, most participants also agreed that the City should continue to invest in expanding affordable housing opportunities in the neighborhoods where most of the affordable units are currently concentrated. Several stakeholders stressed the need for more investment in capacity building for community-let organizations with strong ties to impacted communities. Others pointed to a need for better data about who is being served by existing housing strategies.

- » We should focus on citywide strategies with neighborhood level nuance.
- » It would be helpful to understand who needs housing and doesn't have sufficient access to that now. We have very rigid ways of creating housing and we either fit that bucket or not. People are unable to qualify for any housing units, and on the other side there are also folks who can't get into the low-income units that have been built. We need to think about both increasing middle income opportunities and also not losing low-income.
- » Build capacity in affordable housing development and housing services among CBOs that have historical relationships to the communities where they work, local competency and

relatability for a consolidated and efficient approach.

- » Black-led organizations are being left out of the mix altogether. We need a venue created for this conversation to happen.
- » I do think that we oftentimes run into this perception that outreach is the whole of the problem. I want to point out that there's lots of barriers and things within the programs themselves. I don't want to look at just outreach, we need to look at income requirements of affordable housing programs and pull out pieces of where those programs might be limiting access for communities.
- » Tap into existing and trusted community resources to provide holistic and consolidated housing services.
- » Our question is, when we have disproportionate pools of applicants based on the income level - that's a huge barrier. People with higher incomes are getting better odds. MOHCD needs better data on who is getting selected for units and compare that to who is coming through the rental applications, etc. What I'm not seeing is a proportional relationship where anyone has said this % of our properties need to be for this income range based on the residents that are here.
- » We need a mandate from the city specifying the number of affordable units in each neighborhood over next 5-10 years. Then we can work with each community to figure out where those units go.

C. Could more streamlining for projects with affordable housing help bring more affordable units? What are the disadvantages?

Participants were somewhat split on the benefits of efforts to streamline and remove delays in the process of review and approval of new affordable housing projects. Some felt that the city should do everything in its power to remove any and all hurdles including public hearings and review for any project including a share of affordable units.

Others felt that 100% affordable projects should be streamlined but projects including market rate units should be subject to more review and community input.

- » *Timelines really have a big effect on how much affordable housing we can develop. Increased timeline -> increased cost of development.*
- » *Consider equity concerns when streamlining, moving to discretionary reviews, etc. to avoid harm to the communities.*
- » *Permanently affordable units should be exempt from density limits, without CU, in every zoning district.*
- » *That's a question that depends on the project being proposed. We need to be specific about that, otherwise community is unable to make an informed decision as to whether the project will have 0 inequitable impact upon the community. Or whether the streamlining itself presents a danger.*
- » *We should definitely go as far as possible for 100% affordable projects and I believe we would support streamlining for any multifamily projects meeting (or slightly exceeding) their inclusionary requirements, particularly in high resource areas that have historically succeeded in thwarting new housing.*

VIII. MIDDLE INCOME HOUSING

We also asked about housing strategies to serve middle-income households including development of smaller multi-family housing buildings.

A. Do we need incentives for small to mid-size development to be less expensive to offer housing choices to the middle-income households? What are some of those incentives?

Many stakeholders were able to identify specific incentives which could help encourage development of smaller projects including projects that were priced to serve more moderate income households. Most commonly mentioned were

reductions in the level of impact fees, reductions in affordable housing requirements and streamlining of the approvals process. Most seemed to agree that direct affordable housing subsidy should be reserved for lower-income housing and not used to underwrite middle-income housing.

- » *The planning process is painfully long. I cannot see myself going through that again, and it was [for a project] with 0 opposition. You want to make a profit, but it's so difficult to get through the process.*
- » *Recognize that constraints to development include the slowness/"problem" of the planning review and City permitting process itself.*
- » *Incentives help getting attention from developers. What might work better that the process expectation is more realistic and standard. If developer is proposing a fully code-compliant building, that there is some assurance to move in a timely pace.*
- » *To facilitate missing middle: make the process take less time, reduce the fees (including inclusionary fees), create zoning opportunities for these. As you move the levers, feasibility improves.*
- » *Benefits from missing middle are long-term benefits. Short-term benefits should be left to those doing the financial undertaking.*
- » *Missing Middle: Impact fees: fully or partially exempt inclusionary for buildings with less than 20 units or make it dependent on the sale of the unit.*

B. How do we ensure that the units really serve middle-income people?

There were mixed opinions about whether new housing in smaller infill buildings would tend to be less expensive than most of the new housing currently being built. Some felt strongly that if the City were to expand the zoning and provide other incentives that enough new housing could be build that it would bring the prices/rents down noticeably. Others felt that the market demand

was so strong that any new housing would be far too expensive for even middle-income families. Some felt that it would be possible for the city to tie incentives to requirements that some or all of the new units in these buildings be sold or rented to qualified middle income residents.

- » *Market rents are always going to be the maximum amount that people are willing to pay; simply lowering cost will not reduce rent prices.*
- » *Market rate housing is a good thing. Its not the only fix in San Francisco, we need State and federal investment as well. Even if in San Francisco we said we'll incentivize as much Market Rate with affordable, and no one else in the region does, this will not get solved.*
- » *The cost of construction is a huge problem, Home SF at 20-25% affordable is a little tougher to digest, but it allows more units and smaller units and smaller units are worth more per foot for a developer so it's a huge benefit. For people who've been around a long time it's a shock because home SF doesn't allow parking, so it's a little tough to digest for the neighbors*
- » *How do we basically say, you don't get those carrots if your end product isn't affordable.*
- » *For missing middle, we may need a more rigid government parameter on the expectations of what is built.*
- » *Now there's not enough competition among contractors compared to 2008. This is a lack of economic development policy in SF for and region wide of how to both increase the labor pool in construction and the construction capacity, which seems to be diminishing every year, there are lot less subcontractors...a lot less people interested in doing construction work and that's an existential question for development.*
- » *Habitat for Humanity functions as a bank, and funds downpayment with sweat equity, this model can be leveraged into more units.*

- » *SB 1097 would have allowed SF to purchase corporate owned property not occupied within 90 days and be used for affordable housing through land trust, legislation can be used for these changes.*
- » *The city thinks about what you can control, so we focus a lot on the process and trying to make the process faster. Appreciate getting to the next question, if there's going to be something that's a subsidy, making sure you get something from the affordability, but in order to get there you need to reduce the costs. Maybe it's not about incentives, but more about making small and mid-size feasible to actually offer middle income housing.*

C. What other benefits should the small multi-family buildings offer to serve the existing communities?

Stakeholders had a few additional ideas for community benefits that could be tied to the provision of small multi-family buildings but most seemed to feel that affordable housing was the most important benefit to focus on at this point.

- » *More property taxes*
- » *There has to be some affordability outcome that drives missing middle, that is the only reason that makes it worthwhile to throw carrots at it, if that works you get a bunch of other things that come with it too.*
- » *We've created a culture of negotiation that feeds into this system and that has created a dynamic of questioning market rate development.*
- » *Home SF project has been around for 3 years, many people still don't know about it. I'm doing a few Home SF projects and when it comes forward, people are shocked, maybe more neighborhood outreach would be helpful.*

D. Other suggestions:

Stakeholders also had concrete suggestions on a number of other topics.

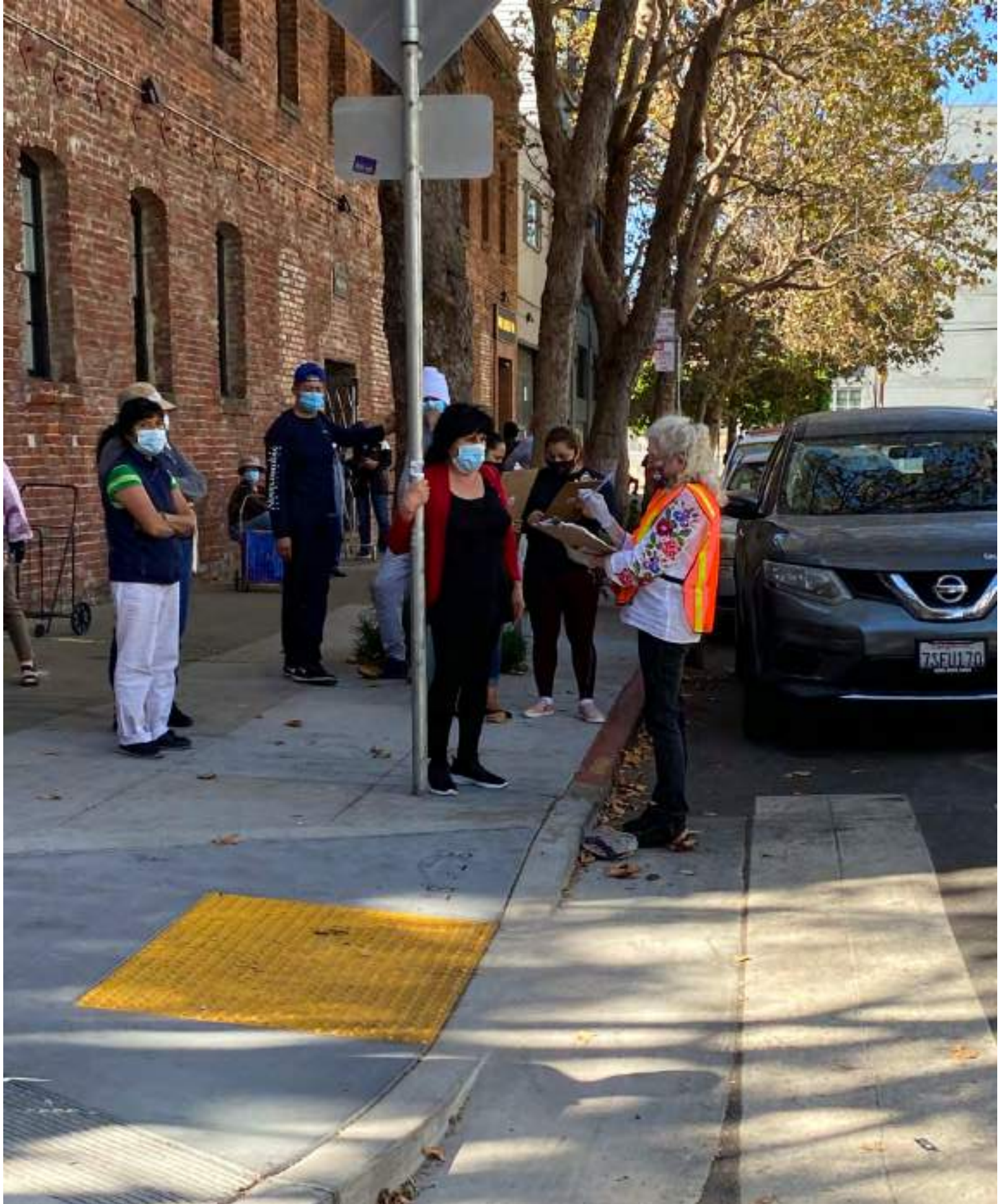
- » *I'm interested in the idea of having developers build scattered affordable projects if there is potential there*
- » *Impact fees on storefront commercial could be waived if the builder leases for 20+ years to a legacy business. Or a community institution. Same with residential impact fees - could the fees be adjusted to create 'policy discounts' for projects that deliver certain public benefits?*
- » *I just hope black brown and all POC with disabilities including mental health are given opportunities for permanent housing in these new strategies. I don't see specific language around this. And at times when mentioned it is handed off as the responsibility of other departments.*
- » *We work to support our POC communities, we want to highlight that our API communities are also at risk of displacement. Close to half have stated that they have zero income, and due to language barrier, many do not know how to seek help or find available resources, so we're hoping to see changes in the Planning Dept and to find out what the needs of these communities are. For example, for Chinese immigrant population language barriers have been a key challenge.*
- » *Staff in mixed-income buildings sometimes treat lower income immigrants differently from wealthier neighbors. Not enough staff with language competency. Staff treat them poorly. This makes people very depressed. I don't think that this is a good idea. I understand the funding constraints. I don't think that this model is helping low income tenants.*
- » *The City is still oriented around office development. Need data driven analysis of how development plans are looked at in the Planning Department. We need a racial equity lens to be the way development is looked at and improved.*
II.V. How Input Will Define Draft Goals, Policies and Actions
- » *As shared above, Phase 1 focused on gathering input from San Francisco residents, community members, and the Housing Policy Group on housing needs, challenges and opportunities. Based on this input, a synthesis was prepared. Using this synthesis and informed by the Housing Element 2022 Update draft Needs Assessment, project staff drafted goals, policies and actions that incorporated public input prioritizing advancing racial and social equity and balancing the different and sometimes competing community needs. From there, project staff coordinated an interagency review. The resulting draft goals, policies and actions will be released at the beginning of Phase II of outreach and engagement.*

II.6 How Input Will Define Draft Goals, Policies and Actions

The summary and synthesis shared in this document directly informed the first draft of goals, policies, and actions. Based on community values, particularly advancing racial and social equity, project staff drafted goals policies and actions balancing the different and sometimes competing community needs. This draft was also informed by the draft Housing Needs Assessment, as well as interagency review to ensure buy-in from various City agencies that run various housing programs or related community resources. Below you can find which goals and policies address each of the public input summary themes. Many of these themes will also be available as a sorting topic in the Department's forthcoming sortable tool to review draft policies and actions.

Public Input Theme	Draft goals, policies, and actions that incorporate this input *
Racial Equity	I.10, Goal II, III, VI and all their underlying policies and actions
Vulnerable groups	Goal I and all underlying policies and actions, II.4, V.1, V.2, V.3, V1.3, VI.4
Environmental Justice	II.6, VI.2, VI.3, VI.4
Outreach and Engagement	II.2, II.3, II.4, III.5
Tenant Protections and Community stabilization	I.5, I.6, I.7, I.8, I.9, I.10, I.11, II.5, III.1, III.2, III.3, VI.6
Homeownership and Economic Mobility	II.5, III.4, IV.6, V.3, V.7
Permanently affordable housing Production	IV.1, III.8, IV.3, IV.4, IV.5, V.1, V.3
Permanently Affordable Housing Access and Eligibility	I.10, I.11, III.1, III.8
Homeless Housing and Supportive Services	I.1, I.2, I.3, I.4, I.5, I.6
Preserving Affordability and Improving Conditions of Existing Housing	II.6, I.8, III.3, IV.9, VI.4,
Housing Production	III.1, III.5, III.6, III.7, III.8; Goal IV and all underlying policies and actions; V.3, V.4, V.6, VI.2, VI.3, VI.5
Housing Choice as Household Size and needs change	III.6, III.7; Goal V and all underlying policies and actions
Increasing Opportunity and Redressing Divestment in Priority Geographies	Goals II and III and all underlying policies and actions; VI.3, VI.4; VI.6
High-Opportunity Neighborhoods	III.5, III.6, III.7, III.8

* Find these policies on our website: <https://sfhousingelement.org/first-draft-plan>



III. Lessons Learned and Next Steps

The COVID-19 pandemic greatly impacted and shaped how the Planning Department conducted outreach and engagement for Phase 1. The inability of the Department to safely reach residents in their neighborhoods and the digital divide between different communities made outreach and engagement difficult. Project staff had to constantly readjust strategies to reach and engage communities of color, low-income communities, and vulnerable groups. This experience left project staff with important lessons learned for upcoming phases of outreach and engagement:

- In order to advance racial and social equity, outreach and engagement plans must remain flexible to adjust to community needs, especially during a global pandemic; these adjustments may involve the creation of new engagement tools based on community input, as well as being able to receive input at any given time despite structured phases of outreach and engagement.
- Partnerships with community-based organizations (CBOs) representing American Indian, Black, and other communities of color, as well as low-income communities are essential for reaching these communities. Communities of color and low-income communities may already be engaging with the CBOs at recurring meetings, so when the Planning Department can respectfully come to these spaces when invited it eases the burden of participation for them. Additionally, during the COVID-19 pandemic, a lot of CBOs did capacity building with community members on how to participate online and some of them had been having conversations around housing issues, both of which greatly improved the Planning Department's ability to engage with those community members.
- Presence on the ground is still the best choice to address the digital divide for some of our residents, so partnering with CBOs that were providing in-person services during the pandemic made a significant difference in the diversity of input the Housing Element team received.
- In-language events were crucial to gather input from immigrant populations. These events must include presentations and facilitation in-language with interpretation available for questions to the Planning Department staff.
- the Planning Department needs to improve content accessibility, especially given that housing topics are full of technical language. The Department also needs to increase funding to compensate CBOs that collaborate with the Department in vetting, designing, and/or implementing outreach and engagement strategies, co-designing meeting and focus groups. Participants should also be compensated for their time and effort.
- The Housing Element 2022 Update is a citywide document; thus, the Department needs to continue to address competing priorities, trade-offs, and contradictions in upcoming phases of outreach and engagement.

Next steps include the release of the draft goals, policies and actions and kicking off Phase II of community engagement when the Department will once again enlist the participation of residents, community members, the Housing Policy Group, and HEARD. The Planning Department will be requesting that participants review and share input on the first draft of policies so that they may be refined in Fall 2021. At the same time, the Planning Department will be

kicking off the Environmental Review Public Process, which a goal of publishing the Draft Environment Impact Report in early 2022.

Phase II outreach and engagement for San Francisco's residents and community members will likely involve focus groups with residents representing different communities of color, vulnerable groups, and geographies; some will address specific topics (e.g. homelessness and supportive services). This phase will also include an updated digital participation platform where the public will be able to review and share comment online on the draft goals, policies, and actions. Finally, there will be public hearings at different commissions to ensure the general public can provide input.

The Housing Element 2022 Update will continue to engage the Housing Policy Group through small conversations based on expertise and will enlist members to review and comment on the draft goals, policies, and actions. Finally, Phase II will also enlist the support of the newly created the Planning Department Equity Advisory Council to help review the draft Housing Element.

Appendices



Photo: Bruce Damonte

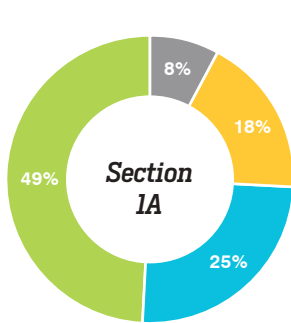
Appendix A: Survey Results

HOUSING ELEMENT 2022 UPDATE – PHASE 1 SURVEY

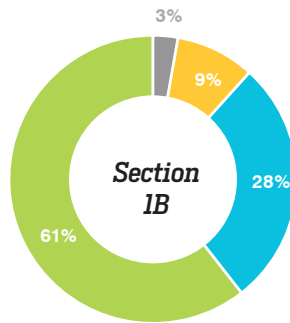
How **effective** would each of the solutions below be in addressing your housing challenges?

1. **Racial and Social Equity:**

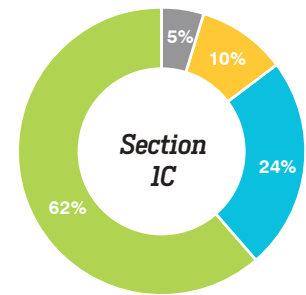
To reverse the long-term impact of discriminatory housing policies that led to disparate health and economic outcomes for communities of color, we could...



1A. Offer priorities to American Indian, Black, Latinx and other vulnerable communities of color for housing programs and access.



1B. Prioritize low-income neighborhoods living in poor quality environments for improvements to public amenities (schools, parks, public transit, open spaces, pedestrian safety, health care, etc.)

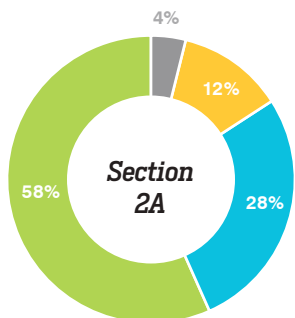


1C. Ensure affordable housing units are built equitably throughout the city instead of being concentrated on just the east and southeast sides. (safety, health care, etc.)

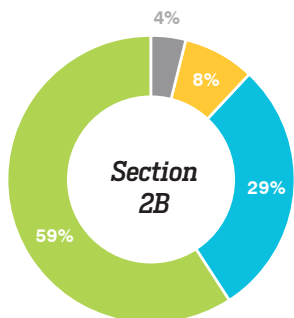
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2. Housing Security:

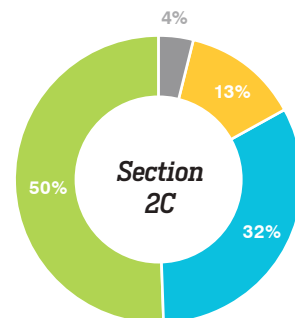
To prevent displacement of San Francisco residents and address homelessness, we could...



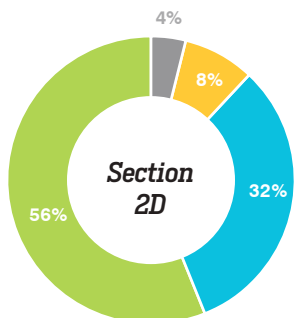
2A. Expand tenant protections including eviction protections, legal services, local preference programs and rental assistance.



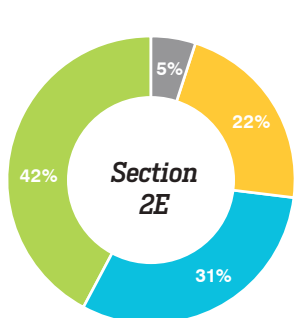
2B. Expand programs that prioritize housing and support to tenants who are evicted through no fault of their own (e.g. move-in of the landlord, demolition, significant home improvements, etc.



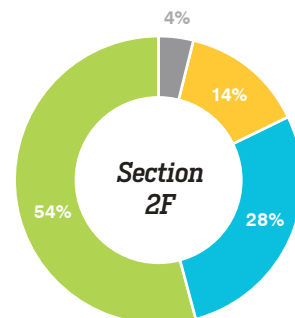
2C. Increase rental assistance to prevent evictions due to nonpayment of rent.



2D. Subsidize housing for eligible middle-income households such as teachers, nurses, and first responders.



2E. Increase the capacity of and build more homeless shelters throughout the city.

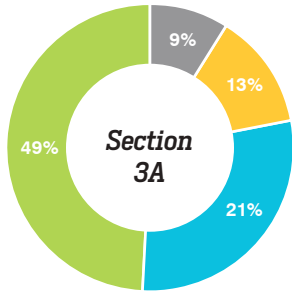


2F. Expand permanent supportive housing for people and families experiencing homelessness.

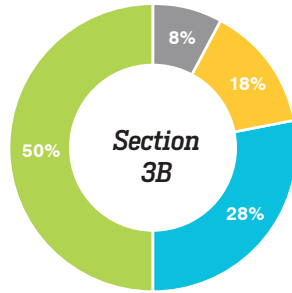
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3. Affordability:

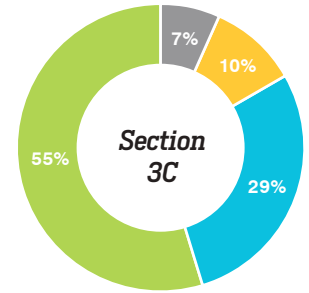
To preserve affordability of existing housing, we could...



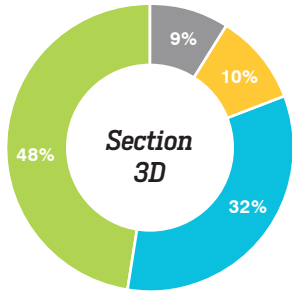
3A. Tax and regulate the rapid resale of residential homes for extracting high profit particularly through evicting long-time tenants.



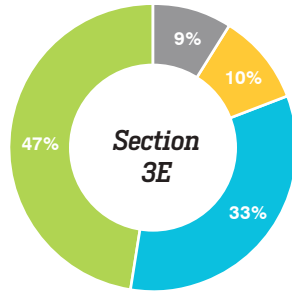
3B. Tax residential units that are kept vacant for long periods of time.



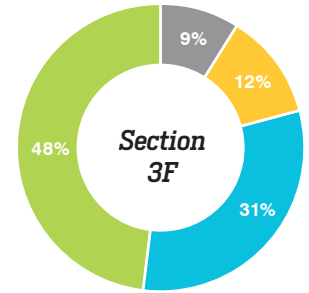
3C. Acquire and convert more rent-controlled buildings to permanently price-controlled housing for low- to moderate-income households.



3D. Support leasing and acquiring SROs (single room occupancy housing) by nonprofits and the city.



3E. Incentivize and allow for building more ADUs (e.g. in-law units, granny flats).

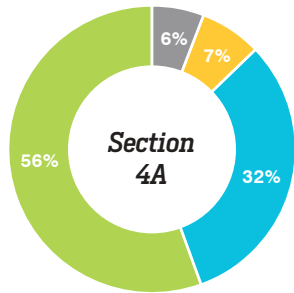


3F. Provide financial loans to low-income homeowners to encourage legalizing in-law units built without permits.

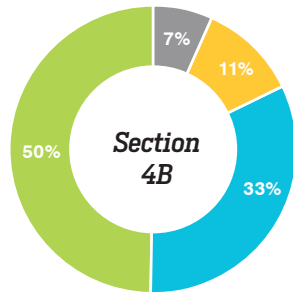
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4. Building More Housing:

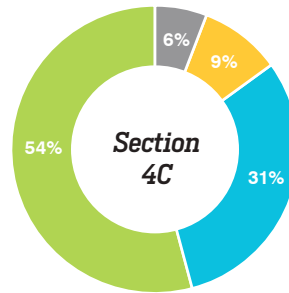
To ensure we build different types of housing for all types of households, including affordable housing, we could...



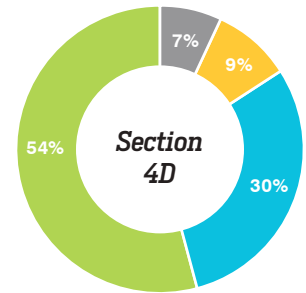
4A. Require a mix of multi-bedroom units and child-friendly amenities in new buildings to promote housing for families.



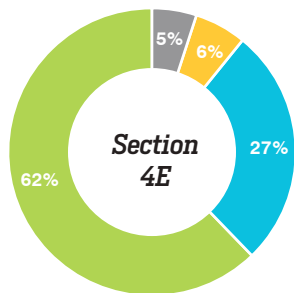
4B. Create zoning changes that would allow for more housing within the eastern parts of the city (Downtown, Mission, SOMA, Bayview, etc.).



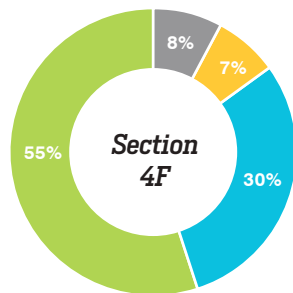
4C. Create zoning changes that allow for small multi-unit apartments in low density residential neighborhoods.



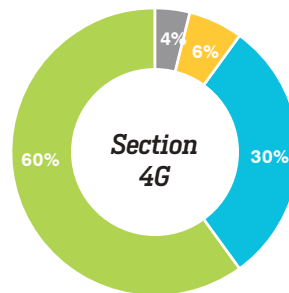
4D. Create zoning changes that would allow for more housing along transit corridors in the west side of the city along transit corridors (Richmond, Sunset, Parkside, West Portal, City College, etc.).



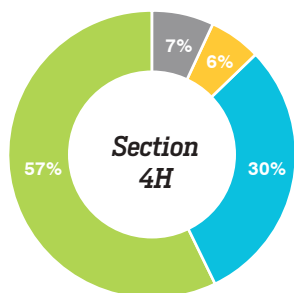
4E. Build affordable housing on underutilized publicly-owned land to reduce costs along with market-rate housing to help finance higher numbers of affordable units.



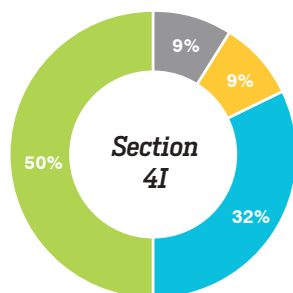
4F. Secure new funding sources such as bonds for affordable housing.



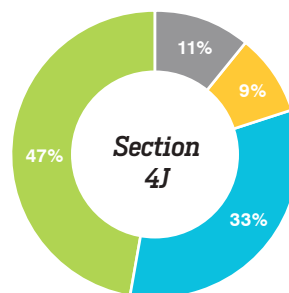
4G. Encourage a variety of housing types in all neighborhoods that offer amenities for seniors, children, people with disabilities, etc.



4H. Make it easier for certain housing types to get approved to be built, e.g. buildings with more affordable units than required or smaller multi-unit buildings (4–15 units) that offer lower rent/prices.



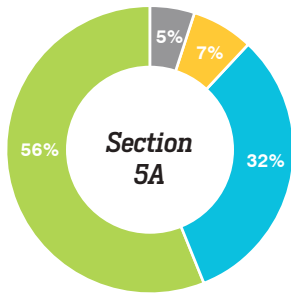
4I. Create training programs to expand the supply of skilled construction workers.



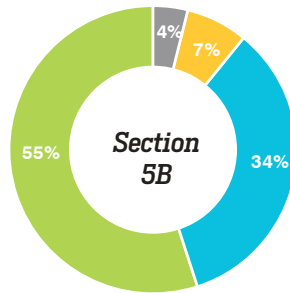
4J. Use new construction methods and materials such as modular housing (housing that is built in a factory environment and assembled at the construction site) to reduce costs.

5. Sustainability, Climate Resilience, Livability:

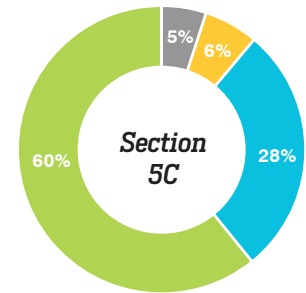
To make existing and future housing sustainable, climate resilient, and livable, we could...



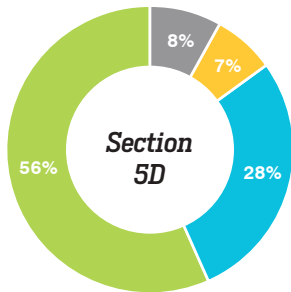
5A. Direct new multi-family housing units, especially affordable housing, near public transit to accommodate transit improvement investments.



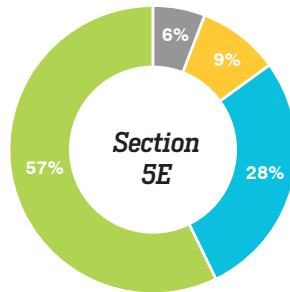
5B. Encourage walking and biking by including retail shops, grocery stores, restaurants, childcare, community centers, health facilities, etc. on the ground floor of new residential buildings.



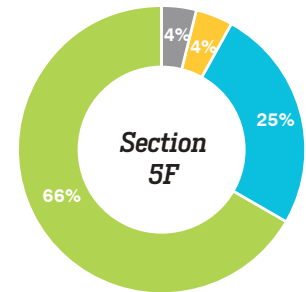
5C. Ensure new housing in areas vulnerable to flooding is built to be safe from floods and storms and provide open space and amenities to improve neighborhood resilience as well.



5D. Prioritize financing programs for building retrofits in communities most vulnerable to sea level rise and flooding, and other climate change impacts such as extreme heat, air quality issues due to wildfire.



5E. Conserve historic architecture, landmarks, and cultural heritage within our neighborhoods.



5F. Plan for parks, schools, libraries, transit, and pedestrian safety within neighborhoods as the city's population grows.

● Very Effective ● Somewhat Effective ● Not Effective ● Do Not Know



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FINAL REPORT - JANUARY 2022

Housing Element 2022 Update Phase II Input Summary



San Francisco
Planning

Acknowledgements

The San Francisco Planning Department acknowledges that we are on the unceded ancestral homeland of the Ramaytush Ohlone, who are the original inhabitants of the San Francisco Peninsula. As the indigenous stewards of this land and in accordance with their traditions, the Ramaytush Ohlone have never ceded, lost, nor forgotten their responsibilities as the caretakers of this place, as well as for all peoples who reside in their traditional territory. As guests, we recognize that we benefit from living and working on their traditional homeland. We wish to pay our respects by acknowledging the Ancestors, Elders, and Relatives of the Ramaytush Ohlone community and by affirming their sovereign rights as First Peoples.

The Planning Department wishes to acknowledge the many community partners and members of the public who contributed their time and knowledge to shape new housing policy that reflects their values and vision for San Francisco. Staff was humbled by the energy, resilience, and grace of the community to come together during a global pandemic and engage in respectful dialogue about the complexities of the housing affordability crisis. Our partners were often also frontline service providers in the health crisis, and many of the residents who participated were directly impacted by housing and job insecurity, making their contributions even more admirable.

It is the department's hope that the following report does justice to the insights that were shared and that the revised Housing Element policies accurately reflect the paths forward outlined by the community's collective voice.



San Francisco
Planning

Table of Contents

1. Executive Summary	2
2. Introduction	5
3. Methods of Outreach and Engagement	9
Elevating the Voices of Underrepresented Communities	10
Consulting Experts and Decision-Makers	15
Informing All San Franciscans	16
4. Public Input Summary by Outreach Method	20
Focus Group	20
Housing Policy Group	27
Community Conversations and Written Input	32
Digital Participation Platform	38
City Family and Commissions	46
5. Conclusions	49
Approach to Synthesis	49
Community Directives for Policies and Actions	50
Policy Responses to Community Directives	56
6. Lessons Learned and Next Steps	59
Lessons Learned	59
Future Outreach and Engagement	60
Appendices	61
Appendix A. Focus Group Theme Summaries	62
Appendix B. Focus Group Menu of Questions	97
Appendix C. Focus Group Community Partner Selection Criteria	105
Appendix D. Housing Policy Group Summary	107
Appendix E. Community Conversation List of Participants	141
Appendix F. Community Conversations Coding Categories	142
Appendix G. Written Comments and Responses	143
Appendix H. Revised Policy and Action Table	222

1. Executive Summary

What is this report?

The San Francisco Planning Department is preparing an update to the Housing Element of the city's General Plan, scheduled for adoption by the Board of Supervisors in January 2023. The Housing Element 2022 Update (2022 Update) is San Francisco's housing plan for the next 8 years (2023-2030) and the first one that will center racial and social equity. It will include policies and programs that express the city's collective vision and values for the future of housing in San Francisco.

The following report summarizes public input on the first draft of the 2022 Update during Phase II of outreach and engagement, which occurred between April and September 2021. The report also demonstrates how the draft policies have been revised to reflect the community's input.



How was the public engaged?

SF Planning staff presented the first draft of policies through a variety of approaches intended to elevate the voices of communities of color and other marginalized groups. The main approach was working with community-based organizations to design and lead 22 focus groups. The target participants for the focus groups were residents from the city's communities of color and other populations vulnerable to housing instability. In addition, staff participated in

25 community conversations hosted by a variety of organizations and led a series of discussions with a group of housing policy experts from the community. Staff met several times with SF Planning's Community Equity Advisory Council and sought feedback at public hearings with the Planning Commission, Historic Preservation Commission, and Human Rights Commission. Lastly, staff connected with additional stakeholders through meetings, interviews, emails, and the project website.

What did the public say?

Public input over the six-month period was extensive and wide-ranging, made evident in the summaries of input staff received from each outreach venue. Staff found that there was considerable alignment amongst various participants about what needs to be done to address San Francisco's housing crisis.

The following list seeks to articulate the community directives that came from this large body of input to identify what the City is being asked to do.

1. Restructure how resources are prioritized for residents suffering the greatest burden of vulnerabilities and those harmed and/or displaced by discriminatory government actions.
2. Improve access to existing housing programs and financial resources through increased human contact, cultural humility, navigability, and educational outreach, and by creating alternatives to existing forms of means testing.
3. Ensure dignified housing for current and displaced residents free from discrimination, overcrowding or substandard conditions, and with access to chosen community, cultural anchors, services and jobs.
4. Promote the equitable distribution of housing across all parts of the city through increased public funding, rezoning, education, incentives and streamlining measures while ensuring that projects do not displace existing residents.
5. Increase wealth building opportunities through homeownership, financial education, and job training for American Indian, Black and lower income residents.
6. Build the kind of housing that vulnerable communities want in their neighborhoods so that they have opportunities to stay connected to their history and culture.
7. Create accountability in policy making and empower residents to share decision-making for housing programs and project approvals.
8. Further study the equity impacts of market-rate housing production on American Indian, Black and other communities of color and vulnerable residents, and apply those findings to stop the displacement of these groups.

What is the effect of this public input?

SF Planning has revised the draft 2022 Update to respond to the community directives distilled from this phase of engagement. Each directive is addressed by a goal, objective, policy and/or action within the revised draft. While many directives affirmed ideas shared in the first draft, substantial changes were made to the 2022 Update to bolster and refine the policies. The main shifts in policy are listed below:

- Added more explicit reparative framing to policies intended to redress discriminatory government actions.
- Incorporated truth-telling processes led by harmed communities to guide reparative actions.
- Increased the number of actions related in improving transparency and accountability in housing distribution and management systems.
- Strengthened policies intended to increase the quality, variety and distribution of affordable housing available to vulnerable populations such as seniors, people with disabilities, LGBTQ+ people, transitional aged youth, immigrants, and others.
- Bolstered policies intended to deliver small and midrise multi-family buildings that can serve middle-income households.
- Incorporated stronger actions to study and eliminate displacement.

How will this information be shared?

The information and findings of this report will be shared via public hearings in early 2022, the Housing Element website, and continued engagement with community partners and stakeholders in a series of focus groups and meetings prior to March 2022.



Manilatown Focus Group. Photo by incommon LLC.

2. Introduction





The Housing Element 2022 Update (2022 Update) is San Francisco’s housing plan for the next 8 years (2023-2030) and the first one that will center racial and social equity. It will include policies and programs that express our collective vision and values for the future of housing in San Francisco. This update will determine what our housing needs are and how we will work to address them, defining priorities for decision making and resource allocation for housing programs, development, and services.

Within the last decade San Francisco has gone through an economic boom and affordability crisis, a global public health crisis and economic downturn, as well as a national racial reckoning, all of which have played a part in shaping the outreach and engagement process for the city’s next housing plan. The 2022 Update relies on an extensive and robust outreach and engagement effort to ensure our housing plan reflects current housing needs, priorities, and values of our communities, particularly of our communities of color and other vulnerable communities. The following analysis summarizes input from Phase II of these efforts and describes how the draft 2022 Update will be revised to reflect the community’s directives for housing policy and actions.

Community Engagement Process

The engagement process for the 2022 Update incorporates three phases of outreach and engagement. After vetting key ideas with the community in Phase I, the project team reviewed draft housing policy and related actions with residents, community and government leaders, and housing experts and advocates in Phase II. The greater part of outreach and engagement occurred in a first round of draft policy review, which will be followed by a second shorter round of engagement (Phase III) to demonstrate with this report how community input is reflected in revised policy and to further refine critical ideas such as a reparative framework for housing. The second round of outreach in early 2022 will primarily seek to validate the findings of this report and to further develop critical policies. Phase III will conclude with publication of the third draft of the 2022 Update in March. Outreach afterwards will focus on sharing information about the draft 2022 Update content and adoption process and facilitating discussions with community and government leaders to prepare for its implementation.

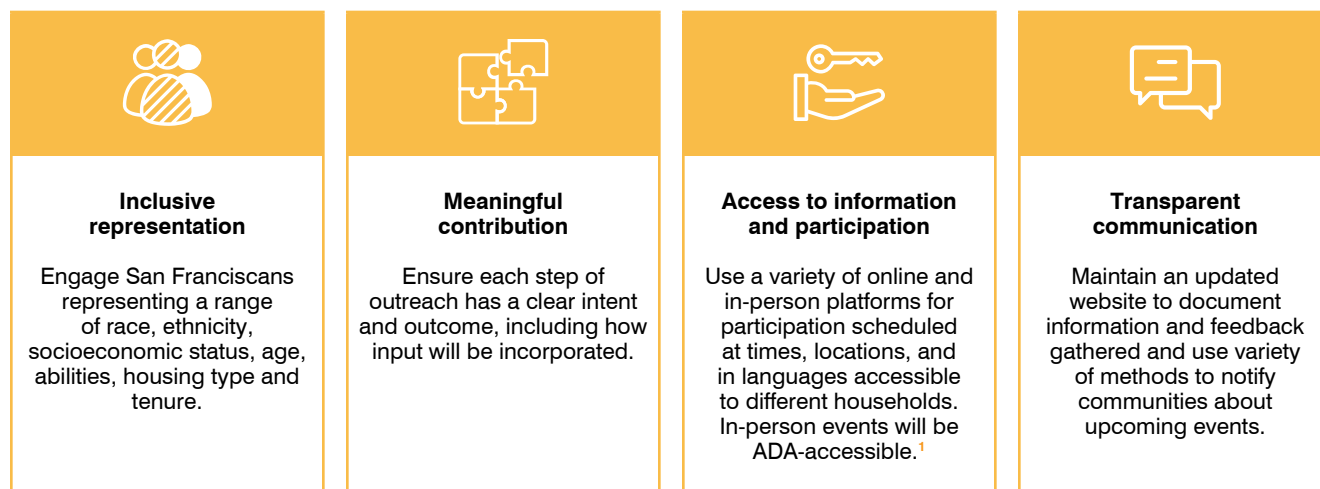
Figure 1. Housing Element 2022 Update Community Engagement Process

	Intent	Outreach	Outcome
 <p>Learning from Past Efforts</p> <p>December 2019 - May 2020</p>	Gather and summarize key policy ideas from past efforts related to housing and community development	Public announcement through an informational public hearing, website, email, and social media	Draft key policy ideas to share with the public for feedback
 <p>Phase I Vetting Key Ideas with the Community</p> <p>May 2020 - February 2021</p>	Ask the community to reflect on the draft key policy ideas and share their housing needs, challenges, and opportunities to inform the first draft of policy updates.	Website, video promotion, traditional media, phone, mail, social media, email blasts, presentations, listening sessions, surveys, and digital participation platform (Events modified for public health safety)	First draft of policy updates based on input shared by the community
 <p>Phase II Refining Policies Together</p> <p>March 2021 - March 2022</p>	Ask the community to reflect on the draft policy updates	Two rounds of outreach including focus groups, public hearings, and digital participation platform (Events modified for public health safety)	Second and third drafts of policy updates based on input shared by the community
 <p>Phase III Moving Towards Adoption</p> <p>April 2022 - December 2022</p>	Seek approval of the Housing Element 2022 Update based on the third draft from elected officials and State Agency	Public hearings with the Planning Commission and the Board of Supervisors (Events subject to change due to the COVID-19 pandemic)	Adopted update to the Housing Element in compliance with State Law

Principles for Outreach and Engagement

The following principles guide all outreach and engagement for the Housing Element 2022 Update process:

Figure 2. Housing Element 2022 Update Principles for Outreach and Engagement



¹ In person events have not always been possible due to health concerns in response to the COVID-19 pandemic.

In short, the Planning Department’s goal is to hear from communities it has not sufficiently engaged for past Housing Element updates and to elevate the impact of those voices in shaping policy. Groups of interest include communities of color, low-income communities, and immigrant residents, among other vulnerable or hard to reach communities. The project team has incorporated a pilot compensation structure for engagement as an expression of gratitude for the work of the community in strengthening the 2022 Update and to acknowledge the valuable time, knowledge and effort contributed by the participants.

Structure of this Report

This report will first describe the methods that SF Planning employed to reach residents, including the communication tools, the target audiences, and the implementation process. Next, the report presents the input received through these methods, including an explanation of how input was analyzed. The report concludes by articulating the directives received from

the community through this process and describing how the 2022 Update is revised to meet these directives. Finally, the report outlines lessons learned and next steps in the continuing outreach and engagement effort.

This report contains reference to two key geographies that were introduced in Draft 1 of the 2022 Update, which are defined here:

Priority Equity Geographies (referred to in Draft 1 as “Priority Geographies”) are areas with a higher density of vulnerable populations as defined by the San Francisco Department of Health, including but not limited to people of color, seniors, youth, people with disabilities, linguistically isolated households, and people living in poverty or unemployed.

Well-Resourced Neighborhoods (referred to in Draft 1 as “High Opportunity Areas”) are defined as “High Resource/Highest Resource” by the California Fair Housing Task Force. These areas have been shown by research to support positive economic, educational, and health outcomes for low-income families—particularly long-term outcomes for children.

Figure 3.
Priority Equity Geographies Map

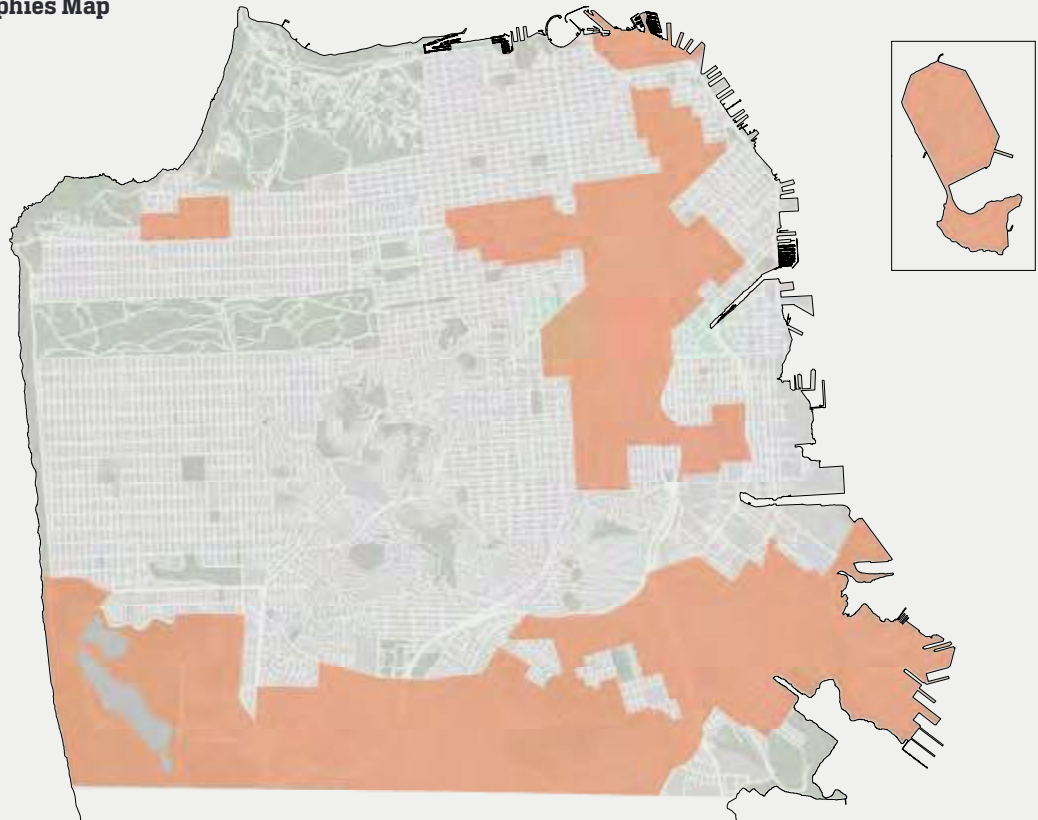
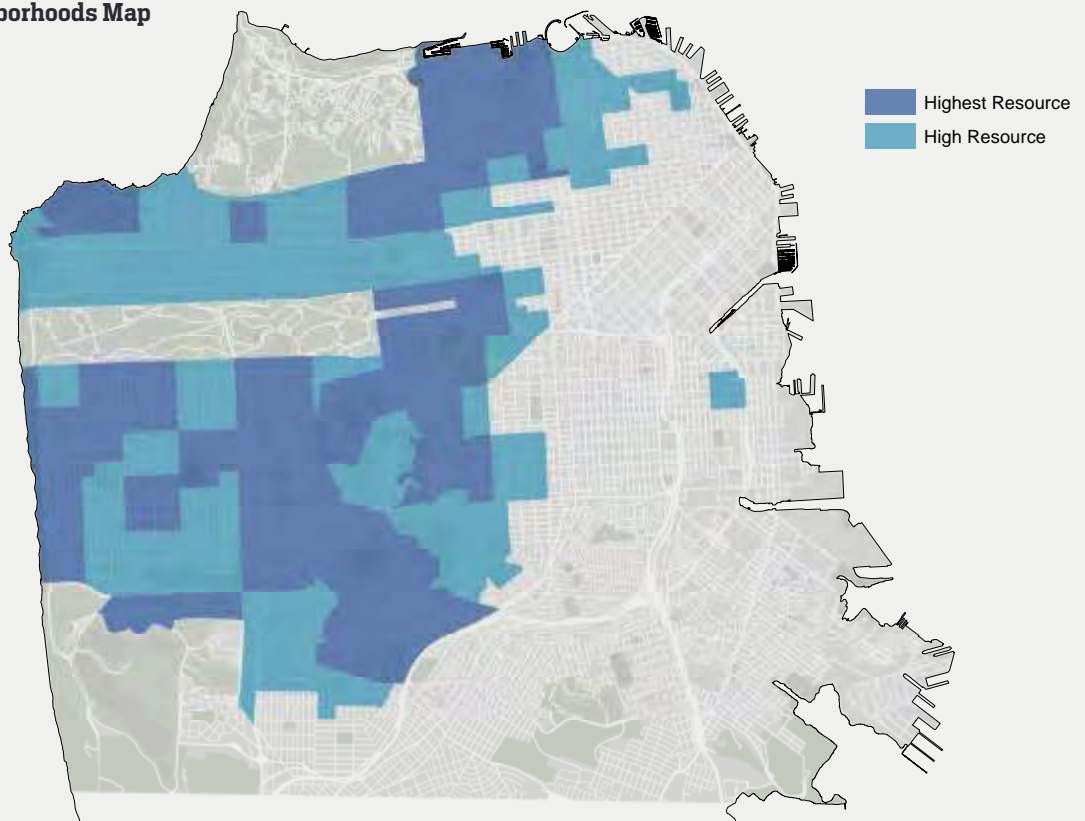


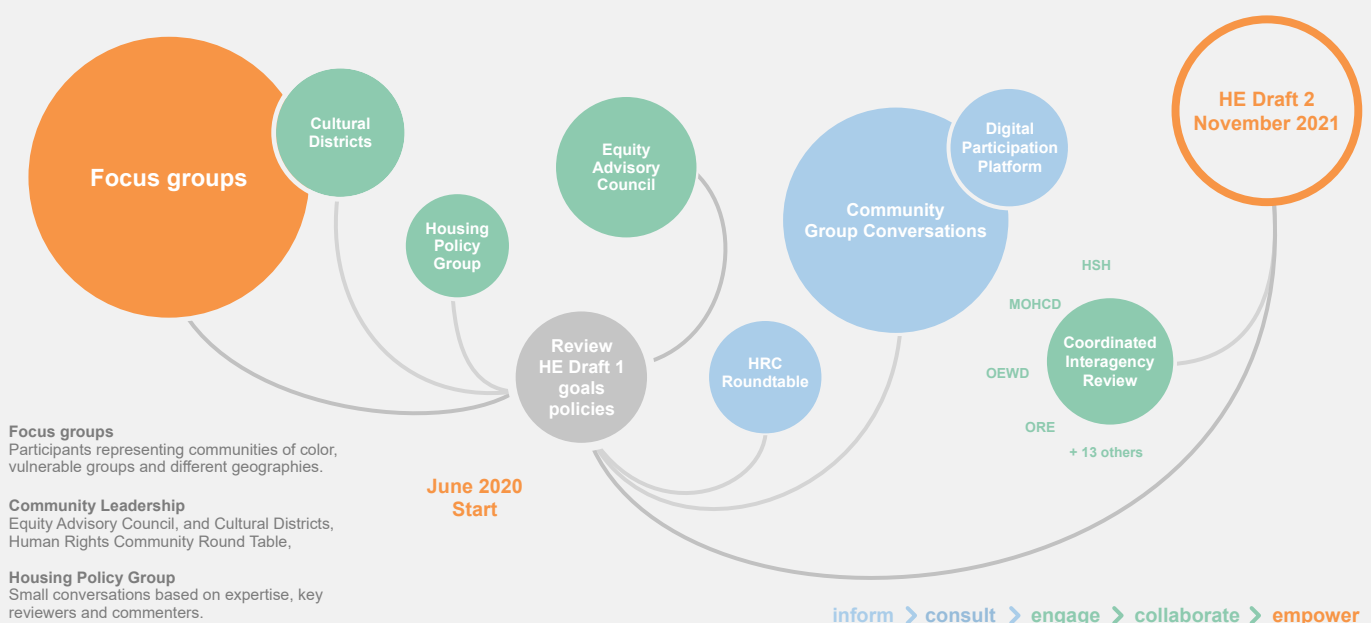
Figure 4.
Well-resourced Neighborhoods Map



3. Methods of Outreach and Engagement

For Phase II of community engagement for the 2022 Update, staff presented the first draft of policies through a variety of groups and approaches. The main approach was working with community-based organizations to design and lead focus groups. In addition, staff participated in community conversations hosted by a variety of organizations and connected with additional stakeholders through meetings, interviews, email, and the project website. The following graphic illustrates the Phase II process.

Figure 5.
Phase II Outreach and Engagement Process and Components



Elevating the Voices of Underrepresented Communities

The following methods were employed to distribute information about the Housing Element 2022 Update planning process and ways to participate in the process:

Focus Groups

Role: The focus groups allowed the project team to elevate those residents most subject to housing inequities in long-form discussions. Their insights provided information to decision-makers about the level of priority to place on the actions that most affect these populations and helped identify gaps in the draft policies.

Who: SF Planning engaged community organizations² to recruit focus group participants from the city’s communities of color and other populations vulnerable to housing instability. Participants were generally unaffiliated with housing development and/or housing advocacy groups and were being newly engaged by SF Planning in discussion about their housing needs and experiences. Focus group cohorts represented both citywide groups and

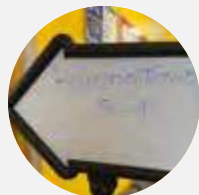
neighborhood specific groups. Most groups were designed to be intersectional with a variety of cultural, ethnic, racial, gender, sexuality, age and socioeconomic characteristics represented. Certain other cohorts were recruited by a target identity to facilitate deeper conversation on the needs of those specific populations.

Format: Twenty-two (22) virtual and in-person focus groups of approximately 10 people each met for approximately 2 hours. The groups were convened, co-hosted, and/or co-facilitated by community partners. The project team and community co-facilitators presented a project overview and provided informational videos and guided the conversation with a series of questions selected from a menu by the community partner (see Appendix B). This menu of questions was developed by the project team with the intention of guiding discussion towards new ideas in the draft 2022 Update.

² See Community Partner Selection Criteria, Appendix C.

Figure 6. Phase II Focus Group Details

22 focus groups
21 community partners
183 participants
 Participant gift cards: \$100/person



2 convening partners
2 co-hosting partners
16 co-facilitating partners
 Total of \$70K for CBO compensation
 (between \$1000 to \$3,500 each)



4 conversations in Cantonese
3 in Spanish
15 in English
6 in-person events
16 virtual conversations



Figure 7. Phase II Focus Groups List & Map

	Neighborhood	Target Community	Community Partner
1	city-wide	LGBTQ+ youth	UCSF Alliance Health Project
2 & 3	city-wide	People with disabilities & seniors	Senior Disability Action
4	city-wide	Filipino community	International Hotel Manilatown Center
5	city-wide	American Indian community	American Indian Cultural District
6	city-wide	LGBTQ+	Castro LGBTQ+ Cultural District
7	city-wide	Transitional youth	SF Rising
8	Bayview	Transitional youth	BMagic & 3rd St YCC
9	Bayview	Black community	African American Arts and Cultural District
10	Fillmore/ WA	Black community	Booker T Washington Community Center
11	OMI	Black community	I.T. Bookman Community Center
12 & 13	Bayview & Richmond	Cantonese-speaking	CYC Bayview & Richmond
14 & 15	Sunset	Cantonese speaking, Moderate to very low-income	Wah Mei School & AWRC
16	Tenderloin	Cantonese and Mandarin speaking	Tenderloin People's Congress
17 & 18	Mission	Spanish speaking, Latinx seniors, families & youth	Mission Food Hub
19	Excelsior	Spanish speaking, Latinx families	Family Connections Centers
20	Japantown	Japanese-American community	Japantown Cultural District
21	Richmond	Moderate to very low-income	Richmond Neighborhood Center
22	Western	Moderate to very low-income	ASIAN, Inc

● Neighborhood-based
 ● City-wide

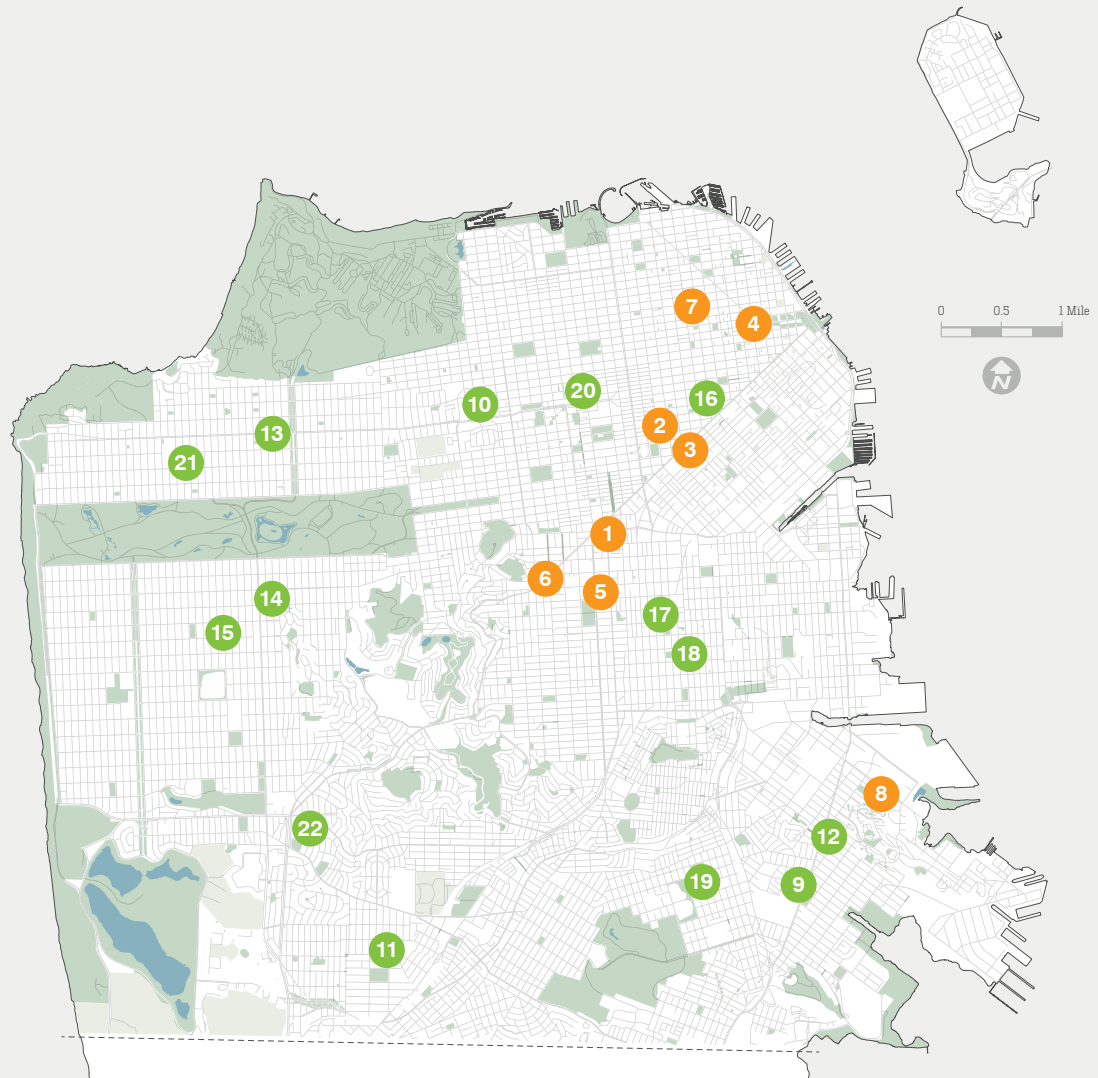


Figure 8. Phase II Focus Group Participant Demographics

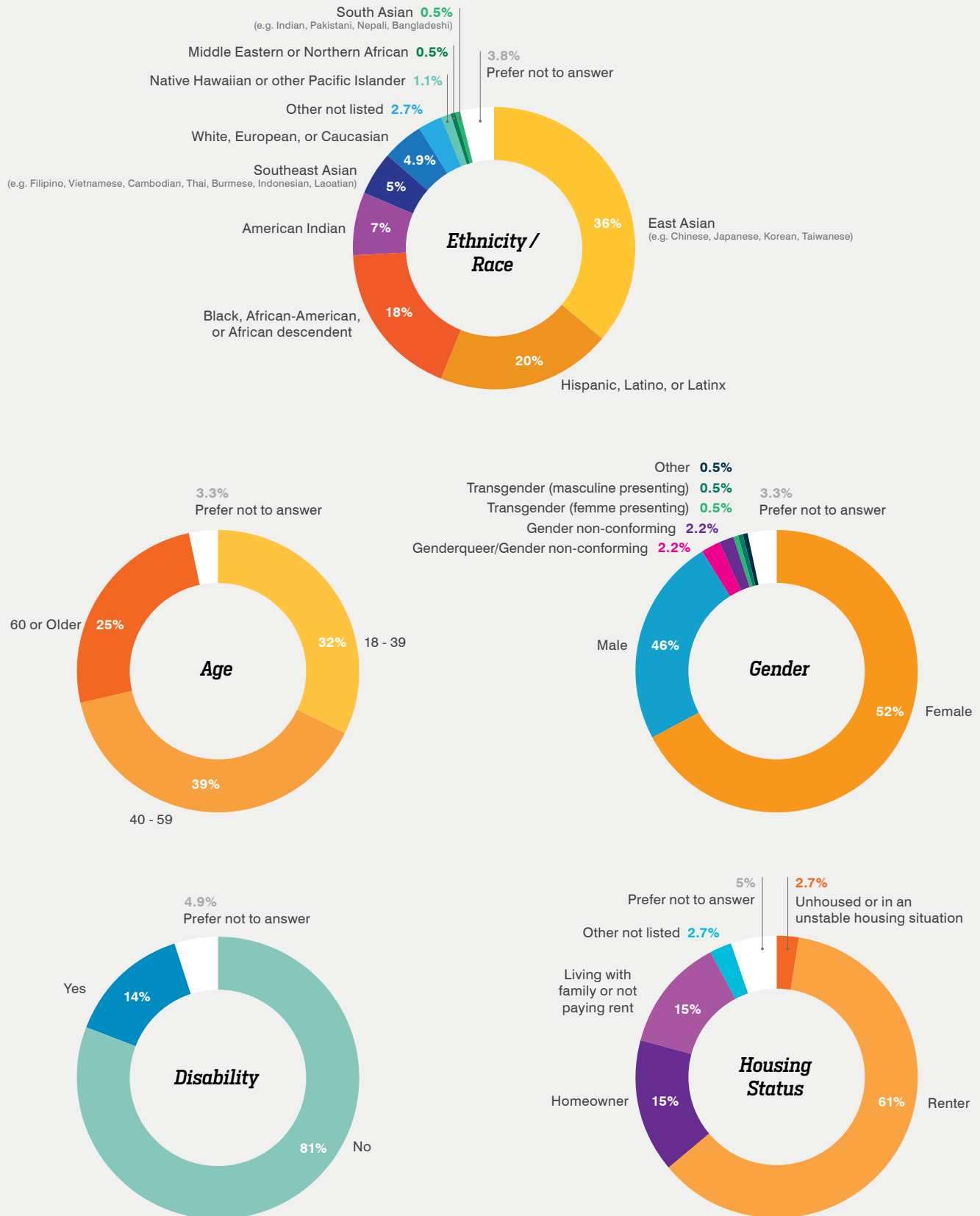
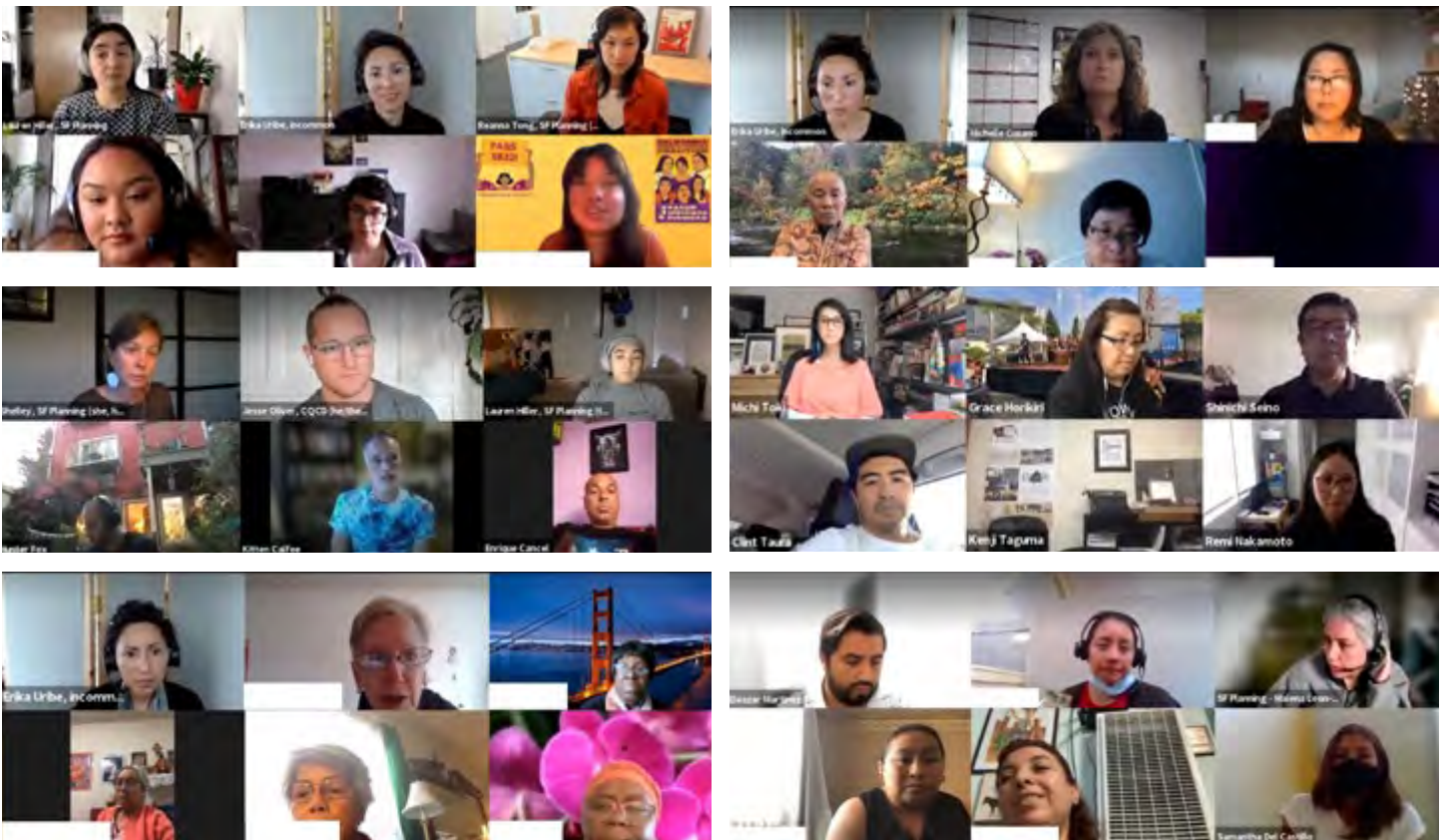
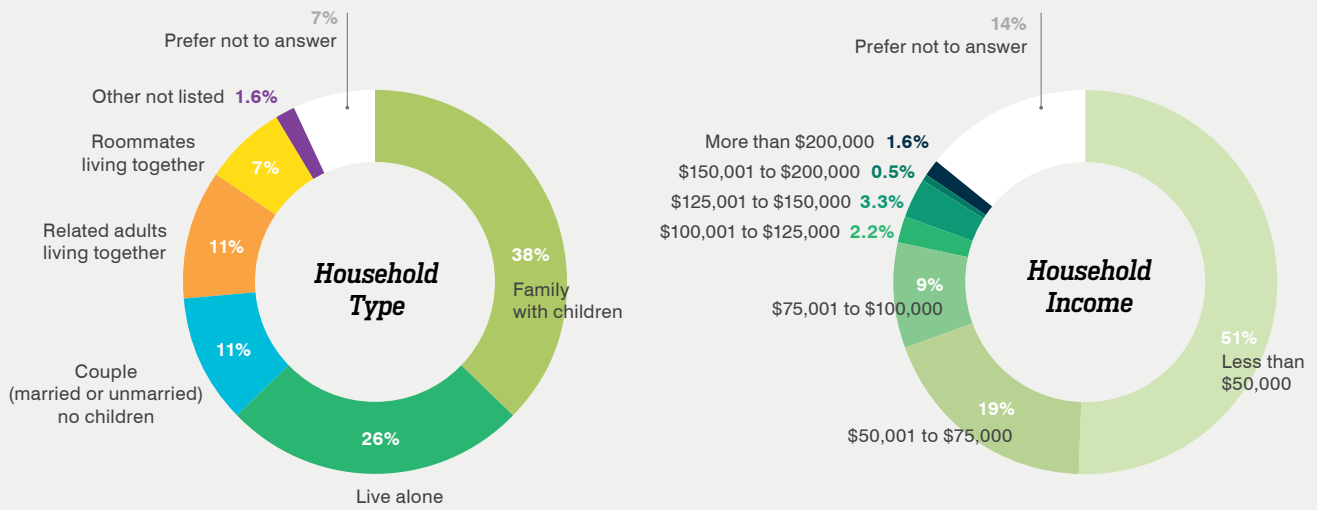


Figure 8. Phase II Focus Group Participant Demographics (cont'd)



Screenshots of focus group meeting participants

Top left: SF Rising
 Middle left: Castro LGBTQ Cultural District
 Bottom left: Senior & Disability Action, People with Disabilities

Top right: Richmond Neighborhood Center
 Middle right: Japantown Task Force
 Bottom right: Family Connections Center

Figure 9. Phase II Community Conversations List & Map

Vulnerable Groups and Communities of Color	
1 & 2	Latino Task Force
3	SF Youth Commission
4	Larkin Street Youth Services
5	Senior & Disability Action
6	MegaBlack
7	Mo'MAGIC
8	Tenderloin People's Congress
9	BMAGIC
10 & 11	HRC Roundtable
12	OMI Community Collaborative
13	Bayview-Hunter's Point

Neighborhood Associations	
14	Planning Association for the Richmond
15	North Beach Neighbors
16	Golden Gate Valley Neighborhood Assn.
17	Duboce Triangle Neighborhood Assn.
18	Mid-Sunset Neighborhood Assn.
19	Cayuga Neighborhood Improvement Assn.

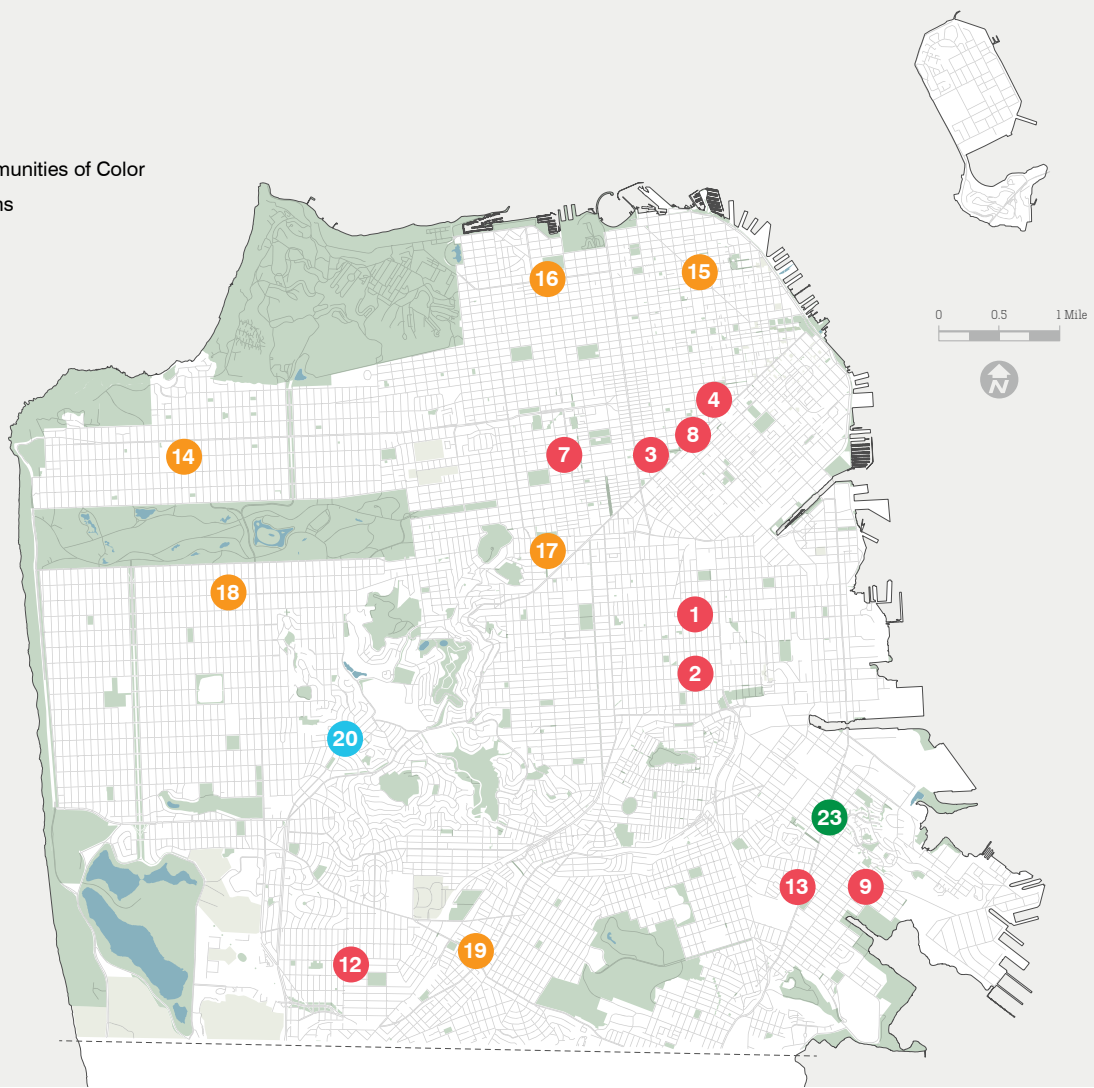
General Public	
20	Coalition for San Francisco Neighborhoods
21	SF League of Conservation Voters
22	SF YIMBY

Industry Experts	
23	Open Door Legal
24	SPUR
25	Building Trade Public Policy Committee

- Vulnerable Group + Communities of Color
- Neighborhood Associations
- General Public
- Industry Expert

* Groups that reach a multi-neighborhood or citywide audience

- 5 ● 6 ● 10 ● 11
- 21 ● 22
- 24 ● 25



Community Group Conversations

Role: The community conversations allowed project staff to host conversations with and update community groups and convenings about the 2022 Update. The feedback will inform prioritization of policies and goals, supplementing input gained through the Focus Group discussions.

Who: SF Planning engaged any group that requested a presentation by project staff. This included coalitions, collaboratives, CBO boards, committees, homeowner associations, and other groups.

Format: The format of the meetings varied and was determined by the community host. Typically, project staff presented an overview of the project and group members provided feedback in whichever format and on whatever topics arose as most urgent. The format was intended to provide more agency and ownership of the policy discussion to the community.

Consulting Experts and Decision-Makers

Housing Policy Group

Role: The Housing Policy Group (HPG) helped to ground the draft policies in the realities of housing development and service industry leaders to ensure the utility of the draft policies and actions.

Who: SF Planning re-engaged representatives of twenty-seven (27) organizations supporting housing development, services, and advocacy originally convened for Phase I of outreach. The HPG includes tenant advocates, housing rights advocates, community development leaders, nonprofit and for-profit real estate developers, real estate industry leaders, social service providers, homeownership advocates, and others. There was an open invitation to the group distributed through a mailing list.

Format: SF Planning hosted seven (7) small group forums of 4-8 people on a series of key topics, ranging from how to repair past harms to increasing accountability for the Housing Element.

City Family Briefings and Commission Hearings

Role: The briefing participants and commissioners ground draft policies and actions in the functions of housing programs, ensuring the utility of the policies and implementation of the actions. The forums provided opportunities to seek alignment in legislative, housing and equity initiatives and also provided an opportunity for the project team to report on and provide a venue for public input.

Who: SF Planning engaged representatives from Human Rights Commission, Board of Supervisors, Mayor's Office of Housing and Community Development, Office of Economic and Workforce Development, Department of Public Health, Department of Homelessness and Supportive Housing, the Planning and Historic Preservation Commissions, and others.

Format: The format consisted primarily of individual meetings, interagency meetings, and three public hearings.

Racial Equity Council

Role: The Community Equity Advisory Council (Equity Council) reviewed and provided guidance on the engagement strategy to ensure its fairness and effectiveness in serving the people most impacted by housing inequities, and they reviewed the draft goals, policies and actions. They also engaged and nominated key stakeholders for focus groups and community-led discussions.

Who: The council was selected by SF Planning staff, commissioners, and equity experts within the City family to advise SF Planning on issues of racial and social equity.

Format: The project team presented at two (2) council meetings (non-public) and held several small group discussions.

Informing All San Franciscans

Website and Digital Participation Platform

Role: A website (<https://www.sfhousingelement.org/>) was used to publish draft documents and project updates and included a Digital Participation Platform (DPP). The DPP is an interactive participation tool used by SF Planning to gather online input on draft policies.

Who: SF Planning promoted the digital participation tool through GovDelivery (a web-based e-mail subscription management system) bulletins, email announcements, Housing Policy Group meetings, informational meetings, listening sessions, and social media. Given the digital format, the online platform was almost exclusively accessible to people with access to technology.

In total, 194 people shared input through the digital participation platform through 431 comments and 940 ratings; below are their demographics.

The platform collected a total of 940 responses at the policy level from 108 unique sources identified through IP addresses. Most responses (62%) came from people who identify as White, followed by 8% of respondents who identify as East Asian, 8% Latinx/Hispanic, 5% Black/African American, and 5% as other. Southeast Asian, Middle Eastern/North African, South Asian, and Two or More Races each comprised less than 5% each of the total respondents.

44% of respondents were from a household with more than \$200,000 in income, followed by a more even distribution of income ranges among the remaining respondents from households earning less than \$50,000 a year to \$200,000 a year.

Most people who responded (67%) were between the ages of 18 and 39 years old, followed by 24% between the ages of 40 and 59 years old, and 9% at 60 years old or older. No respondents identified as being younger than 18.

A large portion of respondents (70%) identified as male. 27% identified as female, 2% as gender non-binary, and 1% as Other.

More respondents reported that they rent their homes (58%) than those who own (41%). Just 1% of respondents had another unspecified type of living situation.

Format: The website provides project information, draft documents, and a digital participation platform. The platform included the first draft of Goals, Policies, and Actions. A Framework description accompanied each Goal. For each draft policy, users could share how strongly they agreed or disagreed with the policy and its actions and leave an open-ended comment. For each action, users could show support or opposition through a “thumbs up” and “thumbs down” button. The page was available in Spanish, Chinese, and Filipino via Google Translate.

Videos

Staff posted three 7-minute videos in English, Spanish, and Cantonese providing information on housing inequalities, the Housing Element engagement process, and the key policy shifts for consideration. The videos in English were viewed between 200-300 times, with between 20-100 views for videos in Spanish and Cantonese.



Part I: Context | Dismantling San Francisco's Housing Inequities
(中文) (Español)

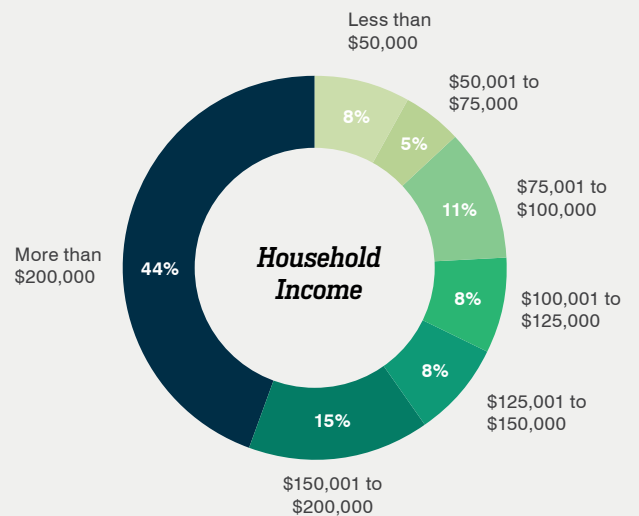
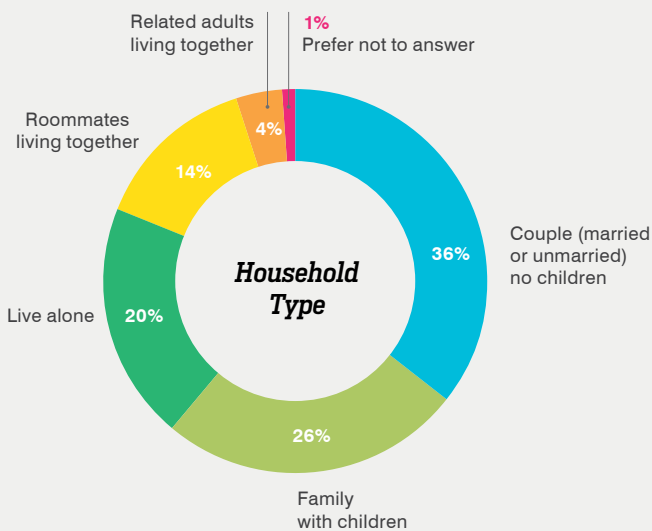
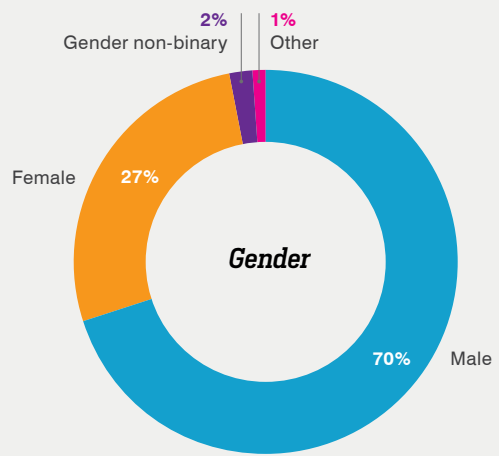
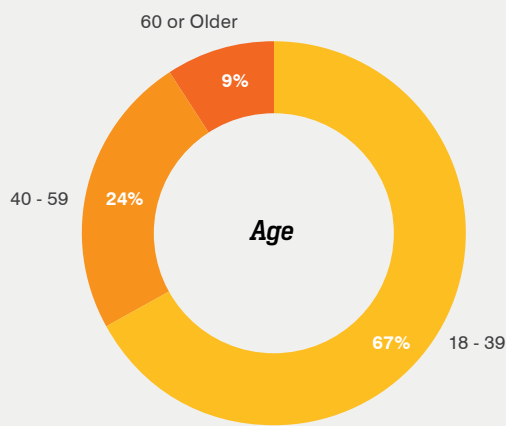
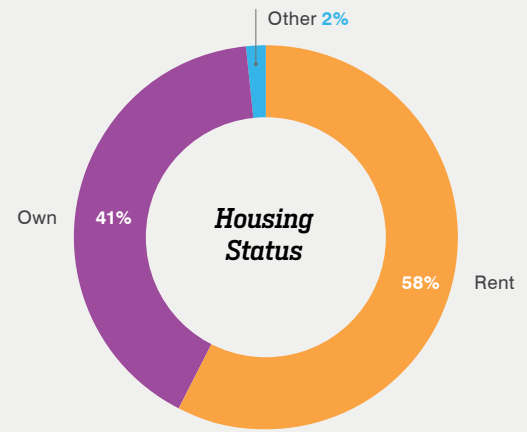
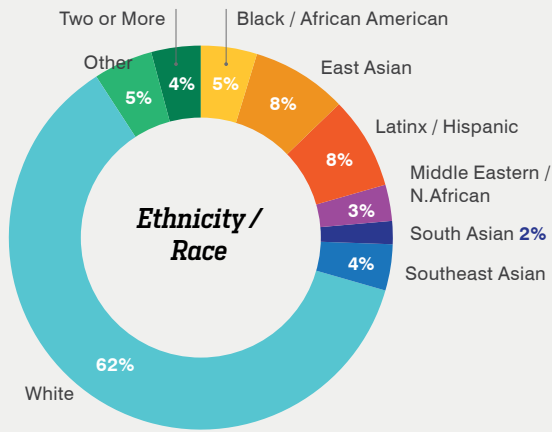
Part II: Community Outreach and Engagement
(中文) (Español)

Part I: Part III: Key Policy Shifts for Consideration
(中文) (Español)

Email

Staff provided frequent project updates and invitations to engage with staff through a robust mailing list consisting of nearly 1900 recipients.

Figure 10. Phase II Digital Participation Platform Demographics



Combined Reach of Phase I and Phase II Outreach and Engagement

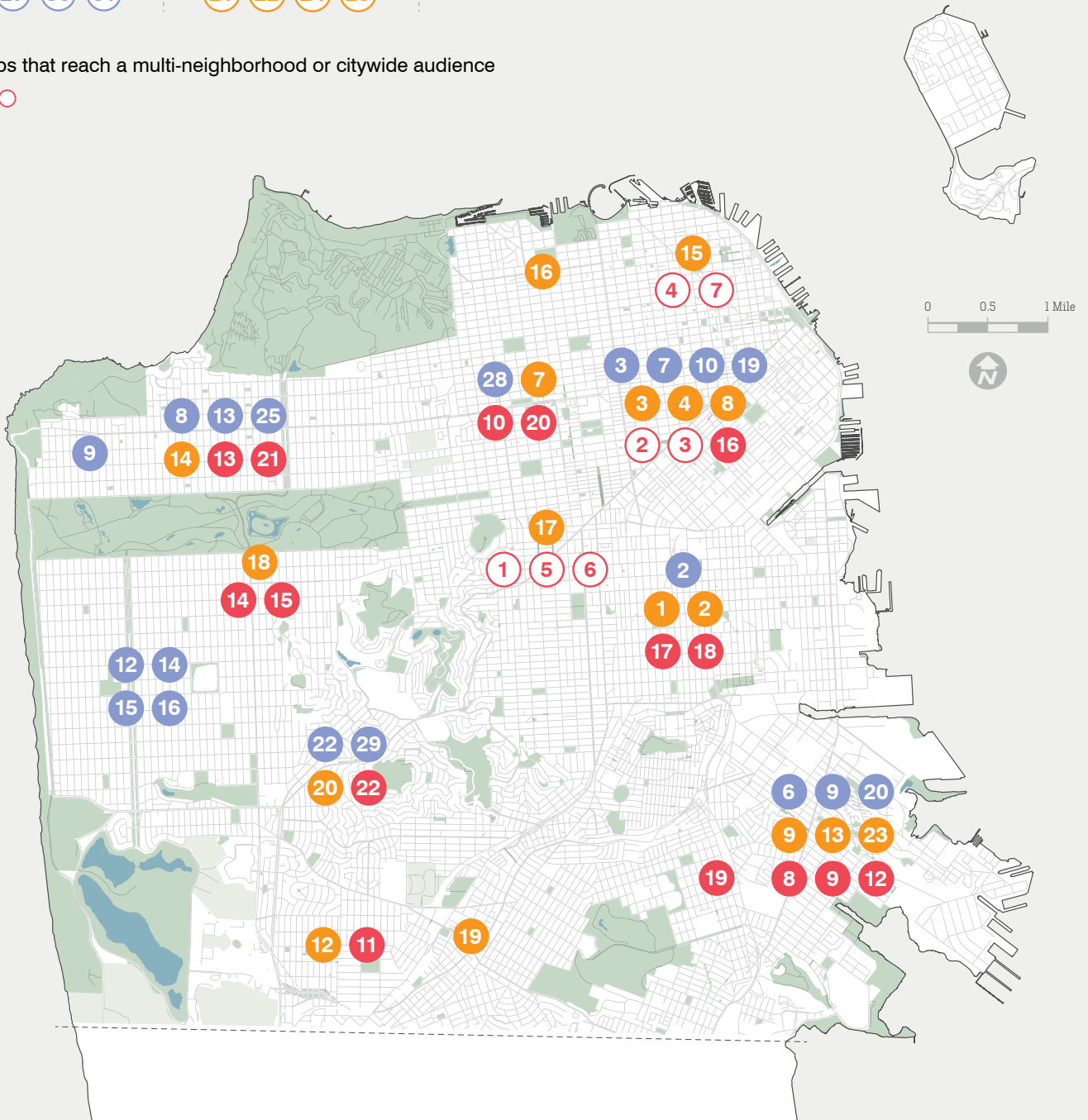
Where Phase I of outreach and engagement centered around neighborhood groups, working groups, local government agencies, and civic leaders, Phase II aimed to be intentional about reaching vulnerable populations and in very specific geographies of San Francisco. The map (right) and table (below) summarize both phases of outreach.

Figure 11. Phase I and II Outreach and Engagement List

	Phase I	Phase II Community Conversations	Phase II Focus Groups
1	Planning Commission*	Latino Task Force	UCSF Alliance Health Project*
2	MAP 2020	Latino Task Force	Senior & Disability Action*
3	SOMA Planning 101	SF Youth Commission	Senior & Disability Action*
4	MOHCD Working Group*	Larkin Street Youth Services	International Hotel Manilatown Center*
5	BMAGIC	Senior & Disability Action*	American Indian Cultural District*
6	District 10 CBO	MegaBlack*	Castro LGBTQ+ Cultural District*
7	St. Francis CAC	Mo'MAGIC	SF Rising*
8	District 1 Townhall	Tenderloin People's Congress	BMagic & 3rd St YCC
9	Richmond Community Coalition	BMAGIC	African American Arts and Cultural District
10	SPUR Digital Discourse	HRC Roundtable*	Booker T Washington Community Center
11	Housing Element Overview*	HRC Roundtable*	I.T. Bookman Community Center
12	District 4 Virtual	OMI Community Collaborative	CYC Bayview
13	District 1	Bayview-Hunter's Point	CYC Richmond (Cantonese-speaking)
14	Sunset Forward	Planning Association for the Richmond	Wah Mei School & AWRC (Cantonese-speaking)
15	Sunset Forward	North Beach Neighbors	Wah Mei School
16	Sunset Forward	Golden Gate Valley Neighborhood Association	Tenderloin People's Congress (Cantonese-speaking)
17	SF YIMBY*	Duboce Triangle Neighborhood Association	Mission Food Hub (Spanish-speaking)
18	MOHCD*	Mid-Sunset Neighborhood Association	Mission Food Hub (Spanish-speaking)
19	Tenderloin Housing Clinic La Voz Latina	Cayuga Neighborhood Improvement Association	Family Connections Centers (Spanish-speaking)
20	BMAGIC	Coalition for San Francisco Neighborhoods	Japantown Cultural District
21	English Listening Session*	SF League of Conservation Voters*	Richmond Neighborhood Center
22	District 7*	SF YIMBY*	ASIAN, Inc.
23	HRC	Open Door Legal	-
24	Spanish Listening Session*	SPUR*	-
25	Richmond Senior Center*	Building Trade Public Policy Committee*	-
26	Chinese Listening Session*	-	-
27	Spanish Listening Session*	-	-
28	Fillmore/Western Addition	-	-
29	District 7	-	-
30	HEARD*	-	-
31	HEARD*	-	-

*groups that reach a multi-neighborhood or citywide audience

Figure 12. Phase I and II Outreach and Engagement Map



4. Public Input Summary by Outreach Method

Focus Group

Approach to Analysis

Conversation highlights were produced from the recordings and notes for each focus group.³ These highlights were reviewed and verified with the community partner who facilitated or hosted the event. These summaries were processed using qualitative data analysis software to identify the most frequently mentioned subjects, from which ten (10) themes and eighteen (18) sub-themes were identified. The input was then organized and summarized by these sub-themes.⁴ This section reports on the common themes running through the twenty-two (22) focus group conversations.

Input Overview

Across the twenty-two (22) focus group conversations, many shared experiences, criticisms of existing housing programs and policies, and proposed solutions resonated with a majority of the participants. This section synthesizes that input into seven primary cross-cutting ideas, which are discussed below. For greater insight into each topic, please refer to the cited focus group Theme Summaries in the appendices.

PRIORITIZATION OF HOUSING RESOURCES

Participants shared their experiences with housing-related government programs and policies, and there is a generalized perception that existing programs discriminate against certain communities, that opportunities are unattainable because of the low chances of success and the number of barriers in

the application process, and that affordable housing is not being granted to those who need it most.⁵ To combat this perceived discrimination and disfunction and create a more just system, participants offered input on how the City should be prioritizing the distribution of resources. In sum, participants want to see transparency in prioritization criteria and overall selection processes for housing programs.

Many participants want to see an expansion and/or restructuring of the preference system assigning priority in the affordable housing lottery to recognize a wider variety of factors such as race, ethnicity, occupation, and experience of past housing discrimination. We heard from every Focus group that the City needs to prioritize new housing for those who are most vulnerable to housing insecurity - low-income communities, communities of color and other vulnerable groups including children, seniors, and people with disabilities – and those that have been harmed by past discriminatory government actions. Priority communities mentioned include: unhoused families and individuals, Black Americans, American Indians, families (including single parents), individuals previously displaced by discriminatory policies (i.e., Certificate of Preference holders and their descendants), seniors (including moderate-income seniors looking to downsize), teachers, transitional age youth, recent college graduates, families, extremely low, very low- and moderate-income individuals, formerly incarcerated individuals, caregivers and people with disabilities.

Many participants voiced that a preference for housing opportunities should be given to those born and raised in the neighborhood or in San Francisco, existing residents, and those who have been in affordable housing wait lists for longer. Others stated

³ Conversation Highlights are available upon request.

⁴ See Appendix A.

⁵ See Focus Group Summary 17.

that artists, community-based organization and small business workforce should also be prioritized for housing. While some participants strongly support prioritization by race (Black community, American Indian community), other participants perceive prioritization by needs and income as the fairest approach.⁶

Participants highlighted that special consideration in the affordable housing lottery is needed for groups that are likely to present overlapping vulnerabilities including sex workers, foster children and transitional age youth, seniors and people with disabilities, single parents with children in emergency situations (victims of domestic violence, crime, harassment by landlords, mental health crisis, drug users) and families and individuals with unresolved immigration status.

Lastly, participants agreed that SF Planning and the City should honor past commitments to communities that have been harmed by discriminatory policies. Participants belonging to the American Indian community made reference to the Relocation Program, which promised to provide housing, while Japanese American participants agreed that the right to return should honor Certificates of Preference granted to Japanese American Families.

“Black people built many of San Francisco’s thriving neighborhoods, with businesses, food, and services that met many of the Black community’s needs and wants. Redevelopment and urban renewal took a lot of this away. The people who helped these neighborhoods grow (and their kids) should be prioritized above folks who are newer or just arriving in the housing lottery.”

[OMI Focus Group]

ACCESS TO HOUSING RESOURCES

Participants described how a lack of transparency and accountability in housing-related programs and processes creates an environment of generalized distrust of public agencies.⁷ Many participants felt that existing systems stigmatize and re-victimize the families and individuals they are trying to help. Vulnerable or at-risk participants spoke of seeking

alternative solutions to their urgent housing needs, rather than seeking support from government housing programs that have failed, disappointed, or victimized them in the past. Participants recounted accepting housing without contracts and/or in overcrowded conditions, taking on debt, moving away from sources of employment, and having no alternative but to step into unhealthy/abusive interpersonal relationships that increase their risk of revictimization.⁸ This environment, combined with a lack of progress in uplifting vulnerable communities, is contributing to a pervasive sense that “other” community groups are receiving all the benefits. Solutions suggested by participants generally spoke to a need to humanize the system with increased and improved guidance and better dissemination of information.

There was wide-spread support for place-based resource hubs where community members can access information, social services, and resources (including housing-related resources and support) delivered in their language and by members from their community. This community hub approach was specifically advocated for by American Indian and Black participants. Increasing representation from people of color and vulnerable communities in the staffing of housing-related programs was mentioned as an opportunity to generate greater empathy and more equitable outcomes.⁹ Young participants were particularly interested in a model that is youth-focused and can provide resources and training in essential topics not taught at school such as wealth creation, taxes, and housing. Overall, participants were very supportive of partnerships that involve trusted community-based organizations to disseminate information, reach the most vulnerable community groups, and connect families and individuals in need with housing organizations and resources. Organizations cited as potential partners included service providers (clinics, medical and psychiatric care), schools, senior centers, and local non-profits.

Mental health providers working with LGBTQ+ youth stressed the need to increase the number of case managers and navigation services both at housing sites and through mobile services. They

6 See Focus Group Summary 10.

7 See Focus Group Summary 14.

8 See Focus Group Summary 15.

9 See Focus Group Summary 15.

encouraged an approach that integrates supportive and mental health services for the most vulnerable. For example, staff at the navigation centers and other access points for the city's Homelessness Response System should provide on-sites assistance with the Department of Homelessness and Supportive Housing's Online Navigation and Entry System (ONE System). Participants expressed the importance of assigning case managers that can consistently provide guidance to unhoused or at-risk families and individuals and support them with application requirements in a manner that is trauma-informed in order to build trust and restore dignity.

For focus group participants, it is essential that the city increases efforts to make information more easily available and accessible.¹⁰ Applying to affordable housing is a burdensome and overwhelming process, and families and individuals need to reapply every time a new opportunity is available. Participants would like to see a "universal application process" that gets updated if applicants' needs or goals change and provides a "unique housing waitlist number". Other participants suggested limiting the number of applications per property to give applicants a greater chance of success. Once housed, families and individuals can enter a separate "housing ladder" process that will allow them to access opportunities over time as their needs change but will not compete with first-time applicants. Materials should be readily available in different languages, through varied media, and in a timely manner to enable communities to influence decisions.¹¹

Furthermore, participants want to see alternatives to existing forms of means testing that prevent at-risk families and individuals from accessing existing resources.¹² The extent and type of documentation required to rent and apply for affordable housing is a major barrier for many communities including families, youth, immigrant communities, seniors, formerly incarcerated individuals, and communities with seasonal, variable income, or informal employment.¹³ Furthermore, the Area Median Income brackets used to target affordable housing were seen as unfair because they do not adequately serve extremely and very low income households. This

leaves the impression in the Black community in OMI and Bayview Hunters Point and others that affordable housing is not for them.

"A lot of our [American Indian] families are here in San Francisco through the Relocation Program. Part of that deal was that government would help with housing—that was part of the plan, supposedly—and I don't think many families got help with housing. I know my family didn't."

[American Indian Focus Group]

RIGHT TO HOUSING

Many of the participants shared their personal experiences of harms caused by discriminatory housing policy and systems. More work is needed in partnership with communities to identify the harms and dismantle housing-related systems and policies perpetuating such harms. It is important to note that for many communities these harms are present experiences. Discussions with participants suggest that San Francisco could start by repairing the harms caused by discriminatory policy that led to the displacement of American Indian, Black, Filipino, and Japanese American communities. Other communities undergoing recent displacement resulting from economic inequality (global and local) such as immigrant and Latino/e/x communities, seniors, families, and youth, should also be considered. Participants are aware of the need to dismantle biases by increasing cultural competency across communities, and to create spaces for alliances between different communities "where people can be human together."

Participants expressed the need for a housing system that is just, driven by equity, humanizing, and where everyone is treated with dignity. Each applicant should be considered and provided options that match their needs and goals. Everyone should have access to housing that dignifies them as human beings, and where they can feel safe. To thrive, vulnerable communities require access to housing as well as other supports to navigate government systems, generate a steady income, and access services such as healthcare or childcare.¹⁴ Participants also noted that the right to housing

¹⁰ See Focus Group Summary 05.

¹¹ See Focus Group Summaries 02 and 03.

¹² See Focus Group Summary 02.

¹³ See Focus Group Summary 17.

¹⁴ See Focus Group Summary 18.

should include the right to choose, including the right to choose where to live and the right to decline housing. Members of the senior group also noted that this freedom of choice is especially critical for those displaced people who come back. And members from American Indian, Black, and Latino/e/x expressed a desire to stay in or close to their existing neighborhoods.

Through reflection on the meaning of a “right to housing,” participants articulated what the quality of housing for all people should be and what can be restored or repaired by facilitating the return of people displaced from the city by discriminatory actions. In these discussions there was a general recognition that the “right to housing” is signified by the way we house the most vulnerable. Participants expressed that a right to housing means that everyone, regardless of income, race, background, or special circumstances, should have equal access to affordable housing. The idea that people do not need to be “fixed” before being provided housing resonated with participants.¹⁵

For many participants, a right to housing encompasses the “right to return” for former residents and their descendant who have been displaced by from the city due to discriminatory actions and economic inequality. A right to return was described as providing safe spaces, cultural amenities, and adequate supporting services for returning people and their communities to thrive. This was critical for American Indian participants and others who no longer have the social services that their community used to contain. For most of the groups, right to return means acknowledging the history and discriminatory policies that led to displacement in the first place, recognizing that such policies and practices continue to displace and harm communities today, and actively work to dismantle such policies and practices.¹⁶

When speaking of the quality of housing that residents should be guaranteed, participants stated that housing should be a place that provides privacy, freedom to come in and out, safety, access to affordable services (groceries and public transportation), good quality spaces, and a healthy environment where people can thrive. Housing should offer

families and individuals opportunities to be in community and access services that can support them in building better lives. Such services include career and job training, rehabilitation and mental health services, and access to trauma-informed counsellors and social/case workers.¹⁷ And, housing should be near, or be accessible to, work opportunities as the right to housing is interrelated with the ability to afford housing through the right to work.

“There are families that we have to make do with living in a single room, living with two or three children. To pay for the apartment we need three or four families and the living conditions aren't good... there is the violence that exists between all the families sharing the apartment.”

[Spanish-speaking Excelsior Focus Group]

PRODUCTION AND DISTRIBUTION OF AFFORDABLE HOUSING

Overall, participants agreed on the need to make more affordable housing available to everyone, including building new affordable, government subsidized housing, and reforming affordable housing programs.¹⁸ They want to see the review and approval process of affordable housing projects prioritized so that housing serving extremely low-income and very low-income households can be produced more quickly. Some supported streamlining of review processes to achieve this. At the same time, participants want the Planning Department to review plans from developers to determine if new development will displace communities and to create policies that prioritize tenants and low-income people, not developers.¹⁹ Finally, they wanted to see public funds for housing prioritized for home ownership programs.

While participants acknowledged that market rate housing also needs to be built for higher income groups, conversations were focused on affordable housing and prioritization of housing production for the most vulnerable groups. Participants acknowledged that such policy should be implemented carefully to avoid unintended displacement and discrimination. Participants considered that there is

¹⁵ See Focus Group Summary 02

¹⁶ See Focus Group Summary 04.

¹⁷ See Focus Group Summary 01.

¹⁸ Focus Group Summary 17.

¹⁹ Focus Group Summary 03.

a need for real and urgent action in housing-related matters. There is a sense that new development “brings money to the city’s pockets,” but delivers no benefits to their communities.²⁰

Participants wanted to ensure that neighborhoods and communities are protected from displacement by increasing safety; supporting cultural anchors and cultural communities; and, utilizing cultural hubs as “resource hubs” that include social services that are responsive to the particular needs of the community and provided by members of the community. For many participants affordability, job access, income and training and opportunities are closely related to housing (being able to access, afford and stay in housing) and should be addressed in parallel to prevent further displacement.

Participants also expressed that San Francisco’s rent control program needs to be updated to ensure profits/benefits from this program are equitably distributed. Participants mentioned the following ideas that the City should explore the following: attaching rent control to a household’s income, not to property; regulating large property owners to prevent displacement; capping the number of market-rate units that are allowed to be built and taking steps to remove profit-incentive from housing; and capping rent at 30% of a household’s income.²¹

Participants expressed that community infrastructure and services need to be strengthened and access expanded along with new housing production. They felt that new housing should include onsite community infrastructure or be located in proximity to hubs where services can be accessed walking, cycling, or using public transit. Community infrastructure and services mentioned by participants include:

- Social services, health services, nursing, clinics, elder care services
- Postal service
- Multi-lingual services
- Cultural activities
- Shared community amenities (laundry, internet, computers, TV)
- Grocery stores, restaurants (affordable and culturally relevant choices are needed)²²

Building more permanent affordable housing, in general, as well as on city-owned land, resonated with participants from across the city.²³ Participants from focus groups for western neighborhood residents expressed that to prepare their communities to receive housing, the City will need to strengthen and expand access to community services and develop distinct strategies that focus on the unique qualities of these neighborhoods to generate economic development opportunities. These opportunities could include improved or new tourist attractions (for example Ocean Beach, Golden Gate Park, Sutro Baths swimming pools), business opportunities and job creation. West side participants mentioned that this strategy would require a less centralized approach to public transit by creating job opportunities and shopping opportunities in the western neighborhoods.²⁴ However, some participants from eastern and southern neighborhoods felt that they will not be welcomed in new housing proposed to be built in opportunity areas on the northern and western sides of the city as there is a perception that the houses will be for the people who work in technology and tourists and that “affordable housing” will remain unaffordable to them.

WEALTH BUILDING OPPORTUNITIES

A majority of participants agreed that San Francisco’s high cost of living underlies the housing crisis, with inequitable outcomes for working families, very low- and moderate-income communities, seniors, youth, communities of color, and other vulnerable families and individuals. Sources of income that are accessible to these communities have not kept up with a raising cost of living, resulting in negative impacts to quality of life. Participants shared that to make ends meet, they are forced to hold multiple jobs and accept longer commutes, which in turn negatively impacts their health and the educational outcomes of their children. Vulnerable families and individuals are exposed to unsanitary and overcrowding housing conditions, that breed domestic violence, abuse, and mental health problems.²⁵ Participants expressed that housing policy decisions need to be made in the context of overall affordability and cost of living, which includes other basic household expenses such as childcare, groceries, and utilities.

20 See Focus Group Summary 14.

21 Focus Group Summary 03.

22 Focus Group Summary 06.

23 Focus Group Summary 02.

24 Focus Group Summary 06.

25 See Focus Group Summary 12.

Participants agreed with the need to increase financial supports that can help communities of color and low-income communities build intergenerational wealth through home ownership. This was particularly echoed in the focus groups with majority Black participants. They want programs to prioritize Black, American Indian, and low-income communities and to include targeted down-payment assistance loans and grants. Many participants specified that communities of color should have access to financial support programs that give them priority to own in their communities.²⁶

Participants considered that the City should improve methods to disseminate information and provide educational opportunities for communities to learn about existing City resources and programs related to housing. Vulnerable communities, in unstable housing situations or financially stressed, are not exposed to the resources they need in a timely and culturally appropriate manner (includes in-language resources).²⁷ Participants suggested that the City and Planning could collaborate with a network of trusted community partners and institutions to provide access to information and educational opportunities related to housing. Participants also suggested that this information could be provided in schools to reach younger generations and families. The following educational topics were mentioned:

- The history of discriminatory policies within the context of housing (i.e., redlining).
- Rights in general, and specifically tenants' rights and contracts.
- Wealth creation: real estate, rental, homeownership, equity, and income.
- Financial literacy needed to enter the workforce (401K, I-9 forms), pay off loans, or apply for housing (credit scores).
- Affordable housing resources, and guidance with applications.

Participants agreed that while a lack of affordable housing continues to push families and individuals

out of existing job markets, more and better paid job opportunities are needed for families and individuals to afford housing and maintain housing.²⁸ Younger participants stressed the importance to create stable, well-paid jobs, accessible to young people to prevent the displacement of at-risk youth.²⁹ This topic was particularly important to young participants, and Spanish-speaking youth, families and seniors (many of whom are still employed due to a lack of access to retirement opportunities). Groups including immigrants, transitional-aged youth, and seniors, need more support finding income generating opportunities. For these communities, generating a steady income to cover the cost of living in San Francisco is particularly challenging due to experience requirements, language barriers, unresolved immigration status, and the seasonal/ informal aspect of many of the jobs they can access. Young participants would like to have more support finding and preparing for a job. Accessing job opportunities with limited public transit options remains a challenge to many communities. Participants from Southeast San Francisco as well as the Sunset, described how their neighborhoods remain disconnected from job opportunities, with few reliable public transit options available to them.

TYPES OF HOUSING

Participants, who were predominantly people of color and other marginalized groups, would like to see affordable housing built in their communities. This means housing that is affordable to them as well as extremely low and very low-income households. Interior spaces should be generous and offer the basic accommodations so residents can live with dignity. Basic accommodations mentioned include a private bathroom, a kitchen, elevators, a bathtub, and ample circulation space for wheelchairs and walking aids. The facilities should be clean and safe. New housing should be welcoming and include amenities that will help community members thrive such as green open spaces or community gardens, community rooms and connections to cultural programming. Participants would like to see new housing in their communities that is and looks permanent (not transitional).³⁰ In Bayview Hunters Point, participants specifically wanted family-friendly detached home

²⁶ See Focus Group Summary 03.

²⁷ See Focus Group Summary 16.

²⁸ See Focus Group Summary 13.

²⁹ See Focus Group Summary 02.

³⁰ See Focus Group Summary 09.

and townhouse development with private yards. Youth from the neighborhood felt that much new housing is too dense and large and “stacks upon each other like jails.”

- Participants mentioned variety in housing types is needed:
- Housing designed for seniors, people with disabilities, formerly incarcerated individuals and other vulnerable groups (drug users, unhoused) offering on-site health and social services support and meals.
- Multigenerational housing and housing for families with kid friendly spaces. Participants shared experiences of landlords discriminating against families with children, and the stress of having neighbors complain.
- Duplexes, fourplexes, townhouses, infill housing, multi-bedroom, and housing above existing commercial corridors.
- Free housing for unhoused residents that offers services and meals.
- Renovated houses and Single Room Occupancy residences (SROs) to improve quality of life of low-income residents.
- Housing for moderate and middle-income seniors that are looking to downsize, which could in turn free up houses for families.

Participants would not like to see small units of the quality of existing SRO's, however, there was interest in tiny homes and compact housing, which would afford outdoor space, light, and air. Participants agree that more housing in San Francisco means more density, but what is considered an acceptable new housing building height varied from 3-6 stories for western neighborhoods to 10-12 stories in more central neighborhoods. Some participants mentioned mixed-income housing as a housing type to be included, but many more highlighted that mixed income housing creates tensions between residents due to cultural and class differences.

While participants would like to live in mixed income communities, in their experience mixed income housing is not perceived as contributing to a high quality of life of residents. Some participants, including those from the Chinese, Japanese, and LGBTQ+ groups, spoke of the need for housing to include spaces for cultural activities to support the community cohesion and longevity.

ACCOUNTABILITY AND EMPOWERMENT

In general, participants did not address empowerment, but rather the sense of powerlessness that they have experienced when attempting to access city programs and resources (such as the affordable housing lottery). Participants shared housing-related experiences that have left them feeling unheard, overwhelmed, exhausted, and powerless to improve housing challenges that seem insurmountable. “No matter how much you work you cannot change your outcomes.”³¹ Participants expressed that existing housing programs and systems contribute to this sense of powerlessness by de-humanizing already vulnerable community members, and by operating without transparency, and accountability. These systems are re-victimizing vulnerable groups, perpetuating inequities and harms from discrimination, and alienating communities.³² Some participants also felt that Planning is incentivized to prioritize the interests of developers, rather than the needs of tenants and low-income people. The Planning Department’s funding structure and relationship to developers adds to a perception corruption and conflict of interest. Similarly, some participants made reference to developers’ “divide and conquer tactics” within communities and believe SF Planning has a role in preventing these situations.³³

Participants wanted to see existing housing programs reformed to provide accountability and transparency. They directed that programs should offer results, work with deadlines, audits, and adequate oversight. Negligence in case management should be addressed. Participants expressed frustration and distrust of the housing lottery system: it is “difficult to understand how decisions are made,” and assigning housing should not be “a matter of luck.” Participants think that better communication of the stories of

31 See Focus Group Summary 15.

32 See Focus Group Summary 05.

33 See Focus Group Summary 14.

families and individuals successfully housed will build trust with the community.

Participants stated that effective community engagement must be supported by capacity building (training and education on housing-related issues), to enable community members to be fully informed and guide processes. Capacity building should take place on a regular basis, not only when outreach is required for a plan update. Participants mentioned the following areas where capacity building is needed: tenant and housing rights and responsibilities, real estate and homeownership, financial literacy and wealth creation, equity and cultural competency, income creation and job opportunities, policy and legislation, public speaking, leadership, existing housing programs, and other city resources.

Participants from the Sunset Chinese community and the LGBTQ+ community mentioned the importance of city agency leaders and Supervisors attending community engagement events. Many participants emphasized the role of community engagement events in re-introducing the experience of a “sense of community that breeds joy and happiness, which our communities have been stripped of.” Participants acknowledge that the process of developing diverse leadership and representation within city agencies will take time and investment, but when decision makers attend community meetings, they build their own capacity to advocate for, commit to, and make better (more equitable) decisions on behalf of the communities they serve.³⁴

Participants stated that representation of diverse communities is needed in all outreach efforts, within the Planning Department and other public agencies that allocate resources, write policy, and make decisions related to housing. Diverse representation will help the Planning Department develop deeper connections and build trust with communities. Some participants, including many from the Black community in the Bayview Hunters Point, expressed support for community committees or councils to advise on housing related issues. Participants expressed that government should support and fund the development of leadership from within communities to build trust between public agencies and the communities they serve.

Finally, participants expressed the need to continue to raise awareness on how systemic racism, discriminatory policies, and economic inequality contribute to the housing crisis. Many Black participants expressed the importance in diverse representation in City staff to ensure that this awareness and action is guided by people of color. Everyone plays a role in either perpetuating or solving this issue: “People with money don’t see themselves as part of the problem - there is a lack of understanding and desire to really change something very deep and fundamental in humanity, in equity, and [in contradiction with the image that America projects].”

Housing Policy Group

Approach to Analysis

The Planning Department reconvened the Housing Policy Group (HPG) from Phase II of outreach to discuss key topics related to the draft housing element. In five sessions, different topic and draft policies were reviewed and discussed. In addition to general feedback and thoughts, we asked each group to:

1. Identify actions that are essential to keep in the draft as it is revised,
2. to discuss issues or ideas that seem to be missing or could be added to the draft to better achieve the overall goal, and
3. to identify 1-3 actions that should be seen as top priorities.

General feedback on each topic is organized below as “what to keep”, “what’s missing”, and “top priorities.” More specific suggestions for changes or additions to the draft housing element can be found in the Housing Policy Group Summary (see Appendix D).

³⁴ See Focus Group Summaries 02 and 05.

Input Overview

REPAIRING PAST HARMS

Participants discussed the actions in the Draft Housing Element which are intended to directly respond to past racial discrimination in the housing element and begin the process of repairing the harms from these actions.

What to Keep: Several participants voiced support for the draft's overall effort to "acknowledge, repair and empower" communities that experienced past harms. One participant said, "for a city to say this explicitly creates a great platform to grow on." Participants particularly mentioned liking the goals focused on bringing back displaced populations and providing additional resources for community-based organizations. People generally liked the framing about repair and reparations but there was some concern about whether the City could live up to the language here. One person said, "I would anticipate a reaction that this is just more rhetoric." In general, the suggestion was to keep the language in the draft but add more specificity about accountability and to identify the funding necessary to implement more of the actions. One participant said, "not having resources means shifting the burden to the community."

There was a discussion about the terms such as "American Indian, Black and other people of color" which the draft uses to refer to groups that are targeted for support. One suggestion was to use a standard term throughout but to include a section of the document that more clearly defines who is included.

What's Missing: Several people expressed concern that the intention to bring displaced people back to the city was still too vague to be effective. More than one participant called for preferences by race for affordable housing units. Others called for offering opportunities first to people who have been displaced and want to return. One asked for new resources to train community members to fill out housing applications to register for lotteries. Several suggested additional ways that the city could invest in engaging communities. Some participants asked for more consistency from the city on racial equity noting that they have to deal with multiple city departments which each have different approaches. Another

added that "it seems inconsistent for planning to hold this position pushing for repairing harms while other departments seem to be working for the opposite."

There was widespread concern about how communities would hold the City to implementing these actions. There was also concern about how communities could track all of the different actions. One suggestion was to pick 4 top priorities each year and share results with the community rather than bringing everything and overwhelming people.

Top Priorities: Most participants mentioned concerns about accountability as their top priority in this area. Some asked that the Department "sharpen the language about accountability" while others suggested more attention to implementation strategies or metrics of success. One participant suggested that the City provide customized newsletters for each district outlining key outcomes from the Housing Element relevant to the priorities of that community. Another suggested that the City host monthly round tables in each community to report on priority actions.

BUILDING HOUSING IN WELL-RESOURCED NEIGHBORHOODS

Participants discussed a set of proposed actions in the draft element which aim to expand the supply of housing and of affordable housing in "high opportunity" parts of the city.

What to Keep: There was enthusiasm about the goal of building 50% of new housing in Well-Resourced Neighborhoods. Most participants were also enthusiastic about the goal of prioritizing 50% of affordable housing funding for these areas but there were some concerns about the practicality of that goal. Existing actions related to tenant protections and land banking were also popular.

What's Missing: Nearly all participants agreed that the draft needed to say more about strategies for community education and outreach in order to be successful in achieving the ambitious goals for Well-Resourced Neighborhoods. The strategy of funding CBOs to lead community education was suggested by several participants with some stressing that there needed to be funding for CBS to "staff up." Several participants noted the need for

more actions related to tenant protections. Affordable homeownership development was also suggested as a strategy for promoting community acceptance in Well-Resourced Neighborhoods. Some participants argued that the City should require family sized units in new buildings, particularly in areas where density limits might cause developers to build only very small units. Others felt that requiring larger market rate units would make housing less affordable without necessarily serving families in need. There was some disagreement about the desirability of identifying community benefits in exchange for streamlining. Some felt that this was a good way to build support for more density, while others were concerned about that the cost of benefits could make the needed housing infeasible.

Top Priorities: Multiple participants identified capacity building for community-based organizations and construction of permanently affordable units as critical priorities. In addition, up-zoning ambitiously, community education and engagement and expanded case management were identified as priorities by some participants.

BUILDING HOUSING IN PRIORITY EQUITY GEOGRAPHIES

Participants discussed the Draft Housing Element Actions that aim to support and strengthen neighborhoods identified as being most at risk for further displacement.

What to Keep: Many participants appreciated the draft's goal of ensuring geographic equity in where new housing is built. In particular, participants mentioned wanting to preserve the actions related to promoting community ownership of land, expanded neighborhood preferences, implementing a Right to Return policy, expanding homeownership production and prioritizing homelessness prevention investments in Priority Equity Geographies.

What's Missing: There was a discussion about homeownership programs and how to target resources to expand homeownership. Participants discussed how homeownership projects could be built on lots that might be too small for typical rental buildings. Participants also expressed interest in easier to use programs to help homeowners fund and manage repairs – possibly staffed by local nonprofit

organizations because “nobody’s grandmother wants to hire a contractor and supervise them.” Another participant suggested a need for streamlined building permit process for residents of Priority Equity Geographies to make it easier for homeowners in these neighborhoods to make repairs.

There was also a discussion of preferences and the Certificates of Preference issued by the former Redevelopment Agency to residents that were displaced. Participants expressed concern about the difficulty residents have had using the Certificates and suggested that the housing resources available in the City do not well match the needs of the Certificate holders.

Participants also suggested that the draft needs to say more about Environmental Justice and what it means for communities and to spell out more clearly how we will recapture the land value created by zoning changes and ensure that that value goes to the community.

Top Priorities: Priority actions mentioned included, expanding homeownership production by building on smaller lots, targeting homelessness resources to Priority Equity Geographies, ensuring that new buildings are spread across the city more equitably, and promoting community ownership of land and land acquisition strategies.

SMALL AND MEDIUM SIZED BUILDINGS

Participants discussed strategies for expanding the supply of small and medium sized buildings throughout the city.

What to Keep: Most participants supported the idea integrating streamlining and community benefits into packaged deals. One participant summarized the discussion by saying “The challenge of getting things approved becomes leverage. We are talking about getting rid of all of that leverage. But then you have to make sure that every streamlining is accompanied by community benefits including strong labor agreements.” And another agreed “When there are things we all agree are benefits, exchanging them for streamlining makes sense.”

What's Missing: Someone suggested that streamlining should be accompanied by a fixed approval

timeline “if we are serious.” Another participant suggested that the document was missing actions that would make it easier to demolish existing buildings which could be key. But because demolitions will raise community concerns, someone else suggested adopting objective standards for what kind of demolition is acceptable and another participant suggested that demolition could be limited to owner occupied homes in order to protect renters.

Participants also discussed the potential geographic distribution of future small multi-family buildings. Some participants were concerned with impacts on tenants and one suggested only offering streamlining for these buildings in neighborhoods where 2/3 of the homes are owner occupied. There was disagreement about the potential for modular construction to facilitate the construction of small multi-family buildings. San Francisco unions have opposed modular unless it is built to city (not state) standards. However, there is no labor opposition to adoption of Cross Laminated Timber technology which also promises to lower construction costs. Someone suggested that it would be ideal if the city had standard duplex and 4-plex building designs which could be approved without any discretionary approval process. Several others expressed support for this idea because it might reduce the risk for small property owners.

Top Priorities: Top priorities for participants included ensuring that developers of small buildings were local/people of color, ensuring that these buildings are financially feasible, and focusing on larger, higher density projects along transit corridors.

MIDDLE INCOME HOUSING

Participants discussed potential actions to expand the supply of housing affordable to middle- and moderate-income households.

What to Keep: In general, people liked that the draft included a mix of subsidized and unsubsidized strategies for serving middle income households. People mostly supported the notion that it was appropriate for the City to provide subsidy for permanently income restricted middle income units and also to adopt policies that support market provision of unrestricted units serving this income group. Participants called for preserving the draft’s emphasis on using

public land for affordable housing, streamlining development of middle-income housing, facilitating small multi-family buildings in lower density areas, encouraging employers to build industry specific housing, and encouraging employers to contribute to homeownership programs. Several participants expressed support for streamlining approval of Accessory Dwelling Units and expanding that to other building types as well.

What’s Missing: One participant pointed out that eliminating parking requirements could help make more middle-income housing financially possible. Others asked that the actions more strongly encourage shared equity homeownership (CLTs, deed restrictions) that allow wealth building but preserve affordability for future buyers.

Participants suggested that the draft could be clearer about which incentives would come with affordability restrictions. Some of the actions mention restrictions and others don’t and it was not clear to everyone whether that was intentional. In particular, there was a disagreement about whether deed restrictions should be required in exchange for permit streamlining for small multi-family buildings. Some people argued that ‘the housing is the benefit’ while others argued that including affordable units was necessary to ensure that the public benefits from changes like this. Others called for close financial feasibility analysis to ensure that any requirements don’t make these projects infeasible. Someone pointed out that the goal with allowing more small multi-family buildings would be to create more abundant housing citywide which could lower prices but not necessarily ensure that each individual project would be affordable, and another participant suggested that we could test that idea for a period of time and if buildings were generally providing middle income units we scale it up and if not, we could shut it down. One suggestion for encouraging more small multi-family would be to eliminate the need for a Conditional Use permit when a homeowner demolishes their single-family home to build a new building. Some participants felt that calling out educator housing was not appropriate because there are so many other people who need and deserve help.

Top Priorities: Top priorities mentioned by participants included facilitating development of small

multi-family buildings, streamlining ADUs, using public land for mixed-income affordable housing development and allowing group homes as a principally permitted use.

ACCOUNTABILITY

Participants discussed potential strategies for holding City government accountable to community priorities and ensuring implementation of the Housing Element's ambitious racial and social equity goals after the plan is adopted.

What Does Accountability Mean? Participants were asked how they would define accountability and who they thought the Housing Element should be maintaining accountability to. Some participants articulated a fairly narrow view of accountability which involved simply identifying who was responsible for implementing each action so that stakeholders would know where to turn if actions were not being implemented. Others focused on transparency calling for development of metrics that would indicate whether the actions were having the intended effect. But a number of participants equated accountability with power sharing.

These participants pointed out that creating accountability to communities that have been harmed by past planning processes requires changing power dynamics and many expressed real concern about whether the City was ready to do that. One participant said "100% it's power, and the housing element will be a bust if those who have it now don't share it." Another added "We have felt that this [Housing Element] process is a breath of fresh air, but we don't trust that your bosses will let you implement it." Several participants expressed a sense that accountability would require "delegating" decision making or budgeting power to 'communities themselves' while others seemed to feel like it would be possible for the department to craft more of a partnership with communities. One said "It has to be shared, not completely given over in all areas. It is about saying we are not holding all the cards but we have equal parts of the deck."

What to Keep: In general participants liked that the draft Housing Element recognized the need to partner with communities and to engage people in ongoing implementation, but many felt that the specific actions identified were not concrete or specific enough. There was some discussion of what kind of accountability would be most helpful. One participant observed "in America the only real way to make people do what they don't want to do is to sue them." Several others responded that there were better ways to hold the City accountable. One suggested "The Housing Element is a policy document. If we take it at an aspirational level - there are more values-based statements here than in past housing elements. We can use politics as a tool."

What's Missing: There was general agreement that it would be helpful for City staff to 'convene with the community' at intervals to help people understand what progress was being made on Housing Element goals. Several participants praised the outreach and engagement that has accompanied the Housing Element update and suggested that a similar level of effort may be necessary in the future on an ongoing basis. But other participants were concerned about increasing the number of meetings that community members were expected to attend. One participant said "For American Indians - if we had a town hall - people love to eat, we need space to talk but people would want to know what the goal is. It could be harmful to engage people too much without showing action." Another participant added "We lose engagement once people feel like they are not heard"

Someone suggested that the department publish individualized fact sheets about what progress was made in specific communities. While there was broad support for the idea of individualized reporting to targeted communities, there were different perspectives about what the right forum would be for the City to engage communities. Someone suggested that the department could use Cultural Districts to identify priorities and regularly report on progress. Others were concerned that Cultural Districts didn't reach all the relevant communities. Someone else suggested returning to neighborhood planning so that every area could have a locally developed plan.

Community Conversations and Written Input

Approach to Analysis

The input SF Planning received from community conversations and submitted letters during Phase II outreach was collected into a database. Each comment was read, reviewed, and coded³⁵ by SF Planning staff to identify:

- Commentor's organizational or professional affiliation (i.e. neighborhood association, D11, tenant rights organization, etc.)
- Topic (i.e. homeownership, homelessness prevention and elimination, etc.)
- Lived identity or geography referenced in the comment (i.e. Black community, seniors, extremely low-income households, etc.)
- Relevant draft Housing Element 2022 Update goals, policies, and actions
- Does it reinforce or critique draft goals, policies, or actions?
- Does it suggest an idea not already in the draft Housing Element 2022 Update?
- Does it recommend a modification to a draft goal, policy, or action?

Once coded, SF Planning staff analyzed comments to identify the most frequently discussed topics, the main takeaways, and points of agreement and dissent between comments themselves and between comments and the draft 2022 Update. This analysis process also noted the identity or organizational affiliation of commentors in order to highlight when communities were commenting on lived experiences or issues directly impacting them. The findings from this analysis are summarized below.

³⁵ A full list of organizations and individuals from which SF Planning received input and coding categories used can be found in Appendices E and F.

Input Overview

Summary: In conversations held with community groups and written comments received by SF Planning, community members expressed a wide variety of opinions related to housing production, community engagement, neighborhood life and resources, and other topics covered in or relevant to the 2022 Update. Community members most frequently spoke about housing production and increased density and were overwhelmingly in support of new housing in some form. This support, however, was nuanced. Commentators also raised questions about the neighborhood resources and infrastructure, the percentage of affordable housing, how communities will be equitably engaged during the production of developments, and other concerns and suggestions summarized in the following section.

HOUSING PRODUCTION AND DENSITY

Across almost all comments and groups, community members expressed the urgency for more housing. Calls for more housing came from not only organizations dedicated to housing and urban development, such as YIMBY Action and SPUR, but also community-based organizations and homelessness advocates, including Senior Disability Action (SDA) and Homeless Emergency Services Provider Association (HESPA). While the 2022 Update must accommodate for new housing to meet projected needs, community members contributed other reasons why they wanted to increase housing stock. These reasons included to reduce housing prices, house unhoused residents and those currently unable to live in San Francisco, and to improve neighborhood life and amenities.

Expectedly, community members expressed a wide range of opinions and suggestions for achieving greater housing production and density. Advocates and specialists at YIMBY Action and SPUR supported the streamlining of the development review and permitting process that SF Planning, Department of Building Inspection, and other city departments oversee. Specific suggestions included reforming and reducing the discretionary review process and expanding streamlining reform to all housing projects including housing developments not included in the first 2022 Update draft. Streamlining, respondents argued, would help prevent delays and reduce

construction costs, especially for smaller developers, and allow more housing units to be constructed more quickly and cost effectively.

Other community-based organizations were not in support of streamlining. Organizations such as the Race and Equity in all Planning Coalition (the REP coalition), Golden Gate Valley Neighborhood Association, and San Francisco Land Use Coalition raised concerns about the reduction of public engagement opportunities if the development review process is streamlined through discretionary review reform. Such a reduction, they argued, would be particularly detrimental to communities of color and those facing gentrification. Commentators argued that pre-identified community benefits, another potential streamlining approach, would similarly reduce community involvement and leverage in the planning of development. Instead, they wanted the 2022 Update to recommend greater community engagement. If streamlining were to be implemented, the REP coalition argued that these benefits should be limited only to affordable housing developers.

Representatives from the REP coalition, SDA, and the SF Land Use Coalition also disputed the belief that increasing any and all housing production would lead to an increase in housing affordability. The REP coalition and other community members pointed to the underproduction of housing units affordable to low-income households compared the overproduction of luxury housing units according to past RHNA targets. They argued that market-rate housing production contributes to displacement of existing, low-income residents and exacerbates the housing affordability crisis.

In the first draft of the 2022 Update, many proposed policies and actions emphasized the role of rezoning to allow for greater housing density to facilitate housing production. This suggestion resonated positively with many community members. A wide range of organizations, including YIMBY Action, SDA, Golden Gate Valley Neighborhood Association, SPUR, Duboce Triangle Neighborhood Association, and Larkin Street Youth Services, expressed support for policies that increased density. They called out low-density neighborhoods with high rates of single-family homes, such as the Sunset and Richmond, as appropriate candidates for rezoning and future development.

Respondents believed that these neighborhoods were not only ideal locations for future housing development not only for their existing low density, but because many of these same neighborhoods had access to high-quality resources, transportation, and community amenities. Advocates affiliated with YIMBY Action, many of which lived in these neighborhoods, welcomed housing development in their neighborhoods to share access to transit, parks, and highly rated schools especially for underserved households. A youth advocated with Larkin Street Youth Services agreed that affordable housing production should take place away neighborhoods with high instances of street drug usage and crime to provide a more stable environment for vulnerable households. Policy specialists at SPUR suggested that new developments in low-density neighborhoods should be large, high-density developments in order to maximize production on a limited number of parcels available and appropriate at any one time.

While still expressing support for new housing opportunities, advocates affiliated with the Homeless Emergency Services Provider Association (HESPA) and MegaBlack expressed concern about the re-entrenching of inequities that could result from housing investments and development made in already high-income, well-resourced neighborhoods. Advocates affiliated with SPUR added that housing development in vulnerable communities can be a stabilizing force. Community-based organizations SDA and the Tenderloin People's Congress stressed that they welcomed more affordable housing construction to serve low-income residents and wanted them built in communities like the Tenderloin, Mission, and Castro.

Respondents also highlighted corridors with existing, high-quality transit services as ideal locations for increased density and housing production. A subset of community organizations, including the REP coalition, SDA, and the San Francisco League of Conservation Voters, added that housing production along transit corridors should primarily or wholly be affordable housing. They argued that communities of color and low-income households were the most likely demographics to utilize and be reliant on public transit. As such, they would benefit the most from access to public transit and housing production along these corridors should prioritize their needs.

While the majority of community organizations supported housing production and density in some form, a few residents expressed concerns about rapid change in the community, a desire to continue to preserve neighborhoods' distinctive architectural style, and the maintenance of existing light and air access requirements.

EQUITY-CENTERED PROCESSES AND COMMUNITY ENGAGEMENT

One of the most frequently discussed topics was SF Planning's community engagement process. The 2022 Update's focus on equity invited specific and detailed comments about SF Planning's actions, outreach, and engagement have harmed its reputation and trust from the community.

Black community leaders affiliated with MegaBlack told Planning staff that their community had been deeply harmed by the city's past actions, such as at the hands of the Redevelopment Agency. They told staff they had not seen action specifically benefitting the Black community in previous projects and expressed doubt that this instance would be different. Moreover, they indicated that the outreach process SF Planning implemented to collect feedback from MegaBlack was retraumatizing and extractive itself. While hopeful for change and inclusion, respondents shared their disappointment and frustration that SF Planning only engaged them when public input was needed and did not provide feedback and communication back to them. These frustrations were also shared by many residents at an in-person Community Conversation held by SF Planning in Bayview-Hunters Point.

MegaBlack advocates attributed part of this loss of trust to a lack of cultural competency in SF Planning's outreach. They called on SF Planning to hire more Black planners, community historians, and staff. It was important to them that the SF Planning staff they interacted with had a shared cultural background and lived experiences in order to trust that staff would be an advocate for their interests and needs within the department.

Residents at the Bayview-Hunters Point Community Conversation added that many of SF Planning's materials and outreach were inaccessible to the average resident because of their usage of technical terminology and "educated White" language. This

made it difficult to understand, resonate with, and respond to SF Planning.

Similarly, the REP coalition expressed skepticism that SF Planning was genuine in its stated goals of equity drafted in the 2022 Update. They stated concerns that SF Planning's outreach tokenized community input rather than meaningfully incorporated it to share decision-making power with marginalized communities that comprised their coalition.

A major point of contention for organizations associated with the REP coalition was the usage of high-opportunity and vulnerable geographies in the first draft of the 2022 Update. These categories, developed by SF Planning based on variables like income, racial demographics, and in coordination with departments like the Department of Public Health, refer to neighborhoods rich with high-quality community resources and marginalized neighborhoods made vulnerable through underinvestment and displacement, respectively. Advocates with the REP coalition disputed that these geographies had not been chosen by and vetted by vulnerable communities. An organizer with HRC added that it felt that SF Planning was making judgements on which neighborhoods residents should live in with these categories.

As part of the process of earning trust with the community, community members indicated that they needed more forms of accountability from SF Planning in delivering goals outlined in the 2022 Update. This was especially important to commentators because of a lack of perceived action and progress from SF Planning in the past. The Latino Task Force wanted to see a timetable for implementation included in the 2022 Update that they could hold the city accountable to. The SF League of Conservation Voters and HRC suggested that SF Planning publish an annual progress report on the Housing Element's goals or tracking the enrollment of low-income families in below-market rate (BMR) housing units.

REP coalition advocates pointed out SF Planning's budget's reliance on permit and development fees created a conflict of interest between SF Planning and developers. While supportive of a progress report or other public tracking of progress, they insisted that the metrics used to determine the equity of a policy or action should be defined by directly impacted communities.

EQUITABLY RESOURCED, VIBRANT, AND WALKABLE NEIGHBORHOODS

Respondents not only shared their opinions and priorities on housing, but made clear that neighborhood infrastructure, amenities, and resources were essential to supporting their neighborhoods.

The most frequently shared priority was for public open spaces and parks. Community members were interested in seeing more rooftop gardens and other innovative green spaces incorporated into new and existing housing developments. The REP coalition added that privately operated public open spaces (POPOS) do not sufficiently serve communities of color and new proposed housing developments should be analyzed ensure they do not cast shadows on existing parks.

Another top priority was a need for access to hospitals and medical services. Community members affiliated with HRC, SDA, and Larkin Street Youth Services all mentioned the importance of medical services in their neighborhood for seniors, disabled people, and unhoused residents.

In weighing investments across neighborhoods, some community members expressed concerns about further entrenching neighborhood inequities. They urged that neighborhood investments be equitably distributed across neighborhoods and spoke against building housing only in well-off communities that already had high-quality public amenities. For example, the REP coalition did not support incentivizing new housing in near highly rated schools and instead called for lower-performing schools to be invested in equitably so that they could also become high quality.

The SF Land Use Coalition broadly advised that neighborhood improvements to transit, open green spaces, and other public amenities should be planned and directed by vulnerable local residents. They must also be paired with anti-displacement measures like tenant protections.

A few community stakeholders associated with the OMI Community Collaborative, Golden Gate Valley Neighborhood Association, and Nancy Wuerfel shared concerns about public infrastructure such as sewage, water, and roads being able to support the proposed amount of development in the draft 2022 Update.

PERMANENTLY AFFORDABLE HOUSING PRODUCTION AND FUNDING

Community stakeholders expressed ideas and concerns not only about general housing production, but specifically producing affordable housing.

SF Planning staff heard broad support from a variety of community stakeholders for greater public investment and intervention for affordable housing. A community member affiliated with YIMBY Action pointed to council houses, a form of social housing, in the United Kingdom as a positive example we should model our housing off. Another affiliated with the Latino Task Force encouraged the city to acquire SROs, empty hotels, and empty lots for affordable housing development. With any public sites, advocates with the REP coalition asserted that any housing developed on them should be 100% affordable.

The REP coalition also spoke more broadly against the privatization of public and publicly funded housing. They were opposed to a policy in the first draft of the 2022 Update that sought to address the impediments to large, entitled developments that could not proceed with construction. Instead, they over-reliance on the Low-Income Housing Tax Credit (LIHTC) and Rental Assistance Demonstration (RAD) programs for affordable housing funding on the basis that they expanded the privatization of affordable housing production. A community member with Miraloma Park Improvement Club added that the 2022 Update should focus on working with non-profit developers to provide affordable housing units instead of relying on for-profit developers to deliver these options.

To support this affordable housing development, commentators provided funding and sourcing suggestions. Community members with SDA suggested creating a disabled operating subsidy, similar to the existing senior operating subsidy (SOS) program, to create accessible housing options for disabled people regardless of their age.

The REP coalition advocated for the expansion of local approaches and funding sources to support affordable housing development. These included support for the Bay Area Financing Authority's proposal for a regional progressive tax to fund affordable housing, land banking, a vacancy tax on second or vacation homes, and a tax on speculative resale of housing.

One existing strategy for affordable housing production is an inclusionary affordable unit requirement levied on market-rate housing projects. However, developers also have the option to pay an in-lieu fee to fund affordable housing off-site if they do not want to host those below market-rate units on-site. Community members from both the REP coalition and the Golden Gate Valley Neighborhood Association encouraged the 2022 Update to include policies to encourage developers to build those BMR units on-site instead of paying the fee.

As a way to maintain and create affordable housing from existing housing stock, some stakeholders expressed support for community land trusts (CLTs), limited-equity cooperatives, and other forms of alternative and collective ownership.

EQUITABLE ACCESS TO AFFORDABLE HOUSING RESOURCES

In addition to affordable housing production, community members submitted comments on how existing affordable housing resources should be equitably dispersed. Many commentators shared that they felt that the current income and other eligibility requirements excluded many households in need of affordable housing. Commentators that emphasized this point included a broad variety of community members affiliated with SDA, Latino Task Force, HRC, HESPA, BMAGIC, MegaBlack, Larkin Street Youth Services, and the REP coalition.

Building on this, community members shared that existing affordable housing income eligibility requirements were too narrow. This excluded both households on the lower end of the spectrum — extremely low-income households and those on fixed incomes, such as seniors and people with disabilities, of below 0-15% of AMI — and the middle of the spectrum — households that are marginally over the income requirements. SF Planning staff also heard that applications themselves were too strict, making applying for affordable housing difficult for gig, seasonal, and informally employed workers who may not have paperwork to prove their income or have incomes that fluctuate. Youth and TAY advocates affiliated with Larkin Street Youth Services shared that TAY housing limited eligibility to single adults, which excluded married TAY and TAY with children.

As part of the correction of these problems and to more equitably distribute affordable housing resources, commentators suggested implementing a lottery preferences or priority for certain groups. These suggestions included lottery priority for:

- Residents in the geography the development is being built in first (HRC)
- Workers of large institutions like schools or hospitals for affordable housing near their institution (Latino Task Force)
- Residents with generations of residency (a.k.a. “legacy families”) or have been in San Francisco for a long time themselves (Bayview-Hunters Point Community Conversation)
- Working-class San Franciscans in order to reduce the number of long commutes (HRC)

The REP coalition advocates pointed out, however, that the neighborhood preference program, an existing lottery priority system for residents applying for BMR units within their neighborhood, is not sufficient to serve neighborhoods and prevent displacement. They argue that few developments are required to actually implement a neighborhood preference program because this program is only triggered at developments of 10 or more units. They added that the city should monitor and enforce a racial equity metric to ensure that the demographics of lottery winners match those of the surrounding neighborhood.

The topic of lottery priorities also revealed tensions between marginalized groups in accessing scarce affordable housing resources. A community member speaking at the Bayview-Hunters Point Community Conversation expressed frustration that Latino/e/x and Asian residents seemed to be dominating affordable housing lotteries, presumably at the cost of access for other racialized groups. Another community member with the Tenderloin People’s Congress requested that the city differentiate between Black non-Hispanic/Latino and Black Hispanic/Latino residents in tracking and assigning lottery priorities, reflecting a similar tension between affordable housing applicants.

Not all community stakeholders were in agreement that lottery priorities were an appropriate strategy to

address inequity. A community member with North Beach Neighbors argued that the city should not look at just race and ethnicity in implementing housing priorities.

Commentators also suggested that the city expand its outreach and education around affordable housing resources in order to improve equitable access to these resources. According to input from community members, information on affordable housing resources is not centralized, hard to locate, and difficult to understand. They recommended that MOHCD commit more funding to community outreach and education on DAHLIA, the city's affordable housing application program, and to fund neighborhood groups and liaisons to promote this information within their communities.

REP coalition advocates emphasized that the main barrier to accessing affordable housing, however, was not information and awareness but cost.

HOMEOWNERSHIP AND ECONOMIC MOBILITY

Homeownership was a frequent and high-priority topic for many community stakeholders, but especially so for Black residents and organizations.

To Black advocates affiliated with BMAGIC and MegaBlack, facilitating and subsidizing homeownership was seen as a potential form of reparations, an opportunity to build intergenerational wealth, increase economic mobility, and a way to bring back displaced Black households.

In addition to buying homes, commentators said that current Black homeowners also need funding and support for ongoing home repairs. More broadly, organizations like HRC, the REP coalition, and the Latino Task Force indicated that many low-income homeowners needed support in paying high homeowners association (HOA) fees at BMR units in otherwise market-rate developments.

Some community members supported a rent-to-own program that might allow low-income households an opportunity for homeownership.

REP coalition advocates cautioned the 2022 Update should include policies that ensure the long-term affordability of homes for subsequent owners as

well. They argued that homes should not be treated as vehicles of wealth accumulation. Otherwise, this could exacerbate housing speculation and contribute to the ongoing housing affordability crisis. .

REPARATIONS

In response to immense wealth and land seized by the city from racialized and marginalized communities, including but not limited to Black residents, advocates with MegaBlack requested the city conduct a survey of the wealth taken from the Black community during redevelopment.

COMMUNITY STABILITY AND TENANT PROTECTIONS

Community stakeholders were also concerned with maintaining existing communities and preventing future displacement. To serve that goal, stakeholders called upon the city to better enforce and fund existing tenant protection programs. This request included more effectively regulating intermediate-length occupancy housing units, protecting units and tenants impacted by demolitions per SB 330, and fully fund and expand the eligibility of the right to counsel program to all tenants regardless of income.

Community members from SDA, HRC, Larkin Street Youth Services, HESPA, and the REP coalition all also supported rental subsidies for tenants as both an anti-displacement and homelessness prevention measure. Some advocates specified that rent should be subsidized to 33% of a tenant's income for it to be effectively affordable for the recipient. REP coalition advocates warned, however, that rental subsidies should not be used as a long-term housing affordability strategy and argued that they act as subsidies for private landlords.

Digital Participation Platform

Approach to Analysis

SF Planning received feedback in the following forms through the Digital Participation Platform: degree of agreement or disagreement of policies through a Likert Scale, support or opposition to actions, and open comments. Quantitative feedback was summarized using a numbers processing program. Qualitative feedback, each of the open comments, was read, reviewed, and coded by SF Planning staff to identify:

- Topic (i.e., homeownership, homelessness prevention and elimination, etc.)
- Relevant draft Housing Element 2022 Update goals, policies, and actions
- Does it reinforce or critique draft goals, policies, or actions?
- Does it suggest an idea not already in the draft Housing Element 2022 Update?
- Does it recommend a modification to a draft goal, policy, or action?

Once coded, SF Planning staff analyzed comments to identify the most frequently discussed topics, the main takeaways, and points of agreement and dissent between comments themselves and between comments and the draft Housing Element. The findings from this analysis are summarized below.

Input Overview

Summary: The digital participation platform allowed the public to comment with great specificity on the draft 2022 Update, including at the policy and action levels of the Housing Element. Below the feedback is presented accordingly, followed by a summary of comments organized by common themes.

POLICIES

The digital participation platform included 49 draft policies for input. Each policy received an average number of 19 responses, and the median number of responses was 18. Policy 1.1, “Expand permanently supportive housing and services for individuals and families experiencing homelessness,” received the most responses of all policies, with a total of 52

Figure 13. Policies with Most Responses on DPP

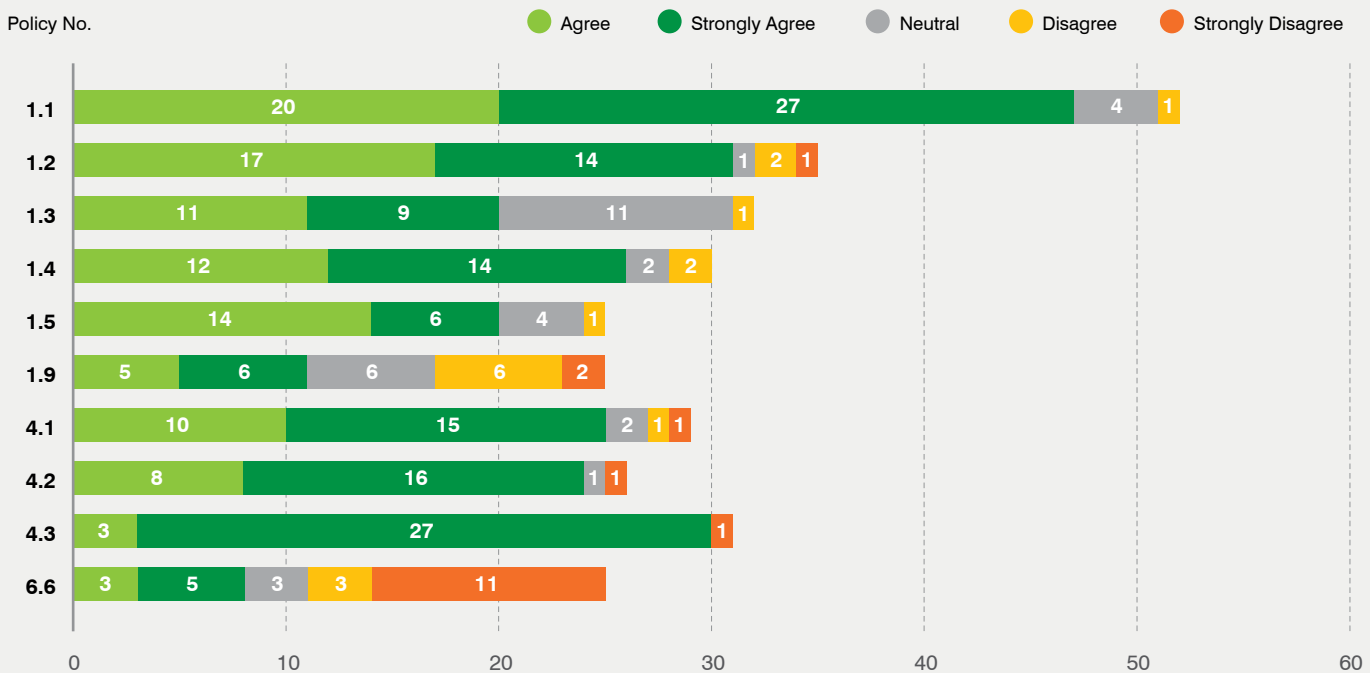
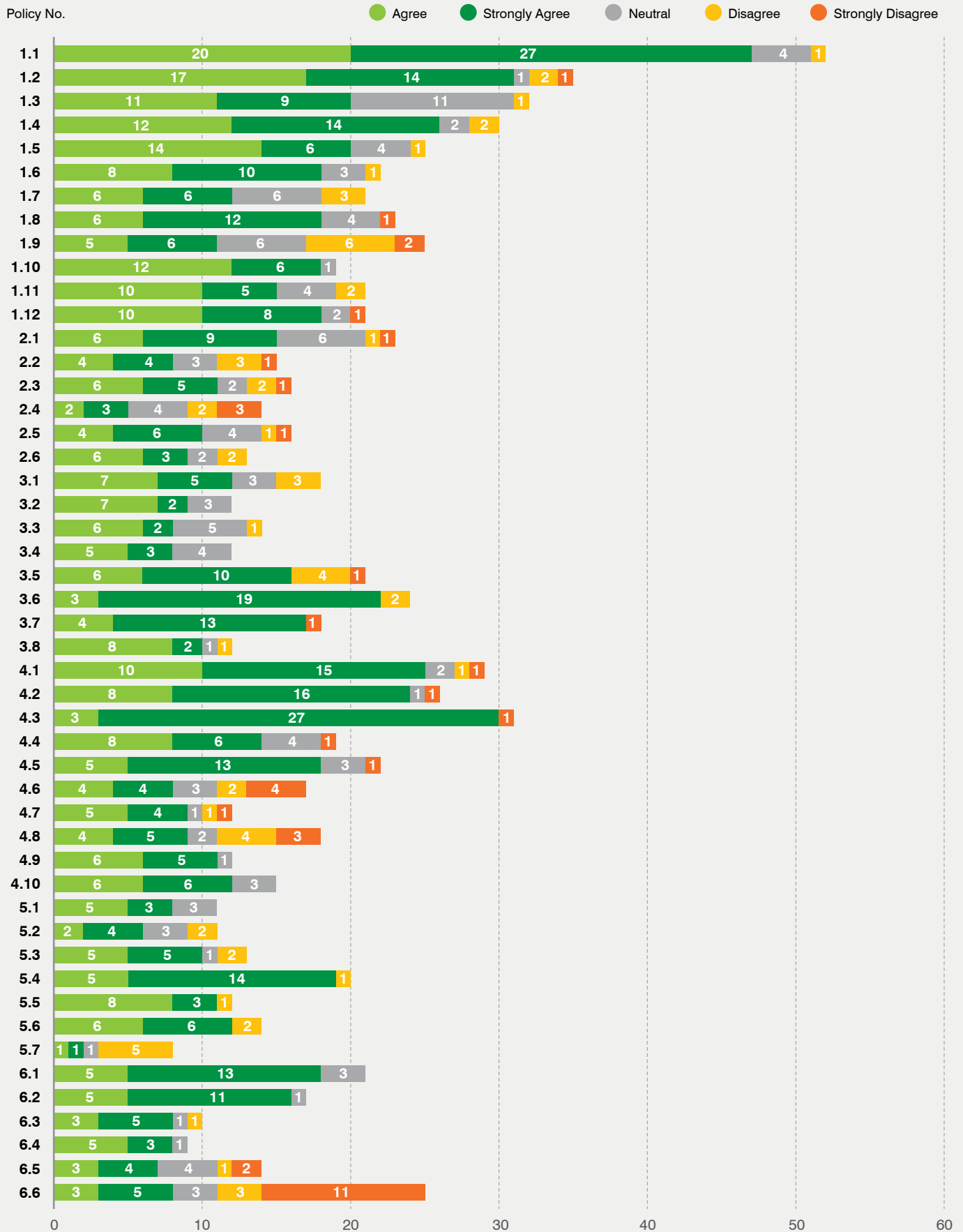


Figure 14. Responses to All Policies on DPP



DRAFT 1

Housing Element 2022 Update Policies for Reference

Policy I.1: Expand permanently supportive housing and services for individuals and families experiencing homelessness.

Policy I.2: Increase shelters and temporary housing, in proportion to permanent solutions, including necessary services for unhoused populations.

Policy I.3: Affirmatively address the racial and social disparities among people experiencing homelessness by ensuring equitable access to shelter or housing for American Indian, Black, families with children, seniors, LGBTQ+, pregnant women, veterans, people with disabilities, and those suffering from mental health and substance abuse issues.

Policy I.4: Prevent homelessness for people at risk of becoming unhoused including people with previous experiences of homelessness, living without a lease, families with young children, pregnant, formerly incarcerated, or with adverse childhood experiences.

Policy I.5: Prevent eviction of residents of subsidized housing or residential Single Room Occupancy (SRO) hotels.

Policy I.6: Elevate direct rental assistance as a primary strategy to secure housing stability and reduce rent burden.

Policy I.7: Preserve affordability of existing subsidized housing, government, or cooperative owned housing where the affordability requirements are soon to expire.

Policy I.8: Preserve the remaining affordable Single Room Occupancy (SRO) units as a housing choice for the extremely and very low-income households.

Policy I.9: Minimize evictions for both no-fault and at-fault eviction through tenant rights education and counseling, eviction defense, mediation, and rental assistance programs.

Policy I.10: Eliminate discrimination and advance equal housing access based on race, ethnicity, immigration status, HIV+, LGBTQ+, and people with disabilities, or prior incarceration.

Policy I.11: Improve access to the available Below Market Rate units especially for Vulnerable Groups.

Policy I.12: During emergencies, such as the COVID-19 pandemic, earthquakes or fires, allow for emergent policies that address housing insecurity and economic hardship.

Policy II.1: Reframe the narrative of housing challenges to acknowledge and understand the discrimination against Communities of Color as a root cause for disparate outcomes.

Policy II.2: Embrace the guidance of community leaders representing American Indian, Black, and other People of Color throughout the planning and implementation of housing solutions.

Policy II.3: Amplify and prioritize voices of American Indian, Black, and other People of Color in the City's engagement processes.

Policy II.4: Measure racial and social equity in each step of the planning process for housing to assess and pursue ways to achieve beneficial outcomes for American Indian, Black, and other People of Color.

Policy II.5: Bring back People of Color displaced from the city by strengthening racial and cultural anchors and increasing housing opportunities in support of building wealth.

Policy II.6: Prioritize health improvement investments within Environmental Justice Communities to ensure that housing reduces existing health disparities.

Policy III.1: Eliminate community displacement of American Indian, Black, and other People of Color in Priority Geographies.

Policy III.2: Expand investments in Priority Geographies to advance equitable access to resources while ensuring community stability. **Policy III.3:** Prioritize the City's acquisition and rehabilitation program to serve Priority Geographies and neighborhoods with higher rates of eviction and displacement.

Policy III.4: Increase homeownership opportunities for American Indian, Black, and other People of Color especially within Priority Geographies to allow for wealth building and reversing historic inequities within these communities.

Policy III.5: Ensure equitable geographic distribution of new multi-family housing throughout the city to reverse the impacts of exclusionary zoning practices and reduce the burden of concentrating new housing within Priority Geographies.

Policy III.6: Increase housing choice along Rapid bus and rail corridors and near major transit stops in High Opportunity Neighborhoods through zoning changes and streamlining approvals.

Policy III.7: Increase housing choice by allowing and facilitating small multi-family buildings in low- density areas within High Opportunity Neighborhoods.

Policy III.8: Enable low and moderate-income households particularly American Indian, Black, and other People of Color to live and prosper in High Opportunity Neighborhoods through increasing units that are permanently affordable.

Policy IV.1: Create a dedicated and consistent local funding stream and advocate for State and Federal funding to support building permanently affordable housing for very low-, low-, and moderate-income households that meets the Regional Housing Needs Allocation targets.

Policy IV.2: Maintain sufficient development capacity to respond to the increasing housing need and the scarcity of housing supply within San Francisco and the region.

Policy IV.3: Reduce development constraints such as high construction cost and lengthy City-permitting timeline to increase housing choices and improve affordability.

Policy IV.4: Maximize the number of permanently affordable housing units constructed through private development without public subsidy.

Policy IV.5: Maximize the use of publicly-owned sites for permanently affordable housing in balance

with community infrastructure and facilities needed that can be accommodated on those sites.

Policy IV.6: Require new commercial developments and large employers, hospitals, and educational institutions to help meet housing demand generated by job growth.

Policy IV.7: Address the impediments to constructing approved housing that is already approved, especially large master plans and development agreements such as Treasure Island, Candlestick Park, Hunters Point Shipyard, Parkmerced, HOPE SF projects, Schlage Lock.

Policy IV.8: Maximize the use of existing housing stock for residential use by discouraging vacancy, short-term use, and speculative resale.

Policy IV.9: Preserve the affordability of unauthorized dwelling units while improving safety and habitability.

Policy IV.10: Encourage provision of the maximum number of units when existing housing stock is proposed for major expansions or demolition.

Policy V.1: Promote and facilitate aging in place for seniors and multi-generational living.

Policy V.2: Prevent the outmigration of families with children and support the needs of families to grow.

Policy V.3: Retain and increase the moderate- and middle-income households through building permanently affordable workforce housing.

Policy V.4: Facilitate small multi-family buildings as a prominent housing type that private development can deliver to serve middle-income households.

Policy V.5: Promote group housing as an entry-level housing option for moderate income households, particularly single-person households.

Policy V.6: Continue to support and expand the Accessory Dwelling Unit (ADU) program.

Policy V.7: Strengthen homeownership programs to allow upward mobility for families.

Policy VI.1: Facilitate neighborhoods where proximity to daily needs promote social connections, support the City's sustainability goals, and advance a healthy environment.

Policy VI.2: Ensure transportation investments and new housing are planned in parallel to advance well-connected neighborhoods and equitable access to transit.

Policy VI.3: Advance equitable access to high-quality amenities, and resources as part of a healthy and equitable environment and in parallel with planning for increased housing.

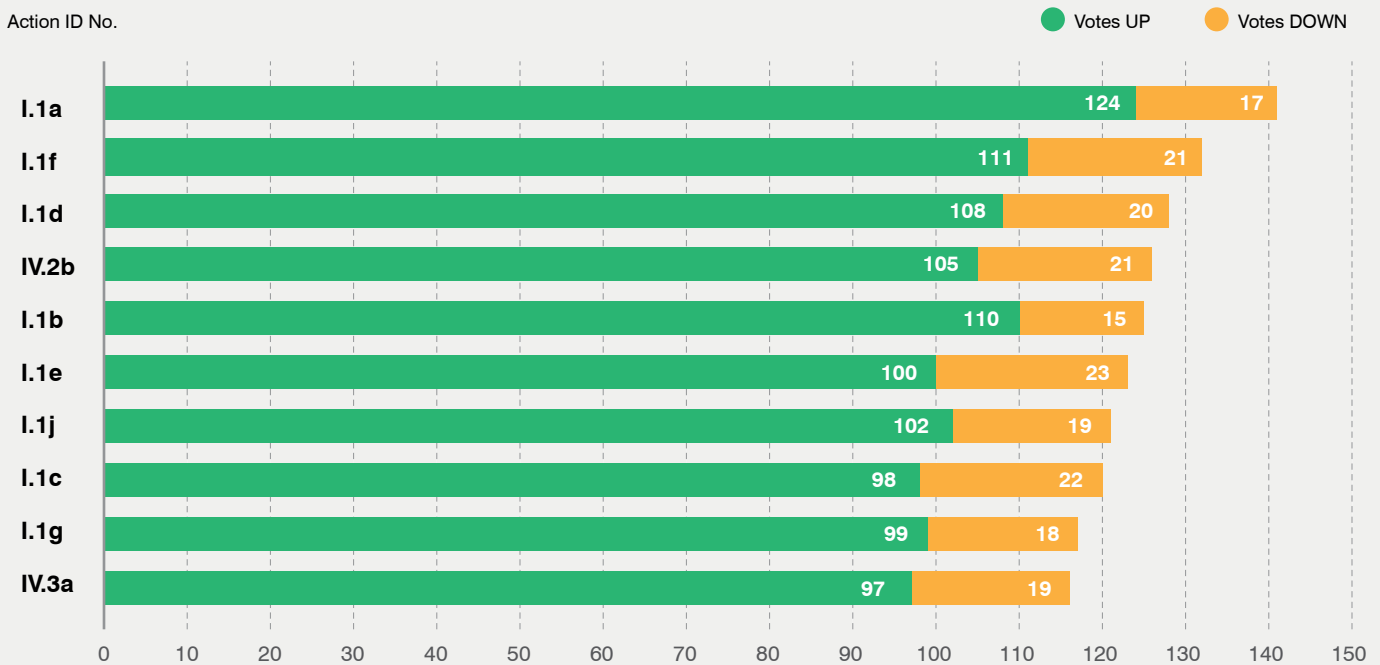
Policy VI.4: Advance equitable access to a healthy environment through improved air quality, and resilience to natural hazards and climate change impacts, particularly in Environmental Justice Communities.

Policy VI.5: Apply urban design principles to ensure that new housing enables neighborhood culture, safety, and experience, connects naturally to other neighborhoods, and encourages social engagement and vitality.

Policy VI.6: Sustain the dynamic and unique cultural heritage of San Francisco's neighborhoods through the conservation of their historic architecture and cultural uses.

Figure 15. Actions with Most Responses on DPP

Action	Vote: Up	Vote: Down	Total
I.1a Facilitate building permanently supportive housing to house 5,000 unhoused households through annual budget for capital, operating and services funding.	124	17	141
I.1f Allow private development to satisfy their inclusionary requirements by providing permanent supportive housing.	111	21	132
I.1d Utilize the State-wide streamlining opportunities to expedite and increase the production of permanent supportive housing.	108	20	128
IV.2b Pursue zoning changes to increase development capacity that accommodates equitable distribution of growth throughout the city particularly in High Opportunity Neighborhoods and Priority Development Areas.	105	21	126
I.1b Secure and advocate for additional State and federal funding for permanent supportive housing such as Project Homekey.	110	15	125
I.1e Support tenant and project-based rental assistance programs, including federal, state and local operating subsidy programs.	100	23	123
I.1j Strengthen the "Step up Housing" or housing ladder strategy to support formerly unhoused residents in moving to less-supportive settings, freeing up supportive housing for unhoused people.	102	19	121
I.1c Create an implementation plan for the annual funding resulting from the new gross receipts tax to increase acquisition and construction of permanently affordable housing.	98	22	120
I.1g Expand and improve supportive services within housing projects including sustained care for mental health of substance abuse issues, case management, and childcare.	99	18	117
IV.3a Expand the use of cost-efficient construction types such as modular and materials such as cross laminated timber.	97	19	116



responses. The following table shows the top 10 policies on which people provided input and their results. The reader can see that the strongest agreement was shown for policies under Goal 4, “Increase housing production to improve affordability for the city’s current and future residents.” Few policies received a high proportion of “Strongly Disagree” or “Disagree.” The two policies that participants expressed disagreement and strong disagreement for were Policy 5.7, “Strengthen homeownership programs to allow upward mobility for families,” and Policy 6.6, “Sustain the dynamic and unique cultural heritage of San Francisco’s neighborhoods through the conservation of their historic architecture and cultural uses.”

Eighteen (18) of 49 policies (37%) received a majority of either an Agree, Strongly Agree, Neutral, Disagree, or Strongly Disagree vote. Eleven (11) policies received a majority of Strongly Agree, six (6) policies received majority Agree, and one (1) policy (Policy 5.7: Strengthen homeownership programs to allow upward mobility for families) received a majority Disagree. Only eight (8) responses were received for Policy 5.2 to “Prevent the outmigration of families with children and support the needs of families to grow,” the lowest number of responses for all the policies. Modifications to the draft policies and actions will be based on the quality of feedback received, not necessarily the quantity. This means that even while some Policies and Actions received fewer comments, they are not assumed to be de-prioritized.

ACTIONS

Figure 15 shows the top 10 of 252 actions that received the most feedback on the digital participation platform. Action 1.1a received the most total votes, as well as the most votes in support. Most actions received more than 50% votes in support, with 40 of the 252 actions receiving more than 50% votes in opposition. Action V.6b received the most votes in opposition, with 61 respondents voting down, while Action III.5c received the most percentage votes in opposition, with 76% of its respondents voting down.

COMMENTS

Each policy received an average number of 9 comments. The five policies that elicited the most comments were 4.3, 1.1, 6.6, 3.5, and 3.6, drawing between 16 and 21 comments each.

Cultural Heritage and Preservation

Digital Participation Platform comments largely oppose the idea of further policies that encourage cultural heritage and preservation, particularly through architectural and aesthetic considerations. Some of the reasons behind this include the idea that preservation and design guidelines “stifle creation and growth” and “no longer align with our overarching climate action goals.”

Homeless Elimination and Prevention

DPP comments pertaining to the unhoused community strongly support the need to provide housing solutions. However, respondents were divided over prioritizing temporary housing or permanent solutions for housing people currently living without a home. Some people feel that there is a strong need for temporary shelter until permanent solutions come into place, while others feel that these solutions are inefficient and that resources need to prioritize permanent housing.

One response shared that the various policies around the unhoused community “indicates that no real policy has been thought out at the planning level that we are asked to opine on.” They suggest that the Planning Department work with experienced groups and coalitions, such as the Coalition on Homelessness Oversight Board, rather than approaching the public with so many policies from which to choose. Another comment suggested that acknowledging trade-offs through the 2022 Update could help people better prioritize the policy options: “Land use and budgeting is fundamentally about trade-offs and compromises. Everybody wants more funding for permanent supportive housing, but nobody wants to pay for it or cut anything else. There is no recognition of costs, compromises, or trade-offs.”

Along with shelter and housing, comments shared that the unhoused community should also have access to key tools, training, and services, including drug rehabilitation.

Diversity of Housing Types

One comment did not support the idea “lumping” communities across a variety of racial and social backgrounds into one policy, explaining that policies, housing types, and services need to be responsive to the needs of different communities: “I don't love lumping Black or pregnant folks with those suffering from mental health and substance abuse issues. These are two separate communities with vastly disparate needs.”

DPP responses did not express strong support for Accessory Dwelling Units (ADU's) as a housing type and policy in the 2022 Update. These comments suggest that ADU's are “frequently abused by wealthy owners,” “should be limited to owner-occupiers on the property,” and subject to stricter vacancy laws.

Housing Production

When the topic came to housing production, respondents agreed that San Francisco needs to produce more housing. The City should reduce barriers to housing production, either by offering incentives or reducing the number of steps a developer must take for project approval, such as simplifying the Planning Code, reassessing the existing process of environmental review, and allowing for more by-right development.

Market Rate and Affordable Housing

Although there was consensus around a need for more housing, comments varied around the affordability requirements of new housing. These comments primarily fell into two categories: 1) increasing the total number of housing units in San Francisco will help drive down costs and thus increase affordability, and 2) produce more housing, only if they are affordable, ideally 100%, especially on public land. Some commenters especially supported policies that will specifically maximize the number of affordable homes as opposed to a percentage. One respondent suggested that if San Francisco were to include housing policies that support market rate housing, these should only be allowed by “limiting up-zoning benefits to only owner-occupiers who remain 10 years.”

Priority Geographies and High Resourced Areas

Many respondents expressed concern over the use of “Priority Geographies.” Some found that the

criteria for these boundaries was not clear, and others felt that actions should place an emphasis on need rather than by geography. A few comments suggested that zoning changes proposed for High Resourced Areas of San Francisco should be applied everywhere. For example, zoning and heights should be increased across the entire city, especially along transit corridors, rather than only in High Resourced Areas. Comments that supported this idea also suggest that Housing Element policies should aim for all of San Francisco's neighborhoods to be vibrant, high resourced areas with businesses, schools, and high-quality infrastructure. If focusing on certain geographies, the Housing Element should include Chestnut, Union, and California Streets to the existing list of transit corridors.

Speaking to exclusionary zoning and the history of racist practices in planning, some respondents would like to see the Housing Element and its policies more explicitly name these root causes of the housing challenges we face today. These comments also oppose producing more housing in areas that have faced and are currently facing environmental injustices, and instead to build in areas historically exclusively built for white people, such as the western neighborhoods of San Francisco.

RHNA Targets

Many DPP commenters did not feel like proposed Housing Element policies aim high enough for housing production in San Francisco. Rather than maintaining development capacity, one comment suggested that San Francisco should not just maintain, but expand development capacity. A few others suggested that the city should aim to exceed RHNA goals that were mandated of the city. At the same time, one respondent expressed that the policies related to RHNA goals need to be changed, as the housing targets “are excessive and do not take into account the infrastructure needs to provide a healthy lifestyle for this many residents.”

Equitably Resourced, Vibrant, and Walkable Neighborhoods

Whether commenting on Priority Equity Geographies or High Resourced Areas, commenters generally agreed that all areas of San Francisco should be accessible and thriving neighborhoods for all communities. Even so, some residents may prefer

certain areas “if their family, friends, community services, and language access are readily available in those areas,” requiring a nuanced approach.

Equity-Centered Processes and Community Engagement

Meaningful community engagement with all communities is important to respondents in developing the city’s policies. Communities, especially Black, American Indian, and other communities of color should be engaged early. Some comments suggested that while community engagement is critical and necessary, developers should not be required to independently engage for every project, so long as they follow a plan set by voices of the community. These need to be very clear community engagement processes and their outcomes “should be established and predictable at the outset” --not dependent on prolonged negotiations--in order to avoid the “appearance of corruption.”

Community leaders also may not be the most representative voices for their communities. For example, “while some leaders do indeed speak on behalf of their communities, others claim to speak for others without their consent/knowledge.” One suggestion similarly proposed that that “the City should not assume that the views of certain community leaders are more meritorious or deserving of respect than others.”

In contrast to comments that supported streamlined housing production, some respondents expressed that removing opportunities for public input in key areas, such as CEQA and discretionary review, is inequitable and lead to greater harm:

“CEQA law is important. It allows for public input and comment and should be in the planning process.”

“Deregulation always hurts low-income and working-class communities the most.”

Equitable Access to Affordable Housing Resources

Many comments suggested that policies should prioritize certain vulnerable communities, especially Black, American Indian, and other communities of color; we should not treat all groups as though they

have the same experiences. At the same time, some respondents do not agree that policies should explicitly mention certain groups and find that this gives the impression that some vulnerable communities are more deserving than others. Similar to the focus on Priority Equity Geographies, some respondents would like to see policies apply to people based on need rather than by an identity or industry.

Suggestions for additional communities to be explicitly listed in Housing Element policies included Asians, healthcare workers, seniors, and small-scale landlords.

Permanently Affordable Housing Production and Investment

The DPP received a variety of suggestions on affordable housing programs. On funding for permanently affordable housing, one comment suggested setting a maximum budget in the 10-year Capital Plan, as opposed to a minimum, and another opposed raising taxes on San Francisco residents and businesses in order to fund. If taxpayer funds are to be used for permanently affordable housing programs, they should include extra credit points to incentivize developments that target higher than baseline code approaches with additional funding.

Regarding the amount of affordable housing included and density bonuses, some comments oppose policies that promote the State Density Bonus, as the program “does not provide enough affordable housing.” Others suggest that policies should explore a floating affordable percentage rate that is dependent on market conditions. And lastly, some comments suggest that the City should encourage use of the State Density Program and other incentivizing programs only if inclusionary requirements are increased, such as requiring 100% affordable housing, inclusion of extremely low income, and lower Homeowners Association fees.

Preservation of Affordability and Improving Conditions of Existing Housing

DPP comments on preservation of affordability and conditions of existing housing generally supported SROs as an option but would also like to add policies that offer greater support to the tenants, nonprofits, and small landlords. Comments reinforced the notion that SROs are small, unhealthy, and undesirable

for people to live in, critically needing maintenance, cleaning, upgrades, and alternatives for living.

Some comments supported increasing capacity for nonprofits, community land banks, and small landlords to purchase and operate buildings with existing affordable housing, such as SROs, small sites, and heavily rent-controlled apartments.

Community Stability and Tenant Protections

Many comments regarding tenant protections shared support for small property owners and nonprofit providers. Some expressed that people who own property, whether as nonprofits or as individuals, should have the ability “to evict tenants who are abusive to their neighbors.” Small property owners should also receive incentives to rent out vacant units rather than punishment for not renting out.

“More restrictions on evictions make prices for everyone go up. Property owners need more control with what they can do with their properties. For those property owners who abuse the system, there should be consequences, but blanket policies don’t work.”

DPP comments generally did not support rent control as a path toward community stability and tenant protections because “too many people who don’t need subsidies have rent control apartments.” Instead, one comment suggested that the City simply build more affordable housing where tenants are not vulnerable to eviction and speculation, and another suggested that direct rental assistance replace rent control: “This will unburden market rate tenants and smaller landlords from subsidizing people needing affordable housing.”

One comment shared support for rent control, such as extending rent control to the most recent allowable under law, by 15 years.

City Family and Commissions

Commission Hearings

The Planning Commission held two hearings regarding Draft 1 of the Housing Element 2022 Update, at the beginning and end of the outreach period. During the first hearing held on April 22, 2021, commissioners expressed positive opinions on the equity goals shared by project staff at that stage. Commissioners were more mixed in their attitudes towards the increased density proposed in the 2022 Update. They were unified in their directives to expand and support tenant protections, provide housing for extremely low-income and middle-income households, and to fully engage residents in the drafting of future policies and actions.

During the public comment portion, roughly half of commentators were members of the REP Coalition or expressed support for their comments. Comments affiliated with the REP Coalition principally expressed opposition to greater investment and incentivizing of private and market-rate development, demanded greater investment into 100% affordable housing for extremely low-income households, and to suspend and overhaul the 2022 Update’s proposed community engagement process. Other commentators spoke on a variety of other topics, such as calling for greater zoned density and housing production and more targeted policy support for communities vulnerable to displacement and housing insecurity, such as for seniors, people with disabilities, LGBTQ residents, and American Indian residents.

The second Planning Commission hearing on the Housing Element took place on October 14, 2021. Project staff presented findings from Phase II of outreach and potential policy updates. Commissioners expressed support for the implementation of the engagement process and its centering of marginalized communities. Some advocates affiliated with the REP coalition appeared again, reiterating their concerns about the community engagement process and criticizing Housing Element policies that relied on market-rate housing production. Half of the commentators identified themselves as participants in the Phase II focus groups. They all shared that their engagement experience had been welcoming and productive and supported the direction of the 2022 Update.

The Historic Preservation Commission also held one hearing on the 2022 Update on October 20, 2021. No members of the public offered comments. The commissioners were generally supportive of the draft policies and applauded this Housing Element's novel focus on equity.

Community Equity Advisory Council

The Community Equity Advisory Council (Equity Council), a group of 11 community leaders convened by SF Planning to collaborate with the department on social and racial equity solutions, made the 2022 Update a topic of discussion at their June meeting. Project staff presented updates from Phase II outreach and collected feedback on draft Housing Element policies.

Project staff posed three questions to guide discussion:

- What are concrete actions to reverse inequities?
- How to guide location and type of future housing?
- How can we frame our housing policies for communities of color?

Equity Council leaders identified community stabilization strategies, including expanding rental assistance programs and limit zoning changes in communities of color, and long-term strategies to bring back and improve communities, including designating funding in communities of color towards housing, amenities, and infrastructure and anchoring households with homeownership opportunities, as concrete actions that could reverse inequities. Their recommendations for the location and type of housing largely aligned with strategies suggested in the draft Housing Element – directing new housing construction to neighborhoods with high incomes and low rates of development, less intense development to neighborhoods vulnerable to displacement, and small- and medium-sized housing for middle-income households of color. In order to serve communities of color, the Equity Council recommended the project staff frame the Housing Element to prioritize access to land and housing for all communities of color, invest in communities vulnerable to displacement, and identify the priority tasks for communities vulnerable to displacement.

In addition to responding to posed questions, Equity Council members responded generally to the Housing Element draft policies and actions. They recommended that future drafts of the Housing Element edit and incorporate edits to:

- *Support jobs and wealth in communities of color* – Stable, well-paying jobs allow communities of color to access housing, while homeownership is a way to maintain and pass on economic stability across generations. Small family businesses and light manufacturing zoning are key industries that can help support communities of color.
- *Make neighborhoods good places to live* – Connect residential spaces to services and culturally relevant activities and businesses.
- *Change legislation to address racial justice* – Change laws to allow for policies like priority for communities of color accessing housing to facilitate the return of displaced households.
- *Focus on retaining our housing in our neighborhoods* – Preserve existing housing through policies like acquisitions and rehabilitations.
- *Invest in communities of color and produce housing across all neighborhoods* – Support housing development and investment across all neighborhoods. Avoid policies that concentrate investments in well-resourced neighborhoods and pit neighborhoods against one another for funding.
- *Define timing of investments* – Specify different housing policies for different time lengths, such as streamlining housing developments in exclusive, white neighborhoods in the short-term and acquiring land for housing development and 100% affordable housing in the long-term.
- *Move towards collective ownership* – Support alternative ownership models, like community or collective ownership, that allows for whole communities to invest in housing, businesses, and other spaces.
- *Clarify equity, priorities and opportunities concepts* – Be precise and define language being used. Communicate these clearly to communities.



I.T. Bookman Community Center. Photo by incommon LLC.

5. Conclusions

Approach to Synthesis

This phase of outreach sought to build upon the previous phase's goal of centering the perspectives of communities excluded from outreach in previous Housing Element updates. This approach aims to serve the Housing Element 2022 Update's overarching purpose of advancing racial and social equity through both its policies and its development. To that end, this report's analysis of community input will take into consideration the demographics, self-defined identities, and lived experiences of participants in drawing conclusions and shaping future drafts of the Housing Element.

SF Planning staff were especially interested in engaging with and incorporating input from residents vulnerable to housing insecurity, previously and persistently harmed by discriminatory housing policies, and other marginalized groups. These special consideration groups include, but are not limited to: American Indian, Black, and other communities of color, those who are unhoused or at risk of becoming unhoused, extremely and very low-income households, seniors, people with disabilities, transitional age youth, LGBTQ+ residents, subsidized housing and Single Room Occupancy (SRO) hotel tenants, and formerly incarcerated residents. Staff spoke with residents from various parts of the city, including from Priority Equity Geographies, which hold higher concentrations of vulnerable populations, and from well-resourced neighborhoods, which are anticipated to see more housing growth over the next few decades.

SF Planning staff conducted targeted outreach to primarily engage these groups. As summarized in Chapter 4 Public Input Summary by Outreach Method, vulnerable residents comprised the vast majority of the focus groups and more than half of community conversation audiences, while other sources of input reflected higher proportions of high-income and White residents.

While all input will be taken into consideration, this report will consider each type of input differently. This approach to analysis will allow project staff to synthesize all the input collected to draw out trends and broad themes while centering perspectives from racialized and marginalized communities most impacted by displacement and housing insecurity. Feedback that reflects lived experience will be weighed most heavily, followed by expert opinion and general public comment. Lived experiences were most reflected in in focus groups. Expert opinion was reflected mostly in the Housing Policy Group, the Equity Council, and the Planning Commission. Each of these formats allowed commentators to more fully express their professional or lived experience expertise in deeper and longer conversations as compared to other outreach venues. Moreover, the focus groups and Equity Council were overwhelmingly comprised of community members representing communities vulnerable to displacement, a perspective essential to delivering on the goal of housing equity.

Feedback received in community conversations and as public comments during commission hearings was not only briefer, more varied, and more unstructured, but also represented audiences from across the city instead of solely targeting communities vulnerable to displacement. About 50% of groups engaged in the community conversations representing communities from Priority Equity Geographies and the remaining 50% from groups from well-resourced communities.

Comments collected on the digital participation platform (DPP) responded very specifically to draft policies and actions; however, SF Planning staff did not target input from any specific vulnerable communities with this method. As such, input collected on the DPP reflected an audience most comfortable accessing the platform – namely high-income, young, male, and White residents.

Importantly, while this report's structure will pull out broad themes and compile input by groups of special consideration, it will attempt to avoid overgeneralizing opinions and create a misleading appearance of consensus. No group is a monolith. Even participants within a self-identified group expressed distinct and, at times, conflicting opinions. In the following section, the report details the most prevalent themes with an attempt to also present nuances and dissent.

Community Directives for Policies and Actions

Although SF Planning staff did not ask for agreement amongst the various groups that were engaged, there seems to be significant alignment amongst various participants about what needs to be done to address San Francisco's housing crisis. The ideas expressed in the deeper discussions with focus group members were largely echoed by the housing experts in the Housing Policy Group, the various community leaders and advocates gathered in the community conversations, and, to a lesser extent, in the more varied input received online. The following section seeks to articulate the community directives that can be found in this large body of input in order to identify what the City is being asked to do and to revise the draft 2022 Update accordingly. The reader will recognize that certain themes appear as through lines across multiple directives, including racial and social justice through reparative actions and community empowerment. Below, each directive is described along with group-specific comments SF Planning staff heard.

1. Restructure how resources are prioritized for residents suffering the greatest burden of vulnerabilities and those harmed and/or displaced by discriminatory government actions.

There was broad agreement that our current systems of resource allocation (housing, funds, staffing, etc.) need to be restructured to prioritize: (1) residents suffering the greatest number of overlapping vulnerabilities and (2) residents displaced and/or harmed by discriminatory government actions. Participants identified a need for more nuanced data and program approaches to better track and ensure equitable outcomes for people of color and vulnerable groups.

Many American Indian and Black participants advocated for prioritization by race as an indicator of housing vulnerability and in recognition of the long history of government harm to their people. Repairing the harm of discrimination through housing policy was an approach also elevated by the Equity Council and HPG, both of whom pushed for the need for more specificity in the Housing Element about the actions required for successful implementation of reparative policies. Prioritization as a means of repairing past harm raised many questions in the discussions with MegaBlack, Bayview Hunters Point, and OMI participants, and other majority Black community groups about how to quantify the wealth stolen from Black people, who is accountable, how to repay what is owed to displaced people who do not want to return, how to ensure reparations designated by race go to "native" or "legacy" San Francisco families, and how homeownership could act as a form of repair. Importantly, advocacy for reparations in the specific context of redressing urban renewal actions by the Redevelopment Agency was heard in discussions with Japanese and Filipino residents as well as Black residents, who all share historic roots in the neighborhoods most impacted by these government actions.

Participants expressed some disagreement about what the best form of repair would be. Community members affiliated with MegaBlack, Bayview Hunters Point, and others argued that housing as a form of repair should come in the form of homeownership. In contrast, community members affiliated with the REP coalition were concerned about the long-term affordability of homes given as a form of reparations. Community members with SDA, the SF Land Use Coalition, and others, were more focused on delivering low-income rental housing to serve communities vulnerable to displacement and housing insecurity and did not speak directly to the issue of homeownership as a form of reparation.

Across conversations with Black, Chinese, Latino/e/x, senior, youth, people with disabilities and others, participants emphasized the need to change the housing lottery system to reflect a more just system of resident prioritization. This was reported in the focus groups and the community conversations. Not only did participants point to the cumulative burdens that should be weighed when assessing need, but they also identified other conditions that should be

considered, such as a resident's proximity to new housing, resident's employment at neighborhood-serving institutions (schools, hospitals, non-profits), and the resident's historical and familial ties to the neighborhood..

2. Improve access to existing housing programs and financial resources through increased human contact, cultural humility, navigability, and educational outreach, and by creating alternatives to existing forms of means testing.

Participants, especially those speaking as residents navigating housing support systems rather than as housing experts, offered substantial feedback on both the need to and methods for improving access to housing resources. Various groups, from seniors, youth, and people with disabilities to LGBTQ+ residents to people of color, described interactions with affordable housing programs as being disempowering, leaving people feeling unheard, overwhelmed, exhausted, and powerless. Many participants spoke about the experience of being on housing waiting lists for years and decades with no follow-up or information.

Improved access for some marginalized groups, especially immigrant groups such as undocumented Latino/e/x residents, focused more on cultural humility and navigability of systems. Navigability and human contact in housing programs was emphasized by mental health service providers, youth, and others. Many agreed that improvements could be achieved by resourcing community hubs operated by local organizations, and this was especially advocated for in the conversations American Indian, Black and Chinese residents.

Participants wanted to see more housing resources centralized, easier to locate, and easier to understand. They would also like MOHCD to commit more funding to outreach and education on DAHLIA, both through their own staffing and through the funding of neighborhood groups and liaisons to promote information within the community.

Across conversations with Black, Chinese, Latino/e/x, senior, youth, people with disabilities, and others, participants emphasized the need to restructure the income brackets and other eligibility requirements used to target affordable housing as there was

broad agreement that the brackets do not effectively target resources to extremely low-income or to middle-income households. This was also echoed by groups such as the Human Rights Commission, the REP coalition and Homeless Emergency Services Providers Association (HESPA).

3. Ensure dignified housing for current and displaced residents free from discrimination, overcrowding or substandard conditions, and with access to chosen community, cultural anchors, services and jobs.

Participants largely agreed on the qualities of dignified housing, both in terms of its physical qualities and the element of choice, such as the location or type of housing. Choice of location means that quality housing units must be distributed throughout the city and that all residential neighborhoods should offer quality amenities and infrastructure. And it means that residents that rely more heavily on immediate connections to their community, such as some members of the LGBTQ+ community and recent immigrant communities, should have access to housing that accommodates for social infrastructure.

Tenderloin residents and Latino/e/x Mission residents in particular spoke about the inhumane housing conditions that their communities are forced to endure. Others, including LGBTQ+ and youth participants emphasized the right to freedom from physical and mental abuse and noted that the informal systems that their communities rely on to secure housing are rife with discrimination and trauma. Shelters were not considered dignified housing by most participants, and they expressed a desire to prioritize the construction of permanent affordable housing over temporary shelter. Black residents from focus groups and advocates affiliated with SDA pointed out that dignified housing is affordable housing – housing that costs less than 33% of one's income.

Many participants naturally connected providing dignified housing for all to the need for greatly increased production. This was echoed in forums from focus groups to developers to community-based organizations and advocates. Reasons given for increasing housing stock included to reduce housing prices, provide housing to unhoused residents and those currently unable to live in San

Francisco, and improve neighborhood life and amenities. Participants often spoke of the connection between dignified housing and quality neighborhood infrastructure, amenities, and resources. The Equity Council and others added that proximity to jobs must be considered. Many residents and organizations, like the SF Land Use Coalition and the REP coalition, cautioned that these improvements should be planned and directed by local residents and paired with anti-displacement measures.

Tenant protections were also advocated for in many forums as a means of ensuring dignified housing; however, there were concerns expressed from some online commenters about the use of rent control as a means of tenant protection because it does not target those most in need of affordable rent. Direct rental assistance to tenants was more broadly supported. Both the HPG and the Equity Council suggested that more actions should be developed to support tenant protections as a means of stabilizing communities, which will increase quality of life and access to dignified housing over time..

4. Promote the equitable distribution of housing across all parts of the city through increased public funding, rezoning, education, incentives and streamlining measures while ensuring that projects do not displace existing residents.

Soliciting feedback about the geographic distribution of housing elicited a range of responses and concerns, but there was consensus and much enthusiasm for the goal of ensuring that all neighborhoods in the city should contribute. Specifically, this meant that production on the west and north sides of the city should be increased. A wide range of organizations, including YIMBY Action, SDA, Golden Gate Valley Neighborhood Association, SPUR, Duboce Triangle Neighborhood Association, Castro LGBTQ Cultural District, and Larkin Street Youth Services, expressed support for policies that increased density. They identified low-density neighborhoods with high proportions of single-family homes, such as the Sunset and Richmond, as appropriate candidates for rezoning and future development. While the REP coalition did not oppose equitable distribution of housing across the city, they did not support many of the methods proposed in the draft policies to achieve this and only expressed support the production of 100% affordable housing with permanent restrictions.

Some east and south side residents from the Black and Latino/e/x communities expressed reservations about what type of housing would be made available to them on the west side of the city and a concern that they would be “othered” by existing residents there. Some participants from MegaBlack spoke directly about a concern that policies would result in “ghettoizing” Black Americans in new affordable housing developments on the west side of the city. Large, high-density developments intended to maximize available space were considered undesirable by many Black residents for this reason. Other residents from the Chinese-language focus groups noted that Chinese-language outreach and services are concentrated in Chinatown, which makes it difficult for Chinese living outside of Chinatown to access them. First generation immigrants in the Latino/e/x community were more likely to express reservations about leaving the Mission neighborhood but felt that their children and grandchildren may benefit from and desire to live in the more highly resourced parts of the city.

Housing experts tended to focus more on how to achieve increased and more distributed housing, suggesting capacity-building for non-profit developers, targeting homeownership programs, and promoting family-sized units. They also recommended up-zoning ambitiously while increasing community education and engagement for new developments. Chinese participants in focus groups, particularly those already living on the west side of the city, shared an enthusiasm for more dense housing developments in high-resource neighborhoods. While still expressing support for new housing opportunities, advocates affiliated with the Homeless Emergency Services Provider Association (HESPA) and MegaBlack expressed concern about the re-entrenching of inequities that could result from housing investments and development made in already high-income, well-resourced neighborhoods. And, while the majority of community organizations supported housing production and density in some form, a few residents from less densely populated neighborhoods expressed concerns about rapid change in the community, a desire to continue to preserve neighborhoods’ distinctive architectural style, and the maintenance of existing light and air access requirements. Although some homeowners in the Richmond focus groups expressed concern that new housing could cast a shadow on to other properties, most participants agreed that there are

ways to mitigate such impacts through careful planning and early engagement of both the communities the housing is for and their future neighbors. Some Sunset focus group participants were concerned about blocking views on main corridors but supported more height on hills and along transit lines. Focus group participants from the western neighborhoods generally expressed concern that new affordable housing will be stopped by neighbors (“not in my back yard”).

Several groups, including YIMBY, the Latino Task Force, and residents from the LGBTQ+ and the Richmond focus groups advocated for the streamlining of approval processes for middle-income housing. On the other hand, residents from the Sunset focus group and the Miraloma Park Improvement Club expressed concern that streamlining disempowers low-income communities and communities of color, while empowering for-profit developers. The Sunset residents suggested that streamlining should only be available for smaller projects. Other participants expressed similar limited support for streamlining, such as the SF Land Use Coalition who opposed streamlining for any market-rate developments, but instead recommended prioritization of new housing with deep affordability. Also, the American Indian focus group participants supported a streamlined process for affordable housing and units that support multigenerational households. Members of SPUR stated that streamlining would not serve as an incentive for the private market to produce affordable housing and recommended a property tax benefit instead. They also stated that streamlining should be the goal for all housing projects to boost overall production. Lastly, the REP coalition was strongly opposed to streamlining the development process and instead advocated for more opportunities for public review of proposals.

5. Increase wealth building opportunities through homeownership, financial education, and job training for American Indian, Black and lower income residents.

A majority of participants spoke about San Francisco’s high cost of living. They identified better-paying jobs and wealth-building opportunities as ways to stabilize communities and stem

displacement at the root. This issue was most strongly expressed in conversations with and about Black residents and youth, and it was elevated in consultation with the Equity Council. Residents in the majority Black resident focus groups noted that it is crucial to improve the housing system because the system itself traps low-income residents in a cycle of poverty – without a housing plan it is difficult to get a good job, and without a job it is not possible to afford housing. Groups including immigrants, transitional-aged youth, and seniors need more support finding stable income opportunities and funding for housing. For these communities, maintaining a steady income to cover the cost of living in San Francisco is particularly challenging due to experience requirements, language barriers, unresolved immigration status, and the seasonal or informal aspect of many of the jobs they can access. Job opportunities must also be facilitated by improved public transit options.

Furthermore, participants agreed with the need to increase financial support programs that can help communities of color and low-income communities build intergenerational wealth through home ownership. Participants urged the City to improve methods to disseminate information and provide educational opportunities for communities to learn about existing City resources and programs related to housing. They want programs to prioritize Black, American Indian, and low-income communities that include targeted down-payment assistance loans and grants. Many participants specified that communities of color should have access to financial support programs that give them priority to own in their communities. To Black advocates affiliated with BMAGIC and MegaBlack and focus group participants from Bayview Hunters Point, facilitating and subsidizing homeownership was seen as a potential form of reparations, an opportunity to build intergenerational wealth, increase economic mobility, and a way to bring back displaced Black households. On the other hand, REP coalition advocates, cautioned that treating homes as vehicles of wealth accumulation could exacerbate housing speculation and contribute to the ongoing housing affordability crisis. Of note, only one of the twenty-two REP coalition organizations targets service to the Black community and that organization does provide homeownership support.

6. Build the kind of housing that vulnerable communities want in their neighborhoods so that they have opportunities to stay connected to their history and culture.

Many participants from the focus groups and community conversations, who were predominantly people of color and other marginalized groups, would like to see affordable housing built in their communities so that they have an opportunity to stay connected to their history and cultural anchors. This was echoed by American Indian, Black, Latino/e/x, Chinese, Japanese, LGBTQ+ and other groups. Black residents in the Bayview Hunters Point neighborhood expressed a desire for family housing (3 bedrooms or more) with yards and privacy, sometimes citing townhouse style developments as good examples. Black focus group members in the OMI wanted to see mixed-income housing and low-rise building types, while mixed-income housing was criticized by some Bayview Hunters Point residents and LGBTQ+ residents as not fostering inclusive communities indicating that more work needs to be done to ensure that residents of all income levels and identities feel welcome. LGBTQ+ residents want to see greater density and height in the Castro specifically to allow for the community density required to sustain their community ties and culture.

Participants agreed that more housing in San Francisco means more density. But what is considered an acceptable new housing building height varied from 3-6 stories or more for western neighborhoods to 10-12 stories in central neighborhoods. Youth and LGBTQ+ groups, some Chinese residents in the Richmond and Sunset, and some housing expert groups like SPUR advocated for housing at the taller and denser end of the spectrum throughout the city.

Across all methods of input, people agreed that housing types need to be responsive to the needs of different communities. Seniors and people with disabilities strongly advocated for accessible and supportive housing models that facilitate residents' independence and quality of life. Transitional aged youth spoke about the need for housing for students or people just starting in the work force who may need additional support services. Some groups, include the Ramaytush Ohlone tribal consultants

and Japanese focus groups and some seniors, spoke about the need for housing types that support communal style households, with shared amenities for cooking, socializing, recreation, childcare, and other needs. This type of housing was described as supporting more village style housing that allow for stronger social supports and intergenerational connections. The REP coalition rejected strategies that encourage new group housing such as described by the groups above until there is an inclusive, BIPOC and low-income community-led conversation about what group housing actually is and its impacts on communities.

7. Create accountability in policy making and empower residents to share decision-making for housing programs and project approvals.

Across the board, but particularly among communities of color and other marginalized groups, participants wanted to see existing housing programs, including the affordable housing lottery, public housing, and Department of Homelessness and Supportive Housing-sponsored programs, reformed to provide accountability and transparency to address a widespread loss in trust. They told project staff that programs should offer results, follow deadlines, audits, adequate oversight, regular reporting, and should face consequences for negligence in case management. The Equity Council provided specific direction to develop a housing portal, track community impacts, and to prepare data to address the failures of public housing projects and policies of the past. With more knowledge of the functions and performance of housing programs and policies and means to hold agencies accountable, communities of color and other marginalized groups aim to hold greater power in the decisions that affect them.

Participants, including many from the Black community in the Bayview Hunters Point, pointed to the need for structural changes to allow for this sharing of power with city agencies. They named more representation of communities of color among city staff, in community advisory groups, and other forums to achieve this change. The impact of greater representation was also reflected in the fact that participants provided greater input when conversations were hosted and facilitated by members of their own community. By including these communities in

decision-making, the city is better able to understand and address how systemic racism, discriminatory policies, and economic inequality contribute to the housing crisis.

Members of the HPG and others expressed concern that the City may not be ready to make changes. The implementation of this Housing Element would fail without such change and HPG members asked for greater specificity in the 2022 Update on how accountability and community empowerment will be achieved.

Participants also connected the need for greater knowledge and inclusion to an increased need for community engagement. The type of engagement desired was largely described as community-led, culturally appropriate, long-term, and with clear expectations about the outcome of the engagement. Many residents, especially those in Bayview Hunters Point and those represented at MegaBlack, spoke about the lack of follow-up after City engagement efforts and perceived lack of action in response to the concerns shared. This has led to greater suspicion of the City's engagement efforts and has engendered engagement exhaustion. Black community members frequently described feelings of exhaustion and re-traumatization that has resulted from constant outreach from multiple city agencies, heightened because they feel that their input has little or no impact on the City's actions.

8. Further study the equity impacts of market-rate housing production on American Indian, Black and other communities of color and vulnerable residents, and apply those findings to stop the displacement of these groups.

A consistent question about the impact of market-rate housing on housing affordability generally and residential displacement specifically arose in conversations with residents, housing advocates and housing policy experts. Participants in the LGBTQ+, youth, and Filipino focus groups and in some of the broader community conversations with Latino Task Force, Blaze Youth Fellows, and Housing Rights Committee talked about the struggle of achieving affordability within an economic model that treats housing as a commodity rather than a right. Representatives

from the REP coalition, SDA, and the SF Land Use Coalition also disputed the belief that increasing any and all housing production would lead to an increase in housing affordability. The REP coalition and other community members pointed to the underproduction of housing units affordable to low-income households compared the overproduction of luxury housing units according to past RHNA targets. They argued that market-rate housing production contributes to displacement of existing, low-income residents and exacerbates the housing affordability crisis. Some online respondents would like to see the Housing Element and its policies more explicitly name these root causes of the housing challenges we face today.

Other participants felt that market rate housing needs to be built for higher income groups, but that affordable housing production must be prioritized. It was suggested in the focus groups and by the Latino Task Force to cap the number of market-rate units that are allowed to be built and take steps to remove profit-incentive from housing. Still others, such as YIMBY, advocated for increased market-rate housing production as one solution for achieving better affordability by increasing the volume of available units and as a means of bringing privately funded amenities to neighborhoods. Others, such as SPUR, spoke to the need to reduce housing cost production overall, while still utilizing market rate housing and inclusionary housing programs to incrementally add to affordable housing stock.

While there was not agreement among participants in the assumptions of how market-rate housing affects affordability, participants from many groups including communities of color, seniors, youth and various levels of housing expertise called for the need to study the equity impacts of market-rate housing production on American Indian, Black and other communities of color and vulnerable residents. There was interest in research at a citywide level to understand broader patterns of housing inequity and policy outcomes, but also at the project level to study impacts to the immediate neighborhood population. While many participants did not link market-rate housing production to the displacement of vulnerable residents, others believe that there is a strong correlation and that the impacts must be addressed in order to stop residential displacement.

Policy Responses to Community Directives

The community directives served the revision of the 2022 Housing Element Update in two key ways: they helped to affirm existing components that are required to advance equity in housing, and they revealed gaps that required bolstering with new or modified policies and actions. Below, the larger shifts that occurred between Draft 1 and 2 in response to community input are described. Please note that all references to policies and actions are related to the second draft of the 2022 Update. For a more detailed mapping of how the 2022 Update draft changed and how the changes respond to the community directives listed above, please refer to the Revised Policy and Action Table in Appendix H.

What was Affirmed

The goals articulated in Draft 1 of the 2022 Update were widely supported by groups across the board, from residents to commissioners. Therefore, these remain essentially unchanged in Draft 2. Policies and actions that already correlated strongly with the community directives were retained, including but not limited to:

- Expanding resources for people experiencing homelessness and the people most vulnerable to housing insecurity.
- Better utilizing the City's acquisition and rehabilitation program.
- Preserving the affordability of existing units of all types, including unauthorized units.
- Improving access to Below Market Rate units.
- Investigating and eliminating discrimination in housing.
- Cultivating spaces of cultural importance for communities impacted by displacement.
- Amplifying and prioritizing voices of people of color.

- Enabling low and moderate-income households to live and prosper in well-resourced neighborhoods.

What was Changed

Certain ideas presented as policies in Draft 1 of the 2022 Update were affirmed by strong public support but required strengthening to better convey their importance. These ideas were elevated as a new layer of objectives in Draft 2 so that they function as a guide for multiple policies and actions and provide more clarity about how the city can reach its housing goals.

Many of the substantial changes at the policy and action level of the 2022 Update are intended to bolster or refine the ideas expressed in these objectives. Approximately half of the policies and actions were either added or significantly modified to fill these gaps. Policy or action ideas were only removed entirely in a few instances as further analysis proved that they were not directly supporting the goals and objectives of the housing plan.

The following analysis broadly outlines how the second draft of the 2022 Update responds to community directives described in the previous section.

1. RESTRUCTURE HOW RESOURCES ARE PRIORITIZED

The restructuring and reframing of housing prioritization are largely addressed by new and modified policies and actions supporting the following goals:

Goal 1. Recognize the right to housing as a foundation for health, and social and economic stability.

Goal 2. Repair the harms of historic racial, ethnic, and social discrimination for American Indian, Black, and other people of color.

As previously noted, two through lines intersect with many of the community directives described above: the need for racial and social justice through reparative actions and the need for community

empowerment. In response, Draft 2 contains more explicit reparative framing of policies and actions that are intended to redress past discriminatory government actions, such as homeownership programs (Policy 11). It also includes policies to identify populations underserved in the Below Market Rate program and strategies to better serve underserved populations (Policy 5) including those who have been waiting on the lottery for more than five years (Policy 5, Action d). Furthermore, more actions were created to bolster the existing policies that support the prioritization of the most vulnerable groups in housing programs (Policy 8, Actions b, e, f, j-m; Policy 2, Actions b, d, g, h).

2. INCREASE ACCESS TO HOUSING RESOURCES

Assistance navigating housing resources was called for by many groups. Draft 2 addresses these concerns by increasing and refining policies related to housing program outreach, education, counseling, and case management (Policy 1, Action I; Policy 7; Policy 8, Action I). In order to better understand barriers to housing and discrimination in the system, the revised draft also calls for a study to identify common cases of discrimination and implement solutions to strengthen enforcement of fair housing law (Policy 6, Action b). The revisions also added supporting actions to the existing policy to “improve access to the available Below Market Rate units especially for racial and social groups who have been disproportionately underserved” (Policy 5).

3. ENSURE DIGNIFIED HOUSING

The need for safe and dignified housing is more explicitly addressed in new policies supporting health and environmental justice (Policy 34). Also, in recognition of the connection between dignity and choice highlighted in the community input, Draft 2 expands policies related to building more affordable housing in places that vulnerable communities need them. This includes a policy to pursue investments in permanently affordable housing that are specific to neighborhoods that serve as entry points to recently arrived residents from certain groups, such as LGBTQ+ refugees or immigrants, or specific to populations such as transitional aged youth or

transgender people (Policy 2).

4. PROMOTE EQUITABLE DISTRIBUTION OF HOUSING

Several new policies are intended to better support the equitable distribution of housing for which the community expressed support. Multiple new actions were introduced to further facilitate the construction of small and midrise multi-family buildings that can serve middle-income households as this was a building type broadly supported by the public for new development, especially as a means to increase density on the west and north sides of the city (Policy 26). Actions range from new construction loan programs to technical assistance to streamlining measures. While staff recognized the not all groups were supportive of streamlining, the policies endeavor to meet community concerns about disempowering local residents in decision-making by tying the incentive to community benefits and criteria that will be created with local communities as well as requirements for anti-displacement investments.

5. INCREASE WEALTH BUILDING OPPORTUNITIES

Not only is wealth building now elevated to an objective within the 2022 Update, but the supporting policies also call for improved access to well-paid jobs and business ownership for American Indian, Black, and other communities of color based. The development of new policies on job and entrepreneurship opportunities were based on the input we heard about the importance of wealth building for housing stability, especially across generations (Policy 16). This is supported by new actions, including “Prioritize capacity-building, job training, start-up, and business development resources for Black-owned developers and construction companies towards building housing” (Policy 16, Action e).

6. BUILD THE KIND OF HOUSING THAT VULNERABLE COMMUNITIES WANT IN THEIR NEIGHBORHOODS

Generally, the draft increases requirements for community involvement in the review of zoning and development proposals. It also calls for zoning

changes within Priority Equity Geographies to serve the specific needs of American Indian, Black, and other communities of color (Policy 18). In response to a call for new building types that facilitate intergenerational and social support systems, policies that support co-housing were updated and expanded to support ways for households to share space, resources, and responsibilities and to reinforce supportive relationships within and across communities and generations (Policy 29).

7. CREATE ACCOUNTABILITY AND SHARE DECISION-MAKING

The revised draft responds to the calls for more transparency and accountability with a new policy initiating a truth-telling process about the impacts of discriminatory government actions to the American Indian, Black and other communities of color that affect their housing access (Policy 10). The draft also includes several new actions aimed at increasing accountability tools that measure progress towards more equitable housing access (Policy 14), such as regularly reporting on housing program metrics to the community, creating a housing policy implementation committee, creating a city budget equity analysis tool for housing investments, improving data collection, and creating a racial and social equity impact framework for regulatory review (Policy 21). Furthermore, to increase community empowerment and better respond to the needs of communities of color, policies and actions were changed to elevate to role of community input in policy, zoning and development review (Policy 13, Action d; Policy 18; Policy 36, Action d).

8. STUDY THE EQUITY IMPACTS OF MARKET-RATE HOUSING

Lastly, the revised draft takes a clearer position on the need to study and end displacement and calls for the City to “prevent the potential displacement and adverse racial and social equity impacts of zoning changes, planning processes, or public and private investments especially in areas vulnerable to displacement” (Policy 21). This is supported by new actions that aim to invest funding in anti-displacement tools to mitigate or eliminate impacts caused by zoning changes, development projects, or infrastructure improvements.

Learn More About the Policy Changes

For more detailed mapping of how the 2022 Update draft changed and how the changes respond to the community directives listed above, please refer to the Revised Policy and Action Table in Appendix H. This table matches all of the revised policies and actions with those from Draft 1 and notes when policies and actions are new, significantly changed, or essentially unchanged. The table also notes when a policy or action directly correlates with a community directive as described above.

6. Lessons Learned and Next Steps

Lessons Learned

This phase of engagement for the Housing Element 2022 Update is representative of the direction SF Planning would like to take in engaging residents in a more equitable way. There was significantly greater outreach to communities of color and vulnerable groups than in past efforts, and staff worked to create a fair compensation model for both community-based organization partners and participants. The work resulted in several lessons for improvement and recognition of the gaps in outreach. Beginning with the gaps in outreach, the following section lists groups that were identified as underrepresented in the outreach and topics that would benefit from further discussion.

Groups underrepresented in Phase II outreach:

- Public housing residents
- American Indian residents
- Black residents
- Westside input on increased density and housing development
- Unhoused population
- Formerly incarcerated residents
- Small landlords/small developers
- Arabic community
- Community-serving organization employees and essential, low-wage workers
- Organized Labor

Themes for further discussion:

- Housing as a vehicle for reparations to communities harmed by discriminatory government action
- Streamlined process in balance with community empowerment
- Alternative community ownership

The following list briefly summarizes some of the lessons learned from Phase II outreach, which staff will take forward into future engagement.

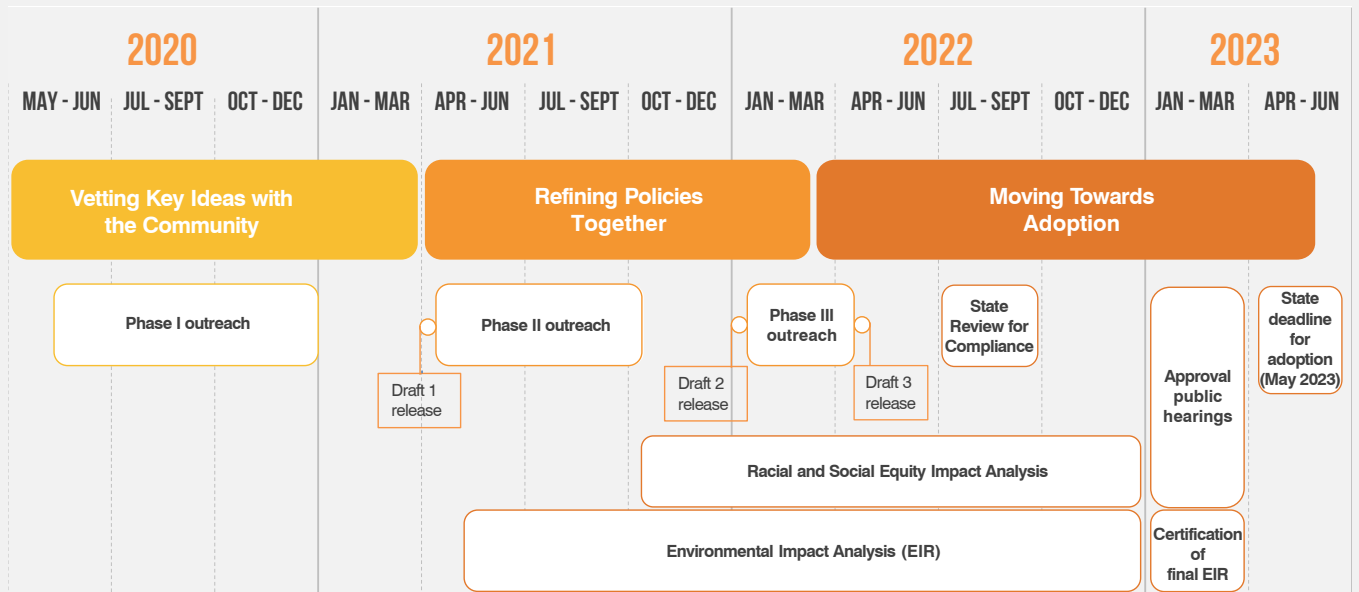
- Asking participants to discuss their housing experience can be re-traumatizing for those that have suffered or are currently suffering from discriminatory actions, housing insecurity, and unsafe housing.
- City staff must track past city outreach efforts and commitments to the community to inform current efforts and to ensure that previous community input is respected. This understanding will help the community and City staff build momentum and continuity in policy conversations.
- SF Planning's over-reliance on highly technical language in outreach documents needs to be vetted and "interpreted" early and often throughout the process by community partners.
- The digital participation platform requires more promotion and user training to reach a broader audience. The input structure should be refined to allow for more nuanced input.

Future Outreach and Engagement

SF Planning staff will present the revised Housing Element 2022 Update in late January at Planning Commission and Historic Preservation Commission hearings. The draft will be published to the website and comments will be collected through March 2022. At the same time, staff will reengage several community partners from the summer to address the gaps in outreach cited above and further refine policies and actions in a third phase of outreach. The engagement will primarily consist of small focus groups

and interviews and will conclude in late February to prepare a third and final draft of the 2022 Update for publication in late March. As the project moves towards adoption after March 2022, outreach will shift towards information sharing about the proposed Housing Element Update, the environmental review process, and the further analysis with community leaders of the equity outcomes of this body of work. The project will conclude with the adoption of the Housing Element update in January 2023.

Figure 16. Project Timeline



APPENDICES

Appendix A. Focus Group Theme Summaries	62
Appendix B. Focus Group Menu of Questions	97
Appendix C. Focus Group Community Partner Selection Criteria	105
Appendix D. Housing Policy Group Summary	107
Appendix E. Community Conversation List of Participants	141
Appendix F. Community Conversations Coding Categories	142
Appendix G. Written Comments and Responses	143
Appendix H. Revised Policy and Action Table	222

APPENDIX A.

Focus Group Theme Summaries

01. Right to Housing

CONVERGING IDEAS

Right to housing means that everyone, regardless of income, race, background, or special circumstances, should have equal access to affordable housing. Housing should be a place that provides privacy, freedom to come in and out, safety, access to affordable services (groceries and public transportation), good quality spaces, and a healthy environment where people can thrive. Housing should offer families and individuals opportunities to be in community and access services that can support them in building better lives. Such services include: career and job training, rehabilitation and mental health services, and access to trauma-informed counsellors and social/case workers.

Non-discrimination policies should be in place for people to access housing, live with dignity and in peace, or harmony. Housing should be near, or be accessible to, work opportunities as the right to housing is interrelated with the ability to afford housing through the right to work.

The right to housing should be considered a human right, or as important as having access to other basic human needs like water or air. Therefore, the City has a role in regulating the accumulation of profits/benefits from housing. For example, rent control should be attached to people, not property, and there should be limits to the number of properties owned by the same proprietor.

The right to housing should include the right to choose, as people have different needs and goals. Integrating these two rights would humanize the housing system. The right to choose should include the right to decline housing.

The right to housing should prioritize communities who have been discriminated against, displaced, or forced to live on the streets by City policies. These communities should receive reparations and be given

back the spaces lost. Priority should be given to Black/African American, American Indian, Japanese, and Filipino communities. Other priority communities for housing include: low-income communities, communities of color and other vulnerable groups including children, seniors, and people with disabilities.

DIVERGING IDEAS

While some participants considered that the right to housing should include shelters, transitional places, safe parking locations, and to tents on streets (OMI black community and transitional youth), other participants argued that while these are needed emergency solutions, they should not qualify as housing in San Francisco (transitional youth).

PROMINENT IDEAS BY TARGET COMMUNITY

LGBTQ+ Youth/ Mental health providers (FG 1)

Right to housing needs to include: right to safe housing (avoid places of further victimization), stability, and spaces where you feel safe, secure, and most of all supported.

Seniors (FG 2)

Housing means that no matter how small their income is, people deserve to be housed in a decent place.

People with disabilities (FG 3)

Everyone has a right to housing regardless of income or ethnicity. Anyone who has been discriminated against, displaced, or forced to live on the streets should get reparations.

Filipino community (FG 4)

Housing is about equity; a right should not result in profits for the few.

American Indian community (FG 5)

Housing for the American Indian Community means strengthening the community, access for safe

spaces, and processes that can be more simplified, welcoming and efficient.

LGBTQ+ community (FG 6)

Housing rights mean acknowledging harm to marginalized groups. Housing rights means reparative acts. Moreover, it means community safety and being able to stay in a community.

Transitional youth (FG 7)

The right to housing means affordable housing rather than temporary solutions. It means affordable living, been able to own a home, but also to live and pay for other expenses.

Black community, OMI (FG 11)

Housing means good housing and [access to] other services to have quality of life and health.

Cantonese-speaking community in the Sunset (FG 14)

Right to housing means affordable housing within a safe environment.

Moderate to very low-income community in the Sunset neighborhood (FG 15)

While the Housing Element recognizes the right to housing, it is crucial for all city services to recognize it as such.

Cantonese-speaking community in the Tenderloin (FG 16)

New housing policy should support eliminating racism from existing and new programs, and result in equitable access to housing.

Spanish-speaking, Latino/x, seniors, families & youth, Mission (FG 17 & 18)

For the Latino community, the right to housing means to be able to apply to housing programs without 'stigma' or judgment. Some members of the community may feel uncomfortable or vulnerable when asking for support from the government. For the community access to work to afford housing is critical.

The right to housing means living with dignity and in and peaceful [non-stressful and safe] spaces and circumstances.

02. Priority actions to help unhoused or at-risk families and individuals

Building permanently supportive housing.
Building homeless shelters and navigation centers throughout the city, including off-street Safe Parking sites for vehicle dwellers seeking conventional housing.
Identify and prioritize vulnerable groups for placement in temporary shelters and permanent supportive housing.

Expand on-site and mobile case management and services for the most vulnerable.

CONVERGING IDEAS

Mental health providers working with LGBTQ+ youth stressed the need to increase the number of case managers and navigation services [on-site and mobile], and integrate supportive and mental health services for the most vulnerable. For example, staff from ECS (ONE System) should provide on-site support at navigation centers.

Participants expressed the importance of assigning case managers that can consistently provide guidance to unhoused or at-risk families and individuals and support them with application requirements. Overall, there is a sense that the systems in place need to be "humanizing", and that service providers need to be trauma-informed in order to build trust and restore dignity. Finding temporary accommodation is the first step to addressing the many challenges that unhoused or at-risk individuals and families face, but long-term support is needed to help unhoused or at-risk families and individuals move forward in the "housing ladder" as their goals and needs change.

Building more permanent affordable housing, in general, as well as on city-owned land, resonated with participants. Permanent housing is needed for vulnerable groups, the idea that people do not need to be "fixed" before being provided housing resonated, as participants consider that being unhoused contributes to drug addiction and mental health issues.

Improvements to existing programs are needed to make living in San Francisco affordable and prevent more families and individuals from becoming unhoused. Younger participants stressed the importance to create stable, well-paid jobs, accessible to young people to prevent the displacement of at-risk youth.

DIVERGING IDEAS

Participants from focus groups, including transitional youth, seniors, and people with disabilities, considered that navigation centers and shelters should not be considered housing as they offer a temporary solution that does not meet the community's understanding of what right to housing should encompass.

OTHER IDEAS

Beyond assigning priority in affordable housing lottery, priority actions should focus on removing stigma and barriers to access existing resources, and exploring alternatives to existing forms of means testing [AMI] that prevent at-risk families and individuals from accessing existing resources. Existing systems stigmatize and re-victimize the families and individuals they are trying to help.

New programs are needed to make better use of existing resources, for example using vacant properties to house people.

Participants in several groups mentioned that increasing representation from different communities within the city agencies providing services and assigning resources will result in more equitable outcomes for the wider community.

Financial resources are needed to support the work of local community-based organizations working with unhoused or at-risk families and individuals.

PROMINENT IDEAS BY TARGET COMMUNITY

LGBTQ+ Youth/ Mental health providers (FG 1)

- Priority actions should include increasing the number of case managers and navigation services in the city to provide support on-site. Case-managers need to be well educated, trained, well paid, and supported (overwork and

burn-out of staff was mentioned). Good supervision is needed too, and diversity.

- More mobile case management is needed. With mobile case management service providers go out, engage those clients, and escort them to service (medical, mental health, and substance use care).
- Safe Parking sites are needed as crime can also create more difficulties for the unhoused individuals.

Seniors (FG 2)

- Navigation centers and tents are not the solution for unhoused population. People do not need to be fixed before they get housing. It is being unhoused and contributes to drug addiction and mental health issues.

People with disabilities (FG 3)

- It is crucial to improve the lottery system. There should be another way to qualifying people instead of AMI.
- Navigation centers and shelters are not housing and should be removed as these options do not offer case management and resemble concentration centers.
- Address mental health.
- Planning Department lacks enough Black planners and other planners of color: inclusion and equity start at the top.
- Improve other aspects of the community like roads, safety, cleanliness.
- Improve SROs to improve quality of life of residents.
- Expand access to housing for low-income and disabled people.
- Rental assistance and building permanent affordable housing on city-owned land is a good idea.

LGBTQ+ community (FG 6)

- Meth users – especially young gay men – need to be considered a vulnerable group and at-risk population.
- People need permanent housing, not shelters. These are often sites of violence and could re-victimize vulnerable groups.

Transitional youth (FG 7)

- Use vacant housing to house people, especially Black and [American] Indian communities. An

alternative is to develop a program where vacant units can be managed by an organisation after a period of time [being vacant], and rent out [at affordable prices].

- The most effective way to help unhoused individuals and families is by providing financial resources, in other words, unhoused population needs money.

Transitional youth (FG 8)

- The City should buy old houses to build high-rises for apartments, especially in more gentrified areas where old Victorian houses can be transformed into multiple units for multiple families of mixed income, not only rich individuals.
- Young participants expressed that well paid jobs are essential to be able to be able to afford living in San Francisco.

Black community, Bayview (FG 9)

- More financial resources are needed such as grants to support the work of local community-based organisations like Providence Foundation.

Black community, Fillmore/ WA (FG 10)

- Incentivizing a proactive participation of landlords to provide support systems (resources) for tenants that have problems paying their rent.
- Counselling and therapy could be useful for unhoused/ at-risk people to get some guidance and move forward.
- The time between starting and finishing the process to access housing is too long and allocation of resources could be biased. Adequate representation within the institutions and particularly the people running the systems for housing applications is needed for equitable results.
- More information (outreach from city agencies) is needed to share the resources and normalize using this aid within the community.

Spanish-speaking, Latino/x, seniors, families & youth, Mission (FG 17 & 18)

- Immigrant communities and communities with unresolved immigration status need extra support/ flexibility to apply to housing as there are currently too many barriers to access resources. Families and individuals in this situation are often not able to provide the documents needed to apply for/ access housing, for example, credit

history, social security number, ID, or pay stubs (paid in cash).

03. Priority actions to prevent displacement

Increasing financial supports

- Rental assistance (housing vouchers).
- Targeted down-payment assistance loans.

Increasing deeply affordable housing opportunities

- Assigning priority in affordable housing lottery.
- Building new permanently affordable housing on City-owned land.
- Preserving affordable housing (i.e., purchase and rehabilitation of SRO buildings).
- Prioritizing approval of development projects serving extremely low and very low-income families and individuals.
- Pursuing alternative types of ownership (i.e., community ownership, co-housing, limited equity, stewardship, and land trust models).

Strengthening neighborhood amenities and public infrastructure

- Increasing funding for community-based organizations providing tenant protection and anti-displacement support.
- Prioritizing investments to improve public transit, environmental quality, open space access and quality, and community amenities.

CONVERGING IDEAS

The Planning Department should review plans from developers to determine if new development will displace communities. The Planning Department's [actions and policies] should prioritize tenants and low-income people, not developers.

Financial supports

Participants agreed with the need to increase financial supports that can help communities of color and low-income communities build intergenerational wealth through ownership. Programs could include targeted down-payment assistance loans, as well rental assistance (housing vouchers). Communities of color should have access to financial

support programs that give them priority to own and rent in their communities. Financial supports should prioritize Black, American Indian, and low-income communities.

Participants agreed with the need to “expand and sustain increase in senior operating subsidies” and “increase rental assistance housing (housing vouchers)”. However, Latino communities in the Mission and Excelsior, stressed that priority actions must focus on eliminating discriminatory practices related to this program that re-victimize and limit access of low-income communities and communities of color.

Increasing deeply affordable housing opportunities

Building more permanent affordable housing, in general, as well as on city-owned land, resonated with participants. Participants agreed that more government-built public housing is needed to serve seniors, low-income communities, and people with disabilities.

Participants agreed with the need to “assign priority in affordable housing lottery”, “preserve affordable housing and improve the condition of existing SRO’s”, and “prioritize approval of development projects serving extremely low-income and very low-income households”.

Participants agreed more guidance and in language resources are needed to navigate the affordable housing lottery, and that the system needs to be more transparent. Priority should be given to unhoused families and individuals, Black, American Indian, extremely low- and low-income families and individuals, as well as those families and individuals that have been in the waitlist the longest or those with overlapping vulnerabilities.

Participants agreed it is essential to develop basic knowledge about alternative community ownership options, these models could help increase ownership within vulnerable communities and keep vulnerable families and individuals housed. Japanese American, Filipino, Black, and American-Indian and transitional age youth participants expressed interest in exploring other forms of community ownership

such as Community Land Trusts. There is a desire to learn more about these models, and the City should explore, help scale, and support alternative community ownership.

Strengthening neighborhood amenities and public infrastructure

Increasing funding for community-based organizations but also providing the tenant protection and anti-displacement from the city as well.

OTHER IDEAS

Financial supports

- Offer loans to help pay-off mortgages for at-risk families and individuals.
- Assistance loans for rental deposit and advance rent.

Building more permanently affordable housing

- A lack of affordable housing for larger families has contributed to displacement of the Latino community in San Francisco. New permanently affordable housing should include options for families with children.

Rental assistance

Beyond assigning priority in affordable housing lottery, priority actions should focus on removing barriers to access existing resources and exploring alternatives to existing forms of means testing [AMI] that prevent at-risk families and individuals from accessing existing resources.

Participants highlighted special consideration in the affordable housing lottery is needed for groups that are likely to present overlapping vulnerabilities including sex workers, foster children and transitional age youth, seniors and people with disabilities, single parents with children in emergency situations (victims of domestic violence, crime, harassment by landlords, mental health crisis, drug users) and families and individuals with unresolved immigration status.

Rent and other controls

San Francisco’s rent control program needs to be updated to ensure profits/benefits from this program are equitably distributed. Participants mentioned the following ideas that the City should explore:

- Attaching rent control to a household's income, not to property.
- Controlling/ regulating of big ownership to prevent displacement
- Capping the number of market-rate units that are allowed to be built and taking steps to remove profit-incentive from housing.
- Capping rent at 30% of a household's income

Strengthening neighborhoods and communities

- Safety was mentioned by participants as very important to strengthen neighborhoods and prevent displacement.
- Strengthening cultural anchors and cultural communities was mentioned as a strategy to prevent further displacement. Cultural hubs should become “resource hubs” and include social services that are responsive to the particular needs of the community and provided by members of the community.
- Young participants would like to see youth focused community center(s) where they could learn to navigate housing issues, and find other resources that would prevent their displacement.
- For many participants affordability, job access, income and training and opportunities are closely related to housing (being able to access, afford and stay in housing) and should be addressed in parallel to prevent further displacement.

DIVERGING IDEAS

None

PROMINENT IDEAS BY TARGET COMMUNITY

Seniors (FG 2)

- The current job market had promoted displacement of seniors as government has focused on tech companies bringing lots of rich people pushing everyone else out of the city.
- Planning should analyze plans from developers to determine if it will displace more people. Planning should be oriented towards tenants and low-income people, not developers. Resources of planning should not come from developers so there is no pressure to approve their plans.

People with disabilities (FG 3)

- Black Americans should be prioritized for housing, which would be really helpful in addressing displacement.

Filipino community (FG 4)

- Assigning priority in the housing lottery, transparency of process. Consider other factors like how long you have been on the waitlist, sex workers, foster children that are not supported by the system [transitional age youth]. Housing lottery should consider community character and culture to avoid further gentrification.
- Develop programs to help people pay off a mortgage or any program that can help them own a house rather than paying rent just to get evicted at the end.
- We need more social workers, cultural workers, cultural events, diversity good food, cultural blending.

American Indian community (FG 5)

- Ownership is important – to be able to inherit to the family
- Investing in cultural centers in the neighborhoods you want to live in so that people can use them as resource hubs. The community needs dedicated social services and people to work with the community.

Transitional youth (FG 7)

- Capping the number of market-rate units that are allowed to be built. We need to completely remove the profit-incentive from housing.
- Displacement is also caused by predatory practices from realtors that targeting families and take advantage of people by buying their homes. Some communities are not well informed about these practices and end up being displaced from San Francisco.
- Some landlords discriminate individuals and families using rental vouchers, this needs to be addressed.
- Rent assistance for deposit could help unhoused people access accommodation.
- Affordable housing should be redefined made accessible because currently unhoused people cannot afford ‘affordable housing’.
- Make it easier for Community Land Trusts (CLTs) and co-ops to operate.

Transitional youth (FG 8)

- Young people with a criminal record are many times displaced from the places they used to live. Second chances are important to keep people out of the streets, so there should be plans to

reincorporate these people to the community by giving them access to housing.

- Create a department for youth that look into issues that keep young people from having fair chance at employment, wealth-building, and housing.

Black community, Bayview (FG 9)

- Participants agree that rent/housing expenses should be capped at 30% of the household income, so households can afford other essential needs like food.
- People should be able to own a house, paying rent is not affordable and does not contribute to intergenerational wealth creation.
- It is crucial to improve the housing system because the system itself traps you in a cycle – without a housing plan it is difficult to get a good job, and without a job it's not possible to afford housing.
- Displacement can be avoided by given priority and support to black community to own and rent in their neighborhoods, rather than leaving all to the market as it seems other wealthier communities are pushing the black community out by placing their people in traditional black neighborhoods.
- Lack of opportunities like low-income jobs or no jobs have trapped some Black people on drugs.

Black community, Fillmore/ WA (FG 10)

- The community is interested in land trust model which they consider may contribute to stop displacement.
- Financial education
- Secure parking – there is some affordable housing but lots of insecurity can still displace people.

Cantonese-speaking community in the Bayview (FG 12)

- Building more affordable housing would help prevent displacement and homelessness and give people more opportunity for housing. Having community-based organizations addressing displacement and homelessness
- There should be support programs for program applicants to improve their job training and income generally so that they aren't always reaching out to the government for help.

Cantonese-speaking community in the Sunset (FG 13)

- More government-built (public) housing is probably the most important, especially to serve seniors, low-income people, and people with disabilities.
- Improved public amenities and infrastructure to ensure Richmond is barrier-free/accessible to all neighborhoods

Cantonese-speaking community in the Tenderloin (FG 16)

- Prioritize people who have lived for decades in the community rather than people who are new.
- Rent control and legislation- Landlords shouldn't be allowed to buy out tenants. There needs to be a limit on the price they can rent or sell a unit for after they evict a tenant

Spanish-speaking, Latino/x, seniors, families & youth, Mission & Excelsior (FG 17 & 18, 19)

- The Latino community considers that displacement can be prevented by removing barriers and increasing funding to existing programs to access housing. Many community members hold seasonal jobs that pay in cash, making it difficult to save money for deposit and rent, demonstrate credit history, and collect the paperwork required to access existing housing programs (particularly important for individuals with unresolved immigration status).
- A lack of affordable housing for families (more rooms) has contributed to displacement of the Latino community in SF. Many families live in stressful overcrowded conditions that contribute to abuse from landlords, mental health issues, and domestic violence.
- For the Latino community access to jobs that pay enough to afford housing in San Francisco is critical. Housing costs (rent) should be relative to household income.
- Education and knowledge of tenant rights and existent housing programs is needed in the community.
- Rent assistance has helped during the pandemic but many community members shared stories of discrimination and abuse by landlords who take advantage of a lack of knowledge of tenant rights, language barriers, and unresolved immigration status that leave families and individuals

with no protections. These families are often victims of harassment and are forced to live in overcrowded, unsanitary conditions.

- The city should address safety in all neighborhoods to prevent displacement, but especially in neighborhoods where new housing is planned. Families with teens assigned housing in areas of the City where crime and drugs are an issue (the Tenderloin was provided as an example) prefer to leave San Francisco.

Japanese American community, Japantown (FG 20)

- Increasing funding for community-based organizations but also providing the tenant protection and anti-displacement from the city as well.
- Current programs need to be adjusted to new realities and personal circumstances and goals (more flexible). For example, the school district has a forgivable loan, but the rules do not allow to buy in some places as there is a maximum price and basically the only houses that can be purchased are in Bayview or Hunters Point, no matter where you teach. So, it would make sense to align the program to where you teach.
- It is crucial to develop basic knowledge about alternative ownership type in the community and the consequences that come with changing to market rate, because people can easily lose their homes.

Moderate to very low-income community in the Richmond (FG21)

- Participants agreed more guidance is needed to get into lottery. Also, that it is important to prioritize extremely low- and low-income individuals.

04. Right to return

- Prioritizing and targeting select vulnerable groups for affordable homeownership opportunities programs.
- Dedicating land to American Indian Communities.
- Pursuing alternative types of ownership that put land in community hands (i.e. community ownership, co-housing, limited equity, stewardship, and land trust models).
- Strengthening cultural anchors and connections including investing in the Cultural District program.

CONVERGING IDEAS

Right to return means welcoming displaced communities back to San Francisco providing safe spaces and adequate supporting services to build community and thrive. For most of the groups, right to return means acknowledging the history and discriminatory policies that led to displacement in the first place, recognizing that such policies and practices continue to displace and harm communities today, and actively work to dismantle such policies and practices.

Right to return means having the right to stay and the right to choose where to live in the city. Priority for right to return should be given to communities that have been forcibly displaced, including American Indian, Black American, Japanese American, and Filipino San Franciscan communities, native or with multi-generational connections to the city. The right to return should restore the services that the communities lost and need in order to thrive, such as social services, and cultural amenities.

Japanese American participants agreed that the right to return should honor Certificates of Preference granted to Japanese American Families. The city should investigate further the status of these Certificates and follow up with families. For younger Japanese American participants not directly affected by displacement, right to return means opportunities to stay and live in their community, raise their families in their community, own business and property in their community, welcome new immigrants, and strengthen the cultural bonds and anchors.

For participants from the Filipino community right to return means the right to know your community's history and the contributions of your community, and to experience a sense of belonging in the city. The right to return should invest and restore other forms of community wealth such as culture.

Participants agreed it is essential to explore and implement alternative community ownership options, these models could help increase ownership of displaced communities. There is a desire to learn more about these models, and the City should provide more information, help scale, and support alternative models of community ownership.

OTHER IDEAS

- Right to return policy should differentiate between Black and Black Americans.
- Right to return should consider formerly incarcerated members of the community who have been displaced multiple times and are not allowed to return to their communities.
- Right to return should consider communities displaced by economic policies that have made the city unaffordable. Participants mentioned displaced young families, Latino families, seniors, and individuals, and members of the LGBTQ+ community that rely on proximity to feel safe and have access to culturally competent services.

DIVERGING IDEAS

None

PROMINENT IDEAS BY TARGET COMMUNITY

Seniors (FG 2)

- Bringing people back, does not mean to have them all live on 3rd Street, but to let them have a choice where to live, because they were displaced due to discrimination or racism. There should be a pipeline for people who worked here, lived here, had a family here.
- Young families wanted a home, but to afford one they had to leave San Francisco. They should be allowed to come back.

Filipino community (FG 4)

- Right to know [your community's] history, language, to understand where your community came from and the contributions of those who came before you. People don't know that the real Manilatown was in Kearny Street. Colonization has [made this even more difficult for Filipinos], we don't know where we coming from sometimes given our history in our country. Knowing the history will make people feel that they belong to this city.

American Indian community (FG 5)

- American Indians should be prioritized. It is the native community who can choose to take that route or not.
- Right to return means bringing Native Americans back and having the social services that they

used to have before. [The community wants] senior housing, housing for families, for disabled, not just in our Cultural District but everywhere that the community wants to live in this city. Having the chance to choose where and that it is affordable is it important to return to the city.

LGBTQ+ community (FG 6)

- Many members of the LGBTQ community could not afford to stay in SF. Therefore, right to return also means a right to stay.
- Moreover, there are people that need to be in the Castro for safety reasons; these people need to stay.

Black community, Bayview (FG 9)

- The right to return means for our community that even incarcerated people can be able to come back and find the support needed to stop the cycle. There should be no restrictions on people coming back and should be given automatically to us.
- However, it is important to highlight that black people have never left; we have always been here.
- Need for prioritization of Black people and Black native San Franciscans for return (born here, generational connections to here) that help you rise above the lottery. It's important to differentiate in the policy "Black Americans"

Black community, Fillmore/ WA (FG 10)

- Right to return is as somebody opens the door again for the black community to come back to the city. It means to prioritize BIPOC communities for opportunities for housing, especially where there is a lack of resources like in the Western Addition.
- The right to return means for the community that they are 'welcome back' 'to the city and that the government will provide some protection and support.

Japanese American community, Japantown (FG 20)

- Participants in the community considered that Certificate of Preferences is important in terms of the right to come back to this community.
- For people who came after the War and did not have property or land taken away, for these

community members having the right to return means, the return to having a safe space, to continue to grow the Japanese and Japanese American community and for new immigrants from Japan to come here.

- Right to return also means ownership of Japanese in Japan Town, if the ownership stays low the community will lose its neighborhood. Additionally, there is disproportionate senior housing, there is nothing for youth and family to strengthen the community and provide guardianship.
- Building community means people – and people needing those things around it, without people we are becoming only a tourist site.

05. Empowering communities

What kind of community engagement process would be needed to ensure your community is empowered to guide, monitor and implement policies and actions related to housing?

- Targeted engagement and elevated representation of American Indian, Black, and other Communities of Color in decision making bodies such as Community Advisory Councils (CACs).
- Investing in community-led planning efforts:
 - Cultural District strategic planning.
 - Working in partnership with CBOs serving and representing American Indian, Black, other People of Color, and other vulnerable groups.

CONTINUED ENGAGEMENT

What would be the best way to approach community engagement for new housing in your community?
What has or hasn't worked in the past?

[Continued engagement was addressed in most Focus Groups, and feedback included ideas related to empowering communities]

CONVERGING IDEAS

Community engagement formats, incentives, and tools

For focus group participants, it is essential that the city increases efforts to make information more easily

available and accessible. Materials should be readily available in different languages, through varied media, and in a timely manner to enable communities to influence decisions.

Participants considered in-person events such as community and townhall meetings a preferred source of information, but venues and times need to be convenient for community members to participate. It was noted, however, that the pandemic has exposed more community members to digital tools and online meeting platforms, enabling broader participation from community members that have restricted time and flexibility due to work and family commitments.

To increase participation both online and digital engagement processes should consider participant incentives such as gift cards and/or other supports such as childcare, as well as timelines that allow for more targeted participant recruitment efforts. Traditional tools such as telephone calls, door-to-door, and one-on-one communication is needed to reach vulnerable groups such as seniors, people with disabilities, and families and individuals that are unhoused or in an unstable housing situation. Barriers need to be lifted to increase participation from vulnerable groups, and transportation to in-person events, internet access, and in-language tools must be provided. Many participants including seniors, prefer reviewing hard copies of written materials. Cantonese and Spanish-speaking communities require in-language materials and facilitation, and noted that radio and local newspapers are important sources of information in their communities. Most importantly, participants expressed the need for concise, clear information with minimal use of technical jargon.

In general, participants were cautious about the role of social media for community engagement processes. In their experience, social media does not facilitate constructive dialogue or support community cohesion. Nevertheless, younger participants expressed the need to invest in better online participation and informational tools.

There was wide-spread support for place-based resource hubs where community members can access information, social services, and resources (including housing-related resources and support)

delivered in their language and by members from their community. Young participants were particularly interested in a model that is youth-focused and can provide resources and training in essential topics not taught at school such as wealth creation, taxes, and housing.

Many participants emphasized the role of community engagement events in re-introducing the experience of a “sense of community that breeds joy and happiness, which our communities have been stripped of”.

Community-led planning efforts

Some participants (Black community, Bayview) expressed support for community committees or councils to advise on housing related issues. Participants expressed that government should support and fund the development of leadership from within communities to build trust between public agencies and the communities they serve.

Participants were very supportive of partnerships that involve trusted community-based organizations to disseminate information, reach the most vulnerable community groups, and connect families and individuals in need with housing organizations and resources. Participants mentioned opportunities to partner with service providers (clinics, medical and psychiatric care), schools, senior centers, and local non-profits.

Capacity building, representation, and leadership

Effective community engagement must be supported by capacity building (training and education on housing-related issues), to enable community members to be fully informed and guide processes. Capacity building should take place on a regular basis, not only when outreach is required for a plan update. Participants mentioned the following areas where capacity building is needed: tenant and housing rights and responsibilities, real estate and homeownership, financial literacy and wealth creation, equity and cultural competency, income creation and job opportunities, policy and legislation, public speaking, leadership, existing housing programs, and other city resources.

Representation of diverse communities is needed in all outreach efforts, within the Planning Department

and other public agencies that allocate resources, write policy, and make decisions related to housing. Diverse representation will help the Planning Department develop deeper connections and build trust with communities.

Participants mentioned the importance of city agency leaders and Supervisors attending community engagement events (FG 9 and 22). Participants acknowledge that the process of developing diverse leadership and representation within city agencies will take time and investment, but when decision makers attend community meetings they build their own capacity to advocate for, commit to, and make better (more equitable) decisions on behalf of the communities they serve.

Empowering communities/ powerlessness

In general, participants did not address empowerment, but rather the sense of powerlessness that they have experienced when attempting to access city programs and resources (such as the affordable housing lottery). Existing housing programs and systems contribute to this sense of powerlessness by de-humanizing already vulnerable community members, and by operating without transparency, and accountability. These systems are re-victimizing vulnerable groups, perpetuating inequities and harms from discrimination, and alienating communities.

Continued engagement specific to housing projects

Participants expressed that one focus group was not sufficient to address critical issues such as housing. They recommend continued engagement for housing projects is needed. Engagement should start early and involve small businesses, communities that will receive new housing, existing residents, and extremely-low income communities.

Participants expect more accountability and transparency of community engagement processes led by city agencies. Following an engagement event, city agencies should report back, explaining how community feedback was incorporated and how they plan to move forward with diverging perspectives. For the Housing Element process, participants expressed interest in taking part in a final event at the end of the process to know the outcomes.

OTHER IDEAS

Participants' diverse cultural background brought a broad range of perspectives and approaches to San Francisco's housing challenges. San Francisco could learn from other cultures to find better ways to strengthen communities and solve similar housing problems. Examples from China, Singapore, and the Philippines were mentioned in focus groups.

Participants from the Japanese American community (FG 20) perceive seniors in the community as more resistant to change and recommend more, early engagement of seniors and intergenerational dialogue to enable communities to move forward together.

DIVERGING IDEAS

While partnerships with community-based organizations were considered a positive approach to more authentic and representative community engagement processes, participants from the Latino community (FG 17 & 18) expressed a desire to work with and hear directly from Planning Department staff to build trust.

PROMINENT IDEAS BY TARGET COMMUNITY

LGBTQ+ Youth/ Mental health providers (FG 1)

- Relationship with the community needs to be nurtured and people moving into [new housing] need to be understood.
- Expand focus groups in the community maybe with city clinics that are full-service partnership clinics with medical care, psychiatric care, case management, as they work with unhoused communities. Hearing from the folks that are dealing with the actual struggle makes a lot of sense.

Seniors (FG 2)

- We need more opportunities for public outreach. The focus group was too short for such big matters.

People with disabilities (FG 3)

- The community needs to connect with the different housing organizations that are trying to provide housing for low-income people and get their input before moving forward.

- The outreach activities need to be representative of the Black community. This can develop connection and trust.

Filipino community (FG 4)

- People in America need to learn from other cultures how to look after each other and how other cultures solve similar problems.

American Indian community (FG 5)

- Series of community meetings to the meaning of housing. It is still important to reach folks by telephone as it is a more conventional way of communication. One on one communication is needed especially with the elders in the community. However, there should be a place people can visit to get information in case they do not have emails or phone.
- The community consider the government needs to make an effort in providing equity in the opportunities given to the communities living in San Francisco to eliminate favoritisms.
- The community perceives that extra help to understand housing-related policy and information would be beneficial. Provide access to the information on a timely manner to be able to influence decisions.

Transitional youth (FG 7)

- The sense of community also breeds joy and happiness which our communities have been stripped of.
- Creating a place where people can go to help people, especially those that grown up in San Francisco.
- Create better online platforms because young people are tech savvy and with everyone being busy having something online to check information would be convenient.

Transitional youth, Bayview (FG 8)

- Develop a list of resources and send them to schools to be shared with the families and students.
- Create a place with all the options [services], in different neighborhoods and have different hubs that can support the community.
- Communicate the information through advertisement to reach young people – in transportation- through website and links (generation is technology driven).

Black community, Bayview (FG 9)

- Representation is important the community wants to be reflected in all the work developed by Planning.
- However, the community also considered that white people can advocate for the community as they have the most powerful seats and the financial resources.
- Creating a committee to represent the community around housing issues.
- Training people inside the community to write policy; who can public speak; we need mentors for our youth and grants for school. Educated black people need to do some outreach to educate communities
- The community agreed there is a need for more participation with the Planning Department. They want to work with the government (to be hired) to develop the programs and be involved in the decisions.

Black community, Fillmore/WA (FG 10)

- Schools can help spread awareness about this new housing development because people are still unaware that their input is important. To help parents get informed, parents have a busy schedule. (Many participants agree with this point)
- There are some non-profits and agencies in the Fillmore and other places like Black Infant Health that could provide the information, Planning can reach out to them to spread awareness.

Black community, OMI (FG 11)

- Town hall meetings allow residents to connect with each other. Also going door to door to share information.
- Education about tenant and resident responsibility needs to be taught. Also, education about real estate, rental, homeownership, equity, and income in this community.

Cantonese-speaking community in the Bayview (FG 12)

- Community engagement should start before new housing, to give people an opportunity to give ideas on where it should be located and what it looks like. And to notify people in the community about the opportunity to apply to the housing first.

- Housing developers should respond to the community' needs, and follow requirements.
- Translators are needed. Materials and websites should be available in Chinese.
- Chinese people often do not participate in community events and meetings because they do not know about them.
- The Chinese community found useful NextDoor app or WeChat, rather than fliers.
- Incentives through gift cards can make people more interested in participating.
- Ongoing accountability.

Cantonese-speaking community in the Richmond (FG 13)

- The role of community-based organizations is important to develop outreach and communication. More ads in the newspaper, posters, and on the Chinese-speaking radio.
- Focus groups and community meetings need to recruit more participants and be more diverse.

Moderate to very low-income community in the Sunset neighborhood (FG 15)

- Give feedback online, however social media needs to be used carefully.
- Reaching out directly to stakeholders, like Irish Cultural Center, and asking small businesses that are already in the neighborhood.
- Involve groups that plan to occupy new housing.

Spanish-speaking, Latino/x seniors (FG 17)

- For the Latino community written information in the form of bulletins and fliers. Also, other conventional forms of communication like television and radio. Online information through social media could also be useful.
- We would like to see a Latino center or an office that represents us in the Planning Department to trust the people working there. The community would appreciate fewer intermediaries because many times we are the last to hear about opportunities.

Spanish-speaking, Latino/x families & youth (FG 18)

- It is important to develop an inclusive policy regarding housing, therefore it should be open to people from different cultures and languages.
- Information about housing needs to be shared

and disseminated throughout the community through workshops, creating a group of promoters; fliers and advertisement at the busses or Bart stops; online; and direct contact. But more importantly it must be in Spanish and English. There is a need for representation of the Latino community, to work directly with the people, so the community opens up.

Spanish-speaking, Latino/x families, Excelsior (FG 19)

- Online meetings make it more accessible to Latino families. Sometimes families have difficulties participating in events due to language, childcare, transportation, etc.
- Informative workshops about rights, and law for families given at community centers or in schools.
- The community will like to participate in a final event at the end of the project to know the outcomes.

Japanese American community, Japantown (FG 20)

- We often get the push back from seniors in the community regarding new housing because it will create a lot of change, but to move forward the support of the seniors is very important.

Moderate to very low-income community in the Richmond (FG 21)

- Make information available in multiple languages to reach those that have difficulty understanding English. The information needs to be clear and concise.
- Choose venues and times that are most convenient for people to participate and understand. Also, activities in a relaxed mood to get people's attention
- Have project ambassadors at senior centers.

Moderate to very low-income community, Western (FG 22)

- Community meetings for neighborhoods that they want to build in is important. Actually listen and not just to check the box.
- More participation from Supervisors.

06. Type of public infrastructure needed

What type of amenities and public infrastructure investments should be prioritized to prepare neighborhoods to receive more housing?

CONVERGING IDEAS

Participants agreed that expanding and increasing the reliability of public transit is a priority. Access to, and investment in the quality of green areas, parks, playgrounds, should also be prioritized. Participants identified opportunities to make better use of existing resources including the multi-purpose use of streets and sidewalks to integrate bike lanes, parklets and other amenities.

Some participants pointed out the need to maximizing the use of existing vacant properties, proposing that the city could buy vacant properties to increase affordable housing opportunities.

Community infrastructure and services need to be strengthened and access expanded. New housing should include onsite community infrastructure or be located in proximity to hubs where services can be accessed walking, cycling, or using public transit. Community infrastructure and services mentioned by participants include:

- Social services, health services, nursing, clinics, elder care services
- Postal service
- Multi-lingual services (should not only be concentrated in Chinatown for Cantonese-speakers or in the Mission for Spanish-speakers)
- Cultural activities
- Shared community amenities (laundry, internet, computers, TV)
- Grocery stores, restaurants (affordable and culturally relevant choices are needed)

To prepare the western neighborhoods to receive housing, participants agreed that strengthening and expanding access to community services is important, as well as developing distinct strategies that focus on the unique qualities of these neighborhoods to generate economic development opportunities (FG 15). These opportunities could include improved or

new tourist attractions (for example Ocean Beach, Golden Gate Park, Sutro Baths swimming pools), business opportunities and job creation (FG15). Participants mentioned that this strategy would require a less centralized approach to public transit by creating job opportunities and shopping opportunities in the western neighborhoods.

Some participants (FG 14) mentioned the importance of investing in culturally competent spaces and programs that can support “harmony and cooperation” across different cultural groups. Similarly, others (FG 6) expressed the need to invest in public programs that promote “peaceful and respectful co-existence” and reduce emotional and physical violence caused by differences in class, race, sexual orientation and other cultural tensions.

Safety is a concern shared in several focus groups, and the city should improve safety and create safe spaces in the city.

DIVERGING IDEAS

Although participants agreed that access and reliability of public transit needs to be improved, several participants are concerned about parking and increased competition for on street parking that would result from new housing development.

PROMINENT IDEAS BY TARGET COMMUNITY

LGBTQ+ Youth/ Mental health providers (FG 1)

- Services will need to be included in the building itself or close by and easily accessible by public transit.
- Transit needs to be reliable, invest in Muni

Seniors (FG 2)

- The government should invest in more public transport.

People with disabilities (FG 3)

- Invest in skilled nursing facilities and residential board and care

LGBTQ+ community (FG 6)

- Investing public funding in programs that promote peaceful and respectful co-existence between people who pay market rate housing

and low-income individuals. This would avoid emotional and physical violence caused by class, race, sexual orientation and other cultural tensions.

Transitional youth (FG 7)

- Improve transit services

Black community, OMI (FG 11)

- Invest in the development of housing organizations, hospital, medical clinic, postal service.

Cantonese-speaking community in the Bayview (FG 12)

- The city should provide social workers per residents to address their daily problems, providing elder care services, social services, multilingual services, and so on.
- Cultural activities and parks
- Chinese-language outreach and services are concentrated in Chinatown, which makes it difficult for Chinese living outside of Chinatown to get services.

Cantonese-speaking community in the Sunset neighborhood (FG 14)

- Invest in the development of comfortable and safe spaces (security cameras)
- Promoting cultural harmony and cooperation
- Community spaces: in-unit laundry, wi-fi, public computers, and TVs

Moderate to very low-income community in the Sunset neighborhood (FG 15)

- Tourist attractions are very important, like reinforcing the seawalls along Ocean Beach or refurbishing the old swimming pools.
- Street space can be converted into wider sidewalks, parklets, bike paths or even in diagonal parking. Invest in spaces we already have and use them as multi-purposed resources.

Cantonese-speaking community in the Tenderloin (FG 16)

- The neighborhood should be convenient – with grocery stores, places to eat, and open green space.

Spanish-speaking, Latino/x seniors (FG 17)

- The new buildings should provide parking for residents

Spanish-speaking, Latino/x families, Excelsior (FG 19)

- Parks

Moderate to very low-income community, Western (FG 22)

- Maximizing on existing vacant properties, the city could buy these properties to have more housing opportunities.
- Investing in preserving the communities it's really important especially during development.

07. Investment of Public Funding

How should the City invest public funding to support moderate and middle-income families and individuals?

CONVERGING IDEAS

Moderate- and middle-income families and individuals would benefit from investment of public funding in programs such as down payment assistance, scholarships, loans and other types of grants. General affordability of living in San Francisco needs to be addressed to help moderate- and middle-income families and individuals; these households are not only burdened by the cost of housing, but there are other critical costs that the city could supplement such as subsidized child care. These type of support programs could prioritize existing neighborhood residents as well as those that work (or volunteer) in local businesses, schools and community organizations.

The use of public funds for housing should prioritize ownership, which could also help stabilize communities.

Some participants pointed out the need to maximizing the use of existing vacant or underutilized properties, proposing that the city could buy these properties to build new housing and create opportunities transitional uses that bring economic development opportunities (FG 20), La Cocina was mentioned as an example. The city should not lose these opportunities to “big ownership”.

Other ideas to invest public funding to support moderate- and middle-income families and individuals include: creation of spaces for artists and cultural

workers, developing mentorship programs, reviewing income ranges to qualify for scholarships and grants (increasing access).

DIVERGING IDEAS

Although some participants agree that public funds for housing should prioritize ownership through existing programs such as Down Payment Assistance loan, others expressed concern that these programs are not long-term solutions, as they do not address affordability issues in general, are costly to taxpayers, and add to the cost burden of households.

PROMINENT IDEAS BY TARGET COMMUNITY

LGBTQ+ community (FG 6)

- Funding can be invested in creating spaces for musicians, artists and performers of the LGBTQ community.
- Develop mentorship programs.

Cantonese-speaking community in the Richmond (FG 13)

- Down payment assistance was raised as a program in which the city can invest.
- However, other participants consider that the government should not ask people to pay back the down payment assistance loan as the grant recipients already need to pay the monthly mortgage, property taxes, inevitable daily expenses, and insurance, which makes it almost impossible for them to also set aside some money to pay back the grant.
- Rental and down payment assistance are not long-term solutions to and will cost taxpayers a lot of money.
- The government should purchase old low-rise buildings and build taller buildings on those lands.

Japanese American community, Japantown (FG 20)

- Buy buildings and do what they are doing with La Cocina building. Pressing topic for the near future to not lose these buildings to big companies.

Moderate to very low-income community in the Richmond (FG 21)

- Lower the cost of living for other household expenses, like offering programs through the

Richmond Neighborhood Center, Beacon, DCYF summer camp, Rec and Park programs, and increasing the income range to qualify for scholarships. It is important to consider that people are not paying only for housing, there are other costs of living and the city can supplement these other costs of living like subsidized child care, this is a giant part of household expenses.

Moderate to very low-income community, Western (FG 22)

- Down Payment Assistance Program
- Help people purchase rather than just with rent, which could help make communities more stable.

08. Streamlined process

Do you think a streamlined project approval process is a helpful approach to ensure privately built housing serves moderate and middle-income households?

[this question was only directly addressed in two focus groups (FG 13 & 22). Related inputs from other conversations are included below. There was not sufficient discussion on this sub-topic to create clear points of convergence/divergence]

American Indian community (FG 5)

- A streamlined process for affordable housing and units that support multigenerational households.

LGBTQ+ community (FG 6)

- At this point, we need to undercut any neighborhood vote [that is against the goal of creating more affordable housing].

Cantonese-speaking community in the Richmond (FG 13)

- When asked by a streamlined project approval process the participants of this community focused on their particular concerns like the economic difficulties they will have when retiring as they won't have enough income to afford other expenses like taxes or insurance.

Moderate to very low-income community in the Richmond (FG 21)

- Participants considered important to develop streamlined process for affordable housing.

This way people will benefit from it in the city or our neighborhood. However, they agreed that information should be public and available.

Moderate to very low-income community, Western (FG 22)

- Participants, consider that members of the community will not give up the right to examine what's next to them—it's a lot to ask of citizens and of people who have paid for years of mortgages to tell them they have no more input.
- A streamlined process can affect communication with the community and transparency on the process.
- Keep community engagement for larger projects. But maybe streamline process for smaller projects.
- About the applications processes, participants considered it was important to be efficient, but that the processes for housing need to be transparent, easy to understand and user friendly.

09. Types of Housing

What type of new housing would you like to see built in your community?

CONVERGING IDEAS

Participants would like to see affordable housing built in their communities. This means housing that is affordable to them as well as extremely low and very low-income households. Interior spaces should be generous and offer the basic accommodations so residents can live with dignity. Basic accommodations mentioned include a private bathroom, a kitchen, elevators, a bathtub, and ample circulation space for wheelchairs and walking aids. The facilities should be clean and safe. New housing should be welcoming and include amenities that will help community members thrive such as green open spaces or community gardens, community rooms and connections to cultural programming. Participants would like to see new housing in their communities that is and looks permanent (not transitional).

Participants mentioned variety in housing types is needed:

- Housing designed for seniors, people with disabilities, formerly incarcerated individuals and other vulnerable groups (drug users, unhoused) offering on-site health and social services support and meals.
- Multigenerational housing and housing for families with kid friendly spaces. Participants shared experiences of landlords discriminating against families with children, and the stress of having neighbors complain.
- Duplexes, fourplexes, townhouses, infill housing, multi-bedroom, and housing above existing commercial corridors.
- Free housing for unhoused residents that offers services and meals.
- Renovated houses and SROs to improve quality of life of low-income residents.
- Housing for moderate and middle-income seniors that are looking to downsize, which could in turn free up houses for families.

DIVERGING IDEAS

Participants would not like to see small units of the quality of existing SRO's, however, there was interest in tiny homes and compact housing.

Participants agree that more housing in San Francisco means more density, but what is considered an acceptable new housing building height varies:

- 3 to 6 stories to avoid blocking views (Western neighborhoods FG 15 and 22).
- Small buildings allow a better quality of life and co-existence with neighbors. Multigenerational households need space to raise children, as a minimum require 2 to 3 rooms with two bathrooms (FG 17, 18, 8).
- Buildings of 10 to 12 stories (FG 13)
- Duplexes, fourplexes, 3-4 stories (Western neighborhoods)

Some participants mentioned mixed-income housing as a housing type to be included, but many more highlighted that mixed income housing creates tensions between residents due to cultural and class differences. While participants would like to live in mixed income communities, in their experience mixed income housing is not perceived as contributing to a high quality of life of residents.

PROMINENT IDEAS BY TARGET COMMUNITY

LGBTQ+ Youth/ Mental health providers (FG 1)

- Studio apartments or one-bedroom apartments things that any of us will want.
- Clean and spacious place with their own private bathroom.
- New construction should make sure there is green/outdoor space

Seniors (FG 2)

- Seniors should also have a bathtub – a full facility where they can bathe. We need space for wheelchairs and walkers. Bathrooms with hand rails. Easy access to the room, no more climbing stairs, but elevators. Things convenient to reach. Help buttons.
- SRO with services. There were many units with meals provided in common spaces or supportive housing.

People with disabilities (FG 3)

- Transitional housing, from SROs to one- and two-bedroom apartment units
- Special buildings that serve to support reintegration of formerly incarcerated individuals.

Filipino community (FG 4)

- Multi-level condos and apartments but also bigger units for single families.
- Housing should be a 100% affordable below market rate
- Mixed income, people of different income levels living together is a great way of build community.

American Indian community (FG 5)

- Multigenerational households not something that looks transitional
- A building with a gym and free parking, community room, right next to the Cultural Centre.

LGBTQ+ community (FG 6)

- We need more dense, tall housing.
- We need bigger, not small individual housing

Transitional youth (FG 7)

- Multi-generational housing.
- Architecture should reflect the culture of SF, no more sterile looking glass housing.
- We need bigger spaces because a lot of these apartments I feel like all of these units are 2-bed a 1-bath.

- Mixed buildings where there is affordable and above market rate value there is the need to develop a culture of community to decrease tension between tenants.

Transitional youth, Bayview (FG 8)

- No more new housing development that stack upon each other like jails. You are packing families into high rise, and they have no space to raise families.
- Townhouses and condominiums with space to flourish, with clubs and things kids could be attracted to. Buildings should be more welcoming, influenced by the community and gardens
- Oakland builds tiny homes for people to have somewhere to go/live while they transition to get their own apartment.
- Reclaim more land from the Bay or tear down old buildings, make small experiments with housing. Tear down military barracks, build new.

Black community, Bayview (FG 9)

- Participants want a front yard; want kid and family friendly buildings
- Townhouses
- New houses are too small this is not good for mental health.
- Diversity in housing in a community would be better, for example having senior housing, affordable housing, and housing for young people together.

Black community, Fillmore/WA (FG 10)

- Multi-bedroom housing is needed instead of studios.
- 2,3,4-bedroom homes that are affordable

Black community, OMI (FG 11)

- Affordable

Cantonese-speaking community in the Bayview (FG 12)

- New housing that isn't so high or more convenient to access. Either shorter buildings or taller buildings with elevators.
- Smaller units to allow for homeownership opportunities like condos.
- New housing should be mixed income. A community with only very low-income people could have a lot of problems.

Cantonese-speaking community in the Richmond (FG 13)

- Build 10- or 12-story affordable housing

Cantonese-speaking community in the Sunset (FG 14)

- Diversity of unit sizes
- For existing two-story buildings, it would solve a lot of problems to be able to build out another floor.
- Good quality buildings and family friendly buildings
- More senior housing options with dining and activity facilities

Moderate to very low-income community in the Sunset neighborhood (FG 15)

- Participants agreed that building 3 to 4 stories is the way to go to avoid blocking views.
- Smaller units – not like terrible condition SROs
- New developments should incorporate recreational green areas

Cantonese-speaking community in the Tenderloin (FG 16)

- Build compact housing; free housing and free meal for homeless
- Renovate old units and build small kitchen
- If you can't build out, build up!
- Affordable housing shouldn't be segregated. it shouldn't be, "this one is for rich people, and this one is for poor people." Even people with higher incomes treat rent as big burden. People who is right in the middle – have less access to support and rent is still a burden.

Spanish-speaking, Latino/x seniors (FG 17)

- Spacious housing, thinking of families
- Intergenerational housing
- Affordable housing with good bathrooms for disabled people

Spanish-speaking, Latino/x families & youth (FG 18)

- Big enough to house for small families
- People don't want to feel they are been piled up

Spanish-speaking, Latino/x families, Excelsior (FG 19)

- Affordable - Multiple housing for large families, 6 people

- Apartments that have 2 to 3 rooms with two bathrooms

Moderate to very low-income community in the Richmond (FG 21)

- The city can build in a lot of land tiny homes, 4 little homes or 6 little homes on one property for mostly house single-income people
- Duplexes, fourplexes, 2-bedroom condos

Moderate to very low-income community, Western (FG 22)

- Senior housing is needed with different options.
- Some wealthy seniors are bound in their homes that may be too large for them. They could release these houses for families that could use the space
- Infill housing, like Taraval, Judah, Noriega, parts of Irving, Ocean Ave, West Portal, you see one story shops with nothing on top—give some sort of incentive to owner to expand.
- Not huge complex that will block everyone else's home.

10. Who should new housing be for

CONVERGING IDEAS

When asked about who should new housing be for participants agreed that new housing should be for everyone, but vulnerable groups should be prioritized.

Priority communities mentioned include: unhoused families and individuals, Black Americans, American Indians, families (including single parents), individuals previously displaced by discriminatory policies (i.e., Certificate of Preference holders and their descendants), seniors (including moderate-income seniors looking to downsize), teachers, transitional age youth, recent college graduates, families, extremely low, very low- and moderate-income individuals, formerly incarcerated individuals, caregivers and people with disabilities. Preference for housing opportunities should be given to those born and raised in the neighborhood or in San Francisco, existing residents, and those who have been in affordable housing wait lists for longer. Artists, community-based organization and small business workforce should also be prioritized for housing.

DIVERGING IDEAS

Participants felt that they will not be welcomed in new housing proposed to be built in opportunity areas, as there is a perception that the houses will be for the people who work in technology and tourists and that “affordable housing” will remain unaffordable to them.

While participants acknowledged that market rate housing also needs to be built for higher income groups, conversations were focused on affordable housing and prioritization of the most vulnerable groups. Participants acknowledged that such policy should be implemented carefully to avoid unintended displacement and discrimination. While some participants strongly support prioritization by race (Black community, American Indian community), other participants perceive prioritization by needs and income as the fairest approach.

PROMINENT IDEAS BY TARGET COMMUNITY

Seniors (FG 2)

- Priority should be seniors living in a big house by themselves that might not be suited for that space anymore but living there because they don't have any good alternatives, so that maybe that house can go to a family.

People with disabilities (FG 3)

- Black Americans

Filipino community (FG 4)

- Prioritize housing for families, single parents, and people with kids, people that are at-risk of being displaced.

LGBTQ+ community (FG 6)

- Aging LGBTQ residents
- People in transition
- We need queer density. It's good to concentrate us.

Transitional youth (FG 7)

- Prioritize young, LGBTQ youth, families
- Unhoused class
- The working class
- Prioritization of the born and raised in San Francisco

Transitional youth, Bayview (FG 8)

- Families should be prioritized and young people with kids.
- Housing opportunity shouldn't be equal for everybody, Black and [American] Indians should be living in the city, we should get some sort of fair advantage.

Black community, Fillmore/WA (FG 10)

- Participants felt that they will not be welcomed in the houses that are being built in opportunity areas, as there is a impression that the houses will be for the people who work in technology and tourists. They feel that the new buildings will accommodate the money they want in this area.

Black community, OMI (FG 11)

- Black people and members of the community who was here first.
- Prioritize seniors and transitional aged youth first.

Cantonese-speaking community in the Sunset (FG 14)

- The government shouldn't focus just on low-income people, but also middle-income people.
- Chinese-serving senior housing.
- People who have lived here for years, and worked and paid taxes.
- Priority for people who haven't lived in affordable housing before. And then a second priority for families that may already have housing, but need a larger place for their growing family
- Consideration for those who applied for housing first.

Moderate to very low-income community in the Sunset neighborhood (FG 15)

- Low-income folks already in the Sunset.

Cantonese-speaking community in the Tenderloin (FG 16)

- The focus should be in people's financial circumstances and not think about it in terms of race. Consider people's needs and income instead, that would be fair.
- Disabled
- People who have contributed to society.

Spanish-speaking, Latino/x seniors, families & youth (FG 17, 18)

- Families and seniors

- Latino working class community
- Those who don't have money, or can only pay the minimum

Spanish-speaking, Latino/x families, Excelsior (FG 19)

- Give priority to those who already live there, but being careful of not causing more discrimination.

Japanese American community, Japantown (FG 20)

- Prioritizing community-based organizations, non-profits, educators, artists, small businesses.
- Workforce housing and people with Certificate of Preference and their descendants.
- This housing should also serve people who are already living in the community not necessarily Japanese American or involved in the community.

Moderate to very low-income community in the Richmond (FG 21)

- Families and seniors.
- Teachers, someone just out of college.
- Don't lose focus on those who are middle income and don't qualify for any support.
- Caregivers of seniors as well as child caregivers.

Moderate to very low-income community, Western (FG 22)

- Not necessarily low-income senior housing, just regular not very wealthy seniors
- Diversity, affordable housing, people who want to live here can live here
- For students especially for City College
- Young professionals who want to start a family.

11. Location of new housing**CONVERGING IDEAS**

In general, participants agreed that the distribution of housing across the city needs to be corrected, and that there is a need to relax regulations for new housing to be built in the west of the city. New housing needs to be built where there is access community amenities, services, public transit, and in parts of the city that are perceived as safe.

The location of the new housing should be in low-density neighborhoods, the westside of the city and mainly along transit lines and commercial corridors. Some of the neighborhoods mentioned by the participants are Sunset, Richmond, Ocean Ave., Taraval Ave, Golden Gate Park, Ingleside, Lakeview, and Presidio area. Other central locations such as Noe Valle, Cole Valley, Nob Hill, Potrero Hill, and the Marina were also mentioned.

DIVERGING IDEAS

Although participants agree that new housing is needed, the Planning Department should also identify underutilized parcels and buildings that the city can buy and transform to housing, and ensure existing housing units do not remain vacant in the city. The Planning Department should investigate how other cities have coped with similar challenges.

Participants agree that more housing opportunities need to be created in the western neighborhoods, however, most participants would prefer to stay in their neighborhoods, close to their community where they can find culturally relevant services and amenities (medical services, education services, childcare services and healthy food). This proximity is particularly important for LGBTQ+ community members and groups that require in-language services (Spanish and Cantonese-speaking participants). Participants would like to see more affordable housing built in their own neighborhoods: Castro, Bayview, Mission, Excelsior, Portola, and in proximity to the former Manilatown and the American Indian Cultural District. Spanish-speaking families and seniors are concerned that western neighborhood communities (perceived as wealthier and majority Caucasian) would not welcome them even if they could afford housing in these areas. However, they would like their children to have the opportunity to own a home in the western neighborhoods and the feel that because their children were born and raised in San Francisco, they have greater opportunity to thrive in different parts of the city.

As well as new affordable housing in their own communities, participants would like to see a commitment to address the unequal distribution of environmental justice burdens that their communities

experience and that results in disparate outcomes and lower quality of life for communities of color.

Some of the participants mentioned places where affordable housing should not be built like 25th or 26th Ave, Richmond, and Taraval to avoid blocking views, the Mission (already too crowded) or the Tenderloin (not safe). Although some homeowners in the Richmond expressed concern that new housing could cast a shadow on to other properties, most participants agreed that there are ways to mitigate such impacts through careful planning and early engagement of both the communities the housing is for and their future neighbors.

Participants are concerned that new affordable housing will be stopped by neighbors (“not in my back yard”). Participants from the western neighborhoods are unsure whether this is a large group representative of the western neighborhoods or is just a well-organized, vocal group.

PROMINENT IDEAS BY TARGET COMMUNITY

LGBTQ+ Youth/ Mental health providers (FG 1)

- High income neighborhoods
- Location is important – Challenge of creating supportive housing in historical affluent neighborhoods.

Seniors (FG 2)

- The planning department does know where the land is and where there's room.
- Inner Sunset, Lakeview, and Sunnyvale.
- People want to stay closer in town where their resources are.
- The Presidio area (even though it is federal owned) and Outer Sunset.

People with disabilities (FG 3)

- There needs to be some relaxation on the West side to build more multifamily units.

Filipino community (FG 4)

- I would like to see new housing everywhere that's not been built, outside the downtown area, in the Sunset, in the Richmond district, the West side of San Francisco
- Transit corridors

American Indian community (FG 5)

- Good areas where we can live to feel safe and it should be more quality for all of us in our native communities.
- Cultural District would be my ultimate dream.
- Potrero Hill
- Reducing crime in the neighborhoods some people want to stay or live.
- Golden Gate Park, Silver Ave. and San Bruno [Portola neighborhood by McLaren Park]
- By the ocean, the Marina, lower Nob Hill
- Noe Valley, Cole Valley

LGBTQ+ community (FG 6)

- Castro
- Transit corridors
- Old industrial buildings that may be converted into housing
- Community proximity.

Transitional youth (FG 7)

- Also [proximity to] community services like medical services, education services, childcare services and healthy food.
- Ocean, Sunset, Richmond, and other neighborhoods where people of color could take their space back even like Filipino Town.
- Moving these populations to other districts is kind of avoiding the issues in their own districts. For example, there is affordable housing in the Bayview, and we are just going to make some more somewhere else that doesn't eliminate the fact that the Bayview has a bunch of issues in the community that we are still avoiding like environmental issues.
- There are a lot of houses in the Marina – we just need to make it affordable
- There are a lot of homeowners that have multiple homes in the Presidio and Marina and don't even live there and the homes are just vacant.

Transitional youth, Bayview (FG 8)

- Old buildings and warehouses turned into new houses.
- On the back of 3rd street there is a street called Ingalls St and there is a bunch of warehouses/ industrial area.
- Ingleside
- Bayview
- Near St. Ignatius, towards the water, it's nice but really cold.

- We don't want to leave the Bayview; we are going to stay in our own neighborhood, we like our neighborhood.

Black community, Fillmore/WA (FG 10)

- The distribution of housing needs to be corrected.
- Western side of SF

Black community, OMI (FG 11)

- They could do it here, enhancing our community.

Cantonese-speaking community in the Bayview (FG 12) [Home owners' perspective]

- Ingleside
- Central location
- Safe location. Silver Avenue, Ocean Avenue, Third Street, Sunset, Richmond or Oceanside
- Where there is available land, they should build there.
- Different options for different priorities.

Cantonese-speaking community in the Richmond (FG 13)

- Not in the Richmond - you'll cast a shadow onto other people's property or block the light
- There's not a lot of space left

Cantonese-speaking community in the Sunset (FG 14)

- Ensure fair distribution of benefits
- Transit corridors
- The city needs to even out their development patterns.

Moderate to very low-income community in the Sunset neighborhood (FG 15)

- Not on 25th or 26th Ave and Taraval to avoid blocking views
- Put taller multifamily housing on top of all the hills
- increase housing on the Westside and along transit lines

Cantonese-speaking community in the Tenderloin (FG 16)

- Every neighborhood should have some affordable units where you only pay 30% of income on rent.
- There are many under-utilized sites that might be parking that aren't being used. If you identify

those sites, we should tell Planning so that we can discuss building more housing there.

- The Sunset is fine, the Richmond is fine
- Wherever we can build, we should build

Spanish-speaking, Latino/x seniors (FG 17)

- Distributed throughout the city, there needs to be a balance
- In the Mission
- If you make the housing in those places where the American [reference to Caucasian and/or wealthier families] lives, we won't feel welcome. We feel rejected.
- Our children were born here, they also need affordable housing, to can aspire to have a home near the Golden Gate.

Spanish-speaking, Latino/x families & youth (FG 18)

- Excelsior
- Any side of town if it's a better place
- Not in the Mission (already too crowded) or the Tenderloin (not safe)

Spanish-speaking, Latino/x families, Excelsior (FG 19)

- The West
- Sunset, Ocean Ave., Excelsior and Taraval Ave.

Japanese American community, Japantown (FG 20)

- Two lots owned by the Nihonmachi Corporation (behind JT Bowl). They [corporation] solicited proposal and actively looking at what to do with this lot.
- Another lot is the MPC Lot (near Laguna St) – one of the last open land spaces.
- Buchanan Hotel can be turned into a co-op or affordable housing.
- This is my home and I don't want to go anywhere else.
- New housing development should also include the South of Geary St, Japantown included 42 blocks with a lot of history.
- Landlords planned to build condominiums over the commercial area and we should support in some way.
- Including JARF in the discussion would have been useful they do oversee the Nihonmachi Terrace and those buildings around that area to. Opportunity in parking lots nearby

Moderate to very low-income community in the Richmond (FG 21)

- Richmond
- Increasing density in low-density neighborhoods

Moderate to very low-income community, Western (FG 22)

- Taller multifamily housing on top of all the hills
- Increase housing on the Westside including Sunset, Richmond
- Along transit lines
- The challenge is people who cry Not in my back yard

12. Cost of living

CONVERGING IDEAS

A majority of participants agree that San Francisco's high cost of living underlies the housing crisis, with inequitable outcomes for working families, very low- and moderate-income communities, seniors, youth, communities of color, and other vulnerable families and individuals. Sources of income that are accessible to these communities have not kept up with a raising cost of living, resulting in negative impacts to quality of life. Participants shared that to make ends meet, they are forced to hold multiple jobs and accept longer commutes, which in turn negatively impacts their health and the educational outcomes of their children. Already vulnerable families and individuals are exposed to unsanitary and overcrowding housing conditions, that breed domestic violence, abuse, and mental health problems.

Participants mentioned that households with seasonal incomes, informal jobs, new immigrants, seniors, and families and individuals with no income, are increasingly vulnerable to challenges related to cost of living and housing.

There is the perception that only high-tech industry workers have been able to afford decent housing in San Francisco. Participants expressed that "affordable housing is not actually affordable to us". Housing policy decisions need to be made in the context of overall affordability and cost of living, which includes other basic household expenses such as childcare, groceries, and utilities. Immigrant families have the additional cost of supporting family

members in other countries. Participants considered necessary to cap rent and housing costs to a percentage of income (some participants mentioned 30%, others 50%) to help families and individuals access and maintain their housing.

OTHER IDEAS

Participants expressed a need to review/ redefine guidelines of what is considered affordable housing and to whom based on a comprehensive approach to the costs of living in San Francisco.

When planning to build new housing, the City should create policies to ensure living expenses (i.e., food, transportation) are affordable and accessible to families and individuals moving into a new neighborhood, and that they remain affordable to those already living in the neighborhood.

PROMINENT IDEAS BY TARGET COMMUNITY

LGBTQ+ Youth/ Mental health providers (FG 1)

- Create policies that make sure that the cost of living stays low/ not only starts low.

Seniors (FG 2)

- Income isn't keeping up with rent.
- Seniors don't have income, just Social Security.

Filipino community (FG 4)

- Housing should be a 100% affordable below market rate; profits should not be made out of new housing development.

American Indian community (FG 5)

- Only the high-tech industry has been able to afford a decent apartment here in this city. People working for non-profit organizations aren't able to afford just the one-bedroom apartment. The cost of housing in the city is outrageous and it is very inequitable for hard working families.

Transitional youth (FG 7)

- Rent has to be under half of what you make, we need accessible payment of rent to maintain that housing
- Also need to take into account with housing placement is will folks be able to afford food in those neighborhoods.

Transitional youth, Bayview (FG 8)

- Living in SF is expensive, not only young people but older people are struggling, people have two or three jobs just to pay rent.

Black community, OMI (FG 11)

- The new affordable housing is not actually affordable to us, but you see people of other races paying \$5,000 to \$7,000.

Black community, Fillmore/WA (FG 10)

- Rents there are still kind of high for affordable housing, including the lottery. The new buildings are not for us and are not affordable.

Cantonese-speaking community in the Richmond (FG 13)

- There are so many more costs to owning a house beyond the mortgage
- The cost of living now is just way too high. San Francisco's living cost keeps going up while income/wages are staying the same
- Even if the government gave a house some people wouldn't be able to afford it.

Cantonese-speaking community in the Sunset (FG 14)

- My income from work doesn't really cover my rent.
- New immigrants treat renting housing as a huge challenge.
- People don't have enough money to buy a house, and income isn't stable enough to get a mortgage.

Spanish-speaking, Latino/x families & youth (FG 18)

- Increase opportunities where there really is the right to housing, people are really stressed by the rent. Families should only pay a given percentage of their income as rent.
- Living in other places like Oakland can be cheaper, but there is also a lot of sacrifice having to travel every day to SF for work. Commuting could also be a burden in terms of time and money.

Spanish-speaking, Latino/x families, Excelsior (FG 19)

- One prefers to live with less space but knowing that it is affordable.

- They're saying it's accessible [affordable] to people who don't have money, but in the apartments you never see people walking out from the buildings, all the people who are moving into these apartments [affordable housing] have cars. Why do they live in those apartments? And they are paying less and we who have no money are paying much more rent than they do.

Japanese American community, Japantown (FG 20)

- Affordability is key issue; many people feel they have been 'priced out' of the area. Over the last ten years there have been nothing close to JT in terms of affordable housing units

Moderate to very low-income community in the Richmond (FG 21)

- Low income and middle-income people are struggling to find and maintain rent in San Francisco

13. Work Opportunities

CONVERGING IDEAS

In several instances, the topic of work opportunities converged with cost of living and affordability. Participants agreed that while a lack of affordable housing continues to push families and individuals out of existing job markets, more and better paid job opportunities are needed for families and individuals to afford housing and maintain housing.

This topic was particularly important to young participants (FG 7 & 8), and Spanish-speaking youth, families and seniors (many of whom are still employed due to a lack of access to retirement opportunities). Groups including immigrants, TAY, and seniors, need more support finding income generating opportunities. For these communities, generating a steady income to cover the cost of living in San Francisco is particularly challenging due to experience requirements, language barriers, unresolved immigration status, and the seasonal/ informal aspect of many of the jobs they can access. Young participants would like to have more support finding and preparing for a job (training and education).

Accessing job opportunities with limited public transit options remains a challenge to many communities. Participants from Southeast San Francisco as well as the Sunset, described how their neighborhoods remain disconnected from job opportunities, with few reliable public transit options available to them. The creation of new local jobs should be considered with new housing opportunities. This approach could also help reduce pressure on public transit, reduce traffic, shorten commutes, and improve overall quality of life.

PROMINENT IDEAS BY TARGET COMMUNITY

Transitional youth (FG 7)

- Especially for TAY still live with their parents, some need to leave their houses because they are an extra expense to their families. But without a steady income or a good job is impossible to find a place in San Francisco.
- It is hard to find a job in South East San Francisco. When looking for a elsewhere in the city is hard to get to work because there are few bus lines that run through Southeast San Francisco.

Transitional youth, Bayview (FG 8)

- Actions that can be taken now are not only to supply housing but affordability – lack of affordable housing pushes people out of job markets. So, more job opportunities for the youth and where to find these opportunities.

Moderate to very low-income community in the Sunset neighborhood (FG 15)

- We need jobs in the Sunset if you want to provide people with good housing or attract folks here to better their lives.
- Prioritizing locals for employment in local institutions (such as schools) would be helpful and decrease traffic/commutes

Cantonese-speaking community in the Tenderloin (FG 16)

- For those who can work, we should encourage them to find a job rather than providing free food and accommodation.

Spanish-speaking, Latino/x families & youth (FG 18)

- A job in San Francisco living in Oakland kills you mentally and physically.

Spanish-speaking, Latino/x families, Excelsior (FG 19)

- That the City gives work without asking for experience, it is very difficult to find a job with what happened (COVID). Undocumented people are afraid to apply to jobs because they don't have the experience and papers [permanent resident status].
- It affects you morally and live with fear that employers ask for papers. Many work with papeles de chocolate (fake id's) because it's the only way they can work.

14. Transparency and trust

CONVERGING IDEAS

Participants described how a lack of transparency and accountability in housing-related programs and processes creates an environment of generalized distrust of public agencies. This environment, combined with a lack of progress in uplifting vulnerable communities, is contributing to a pervasive sense that “other” community groups are receiving all the benefits.

Participants consider that there is a need for real and urgent action in housing-related matters. There is a sense that new development “brings money to the city’s pockets”, but delivers no benefits to their communities. Participants mentioned that Planning is incentivised to prioritize the interests of developers, rather than the “needs of tenants and low-income people”. The Planning Department’s funding structure and relationship to developers adds to a perception corruption and conflict of interest within the Department. Similarly, some participants made reference to developers’ “divide and conquer tactics” within communities and believe Planning has a role in preventing these situations.

Participants agree that Planning and the city should honor past commitments to communities that have been harmed by discriminatory policies. Participants belonging to the American Indian community made reference to the Relocation Program, which promised to provide housing, while Japanese American participants agreed that the right to return should honor Certificates of Preference granted to Japanese American Families.

Existing housing programs need to be reformed to provide accountability and transparency. Programs should offer results, work with deadlines, audits, and adequate oversight. Negligence in case management should be addressed. Participants expressed frustration and distrust of the housing lottery system: it is “difficult to understand how decisions are made”, and assigning housing should not be “a matter of luck”. Participants think that better communication of the stories of families and individuals successfully housed will build trust with the community.

Finally, participants expressed the need to continue to raise awareness on how systemic racism, discriminatory policies, and economic inequality contribute to the housing crisis. Everyone plays a role in either perpetuating or solving this issue: “People with money don’t see themselves as part of the problem- there is a lack of understanding and desire to really change something very deep and fundamental in humanity, in equity, and [in contradiction with the image that America projects]”.

PROMINENT IDEAS BY TARGET COMMUNITY

LGBTQ+ Youth/ Mental health providers (FG 1)

- ONE system for housing – the intention was to simplify the process, but it ended up being a not so transparent system. So it is very difficult to understand how decisions have been made. Not working well for the folks that need housing.
- Develop system of accountability for people working in the ONE system. Need to develop better practices to treat people with dignity.

Seniors (FG 2)

- San Francisco has all these policies that don't fulfil its promises. Every time people fight for a bigger percentage of housing, there's a clause that says the developer can take that percentage away and pay to not have to provide low-income housing.
- Planning is not oriented towards tenants and low-income people, but developers. They're funded by developers, which means that Planning is always talking about expediting projects. Planning needs to look into funding from other sources to take away that interest.
- Nonprofit developers have not been able to do all the projects they want to because the City has not prioritized those sites for affordable housing.

People with disabilities (FG 3)

- I called the Housing Authority to see where I was on the waitlist, and they said there were no numbers, just a waitlist.
- There's no response to lotteries, you never hear if you don't get something. Who knows who's getting that housing.
- There is a feeling of unequal access to programs, as some members of the Black community considered there are roadmaps in place for Asian or Latino communities.

Filipino community (FG 4)

- People with money doesn't see themselves as part of the problem- there is a lack of understanding and desire to really change something very deep and fundamental in humanity, in equity, and [in contradiction with the image that America projects].
- Process needs deadlines, audits [accountability]. Address negligence in case management.
- Developers also reach out to community organisations to try to endorse their proposals and divide and conquer tactics [within the community].

American Indian community (FG 5)

- Something that would be more simplified, welcoming and that doesn't take years to have follow up.
- Accountability of these agencies and know there is preference if you work in the city or you live in the city.
- Planning needs to be accountable and get PR in order they have to get the information out there the way you want it to be heard.
- Share stories on what worked for families or community members and build trust with the community.
- Families of our community are in San Francisco through the Relocation Program. Part of that deal was the government would help with housing but not many families got help with housing.
- The American Indian community know that the data that has been put together is wrong and non-representative of the community.

Transitional youth, Bayview (FG 8)

- Systems in place are not working – they are not keeping up with clients or following up- There is

a need for a lot of work within institutions to roll out these plans. There is need for more accountability of institutions.

Black community, Fillmore/WA (FG 10)

- Nothing that Planning is doing is for us, they are building more buildings to get more money into the city's pocket.
- Rents there are still kind of high for affordable housing, including the lottery. The new buildings are not for us and are not affordable.

Black community, OMI (FG 11)

- You are getting a lot of powerful, authentic information from the people in this room (SF State student, City workers, seniors, TAY).
- 'Talk is cheap' and there is a need for quick action. In a couple years there won't be any people of the community left. We need action immediately.
- There's program after program and no accountability.

Cantonese-speaking community in the Bayview (FG 12)

- Rejection of applications should be more transparent. There is a need for a notification and explanation on why the applications was not successful.

Cantonese-speaking community in the Sunset (FG 14)

- More transparency on the housing lottery/ distribution process, community organization that monitors the government's spending and activities.

Spanish-speaking, Latino/x seniors (FG 17)

- The community feel suspicious about the program as few people of none are really receiving any support on housing.

Spanish-speaking, Latino/x families & youth (FG 18)

- The lottery process is fine but it's also needed a committee that follows up on cases because when you do not reach the requirements, or something is missing, support applicants, see why and not just remove it

- More transparency of the process, and reporting to who they gave it to. Because when only a group of people are selected for an apartment when nobody of us was there you feel inequality and discrimination.

15. Powerlessness and revictimization

CONVERGING IDEAS

There is a generalized sense of frustration and disappointment among participants. Participants shared housing-related experiences that have left them feeling unheard, overwhelmed, exhausted, and powerless to improve housing challenges that seem “insurmountable”. “No matter how much you work you cannot change your outcomes”.

Participants described interactions with “government” housing programs as being dehumanizing and undignifying. This is due to barriers of access, as well as a lack of empathy from program staff and decision-makers. Increasing representation from vulnerable communities in staffing of housing-related programs was mentioned as an opportunity to generate greater empathy and more equitable outcomes. Participants also mentioned the need to increase supports and guidance for housing-related programs, improve outreach, education, and timely dissemination of information.

Some participants reflected on the stigma attached to accessing government funded housing programs. Vulnerable or at-risk participants spoke of seeking alternative solutions to their urgent housing needs, rather than seeking support from government housing programs that have failed, disappointed, or victimized them in the past. Participants recounted accepting housing without contracts and/or in overcrowded conditions, taking on debt, moving away from sources of employment, and having no alternative but to step into unhealthy/abusive interpersonal relationships that increase their risk of revictimization.

PROMINENT IDEAS BY TARGET COMMUNITY

Seniors (FG 2)

- I began to see the injustice. I've seen it grown worse and worse. There's no care or concern for people in general, no matter who they are, to find housing.

- I felt really sad when the hotel plan for COVID, which seemed to be working really well, was phased out. It was a lost opportunity. Planning should have stood up and said, “we need to house the most vulnerable.”

People with disabilities (FG 3)

- It is disingenuous to have people that have not been in your position to decide what kind of housing is going to be made for those that are downtrodden

American Indian community (FG 5)

- I've been on the waiting list [for affordable housing] and it seems like it takes forever. I signed up in 2001 and still to this date there's no follow up, which is frustrating.
- The biggest frustration for me is the application process, the follow up, gathering all the documents is overwhelming.

LGBTQ+ community (FG 6)

- Housing has become a commodity that you can profit from instead of a safe place for housing people.
- It's more profitable to have a house sit empty than rent it. It feels like a game of monopoly, it feels insurmountable when you're going up against so much money. It's such an unfair system, and I'd like to collapse it all. I feel really powerless over it.

Transitional youth (FG 7)

- Government officials should actually try to help you while you apply for housing – I've had bad experiences with California governmental assistance.
- Rental assistance makes unhoused people jump through hoops like documentation to proof they need assistance, which is a dehumanizing process

Transitional youth, Bayview (FG 8)

- The organizations that exist are not getting to the young people properly, these [the organizations] are doing the bare minimum when it comes to outreach, when it comes to serving us, they are scared to come to the neighborhoods, they are scared to talk to us about what they have to offer [the youth].

Black community, Bayview (FG 9)

- I work all the time, but I still don't have the money in my account for a down payment.

Black community, Fillmore/WA (FG 10)

- If you don't know where to start it is very discouraging when you have children and then you have pre-teens and going to a shelter.
- A lot of people don't reach out because they feel they will be judged.
- The houses that are being built in the orange areas (opportunity areas), those are not for us, they are for the google people, for twitter people and tourists. They are to accommodate the money they want in this area.

Black community, OMI (FG 11)

- On Brighton Ave., I've seen evicted people sitting with all their belongings. It's so sad.

Cantonese-speaking community in the Tenderloin (FG 16)

- My landlord recently gave me an eviction notice because the landlord wants to take the unit back. I'm facing the possibility of homelessness, which is why this topic is so important to me.

Spanish-speaking, Latino/x seniors (FG 17)

- I signed up for the housing lottery and I was told I was eligible. I was very happy because you are used to being in one room or living with many people. The good thing is that I did not tell my landlady because later I was told that I was no longer eligible [exceeded income threshold]. It was a disappointment for the family, it was very hard, one gets frustrated.
- So how are we going to be able to access decent housing if for one, two, or three dollars we no longer qualify. They make us get our hopes up for nothing, and we did so much work filling out forms.

Spanish-speaking, Latino/x families & youth (FG 18)

- The right to housing is not that you are going to have the right I think it is the luck you are going to have.
- So many requirements and you reach the frustration that you give up.
- I am not in the contract, and that is why my

voice does not count and I do not have access to a mailbox, [my landlord] gives me my correspondence when they want. This frustrates one because I have to wait, if you are not in the contract you can't comment.

- The 'Gift to SF' was a disaster, we had to fill and fill applications so that after that the resources are very little. And those people are still waiting and people don't know that the program is closed for more than a year (Gift to SF).
- We're all embarrassed... we have a lot of pride, we as Latinos [we think we should] find our way on our own. We are used to working, working, working and when there is help, we move it to one side. We don't take advantage of the opportunity when it's there.

Moderate to very low-income community in the Richmond (FG 21)

- People feel their situation is unsustainable for the long term and that they will need to leave their current neighborhoods.

16. Education and Guidance**CONVERGING IDEAS**

Participants consider that the City should improve methods to disseminate information and provide educational opportunities for communities to learn about existing City resources and programs related to housing. Vulnerable communities, in unstable housing situations or financially stressed, are not exposed to the resources they need in a timely and culturally appropriate manner (includes in-language resources).

Participants suggested that the City and Planning could collaborate with a network of trusted community partners and institutions to provide access to information and educational opportunities related to housing. Participants also suggested that this information could be provided in schools to reach younger generations and families. Additional guidance is needed with applications (i.e., housing applications), and following up on outcomes and updates, this guidance should be provided by City staff.

As well as learning about existing housing-related programs and resources, communities need support

learning how to navigate “the system”, which was used to describe a wide range of government-related processes that have a community interface. The following educational topics were mentioned:

- The history of discriminatory policies within the context of housing (i.e., redlining).
- Rights in general, and specifically tenants' rights and contracts.
- Wealth creation: real estate, rental, homeownership, equity, and income.
- Financial literacy needed to enter the workforce (401K, I-9 forms), pay off loans, or apply for housing (credit scores).
- Affordable housing resources, and guidance with applications.

PROMINENT IDEAS BY TARGET COMMUNITY

American Indian community (FG 5)

- A lot of people are not informed because the resources are so limited.

Transitional youth (FG 7)

- [Providing] knowledge about homeownership should start young. People should know how to go about housing, how to own property.

Transitional youth, Bayview (FG 8)

- There is a need for education on the existing resources. People are in a survival mode and are not exposed to the resources they need
- Better education system, not only going to school but actually learning the system. Classes on how to work around financial assistance (401K, I-9 forms), understand rent and how to get a home, pay off loans, credit scores or how to apply for jobs.

Black community, Bayview (FG 9)

- People need to be educated

Black community, Fillmore/WA (FG 10)

- Community Centers like Booker T. or Ella Hutch can provide resources and give these resources it would be an increase of interest of housing.

Black community, OMI (FG 11)

- Education should lead to wealth. They should teach about how to buy a house and land. Teach

about discrimination and history of discrimination within the context of housing, like redlining.

- Education makes all the difference. It changes quality of life and what you can afford to do
- Teach about housing in school (about real estate, rental, homeownership, equity, and income in this community).
- Tenant and resident responsibility need to be taught.

Cantonese-speaking community in the Sunset (FG 14)

- It's very difficult to apply for housing independently – if you need to know English, fill out forms, so on.

Spanish-speaking, Latino/x families & youth (FG 18)

- We need workshops for children or parents to learn about the programs and resources that exist.

Spanish-speaking, Latino/x families, Excelsior (FG 19)

- People did not know any of these programs, it is very important the information they are sharing, because they gained more knowledge.
- Hispanic families do not know how to apply,
- Community centers to inform about rights as Hispanics, support with children, housing, food, a center like FCC. [Communities that are informed find a way forward].

17. Equal opportunities/ Barriers to access affordable housing opportunities

CONVERGING IDEAS

Participants shared their experiences with housing-related government programs and policies. There is a generalized perception existing programs discriminate against certain communities, that opportunities are unattainable (low chances of success, too many barriers), and that affordable housing is not being granted to those who need it most. Some of the most common barriers to access affordable housing mentioned by participants, are described below.

The extent and type of documentation required to rent and apply for affordable housing is a major

barrier for many communities including families, youth, immigrant communities, seniors, formerly incarcerated individuals, and communities with seasonal, variable income, or informal employment. For young participants, not being able to show a credit history is a major barrier. Individuals with seasonal/ informal jobs are denied opportunities for not being able to demonstrate a steady income. Latino families mentioned being denied housing because they have children, facing landlord discrimination for using rent vouchers, and being forced to accept housing without a contract because, for instance, they cannot show a resolved immigration status. Many Latino families are not cognizant of tenant rights and government housing programs, or prefer not to make use of them as they live in fear of government and landlords. Participants agree that requirements should match families' and individuals' abilities to provide such requirements.

Several participants mentioned instances of having been selected in the affordable housing lottery only to be told later that they did not meet or exceed the required income thresholds and losing their eligibility. Other barriers include: length of the application process, clarity of process and communications, language barriers, unreasonable response times and means of contacting applicants. Applying to affordable housing is a burdensome and overwhelming process, and families and individuals need to reapply every time a new opportunity is available. Participants would like to see a “universal application process” that gets updated if applicants' needs or goals change and provides a “unique housing waitlist number”. Other participants suggested limiting the number of applications per property to give applicants a greater chance of success. Once housed, families and individuals can enter a separate “housing ladder” process that will allow them to access opportunities over time as their needs change but will not compete with first-time applicants.

A lack of transparency in housing-related programs adds to an environment of distrust of public agencies and to a sense that “other” community groups are receiving the benefits. However, participants agree that housing programs should prioritize the most vulnerable groups. Participants also mentioned first time applicants, native San Franciscans and long-time residents, and those who have been in waitlists

the longest could be prioritized. Transparency in prioritization criteria, selection, and overall process is required.

Overall, participants agree on the need to make more affordable housing available to everyone, including building new affordable, government subsidized housing, and reforming affordable housing programs. To participants, equity in housing programs will require prioritization, transparency, accountability, and supports to meet the needs and circumstances of vulnerable community groups. These supports should include advisors that can actively remove barriers (for instance, support with transportation, guide applicants, provide regular updates and advocate on their behalf.

DIVERGING IDEAS

Participants from the Cantonese-speaking focus group in the Richmond shared thoughts on housing-related government programs and policies from the homeowners' perspective. Participants perceive the governments' protection of tenants (tenants' rights and rent control) as “unequal”. Some property owners mentioned that property taxes higher than what they are able to collect in rent from their tenants.

PROMINENT IDEAS BY TARGET COMMUNITY

People with disabilities (FG 3)

- I don't like the lottery system because it allows people outside of the city to play. There should be some sort of priority for San Francisco residents.
- The lottery is hard. Most of the seniors applying for housing are already in housing and just want different housing. What about people on the waiting list, do they ever have a chance at housing?
- The city should regulate who they're leasing to in their city-owned SROs. The nicer SROs with kitchenettes are going to a certain group – there are no Blacks in those buildings.
- Especially if you've been unhoused for a long time, you're not going to have documents and paperwork ready right away to fill out applications.
- We have no exit plan for those in jail, which is 70% black and brown males. No resources or

transitional housing, again no entry system. 900 inmates currently have two case managers

- People need a unique housing wait list number
- There is a feeling of unequal access to programs, as some members of the Black community considered there are roadmaps in place for Asian or Latino communities.

American Indian community (FG 5)

- The Lottery is bad because they ask you for a certain amount of income and every time that people say ‘oh there is housing opening’ they only accept people that already have housing.
- The lottery is not good; people attend meetings and then they hear that the housing has already been given to somebody else. People believe that the lottery was decided way before you even attended. They are suspicious about the process and system.
- They should drop that [lottery system] and just be able to apply for it and just make it an easy transition and not based only on what your credit is supposed to be when you already know that you can pay your rent every single month and not have a problem.

LGBTQ+ community (FG 6)

- When you have a varying income, it is hard to qualify for affordable housing. How can you thrive financially when it means you can no longer afford to live here?
- People come from all over the world who are fleeing for safety. The ways in which people enter and stay in the Castro are a challenge. I was only able to find a place because I found a rent controlled, relatively affordable unit. I was only able to access that because I came from a middle-class family and could access privilege through connections to white queer men in a nightlife career.
- City housing is so impacted for all people, that it’s difficult to set any aside specifically for LGBTQ people where our culture is the norm.
- People who are paying market rate are for all practical purposes really unable of being human and compassionate with people of low incomes.

Transitional youth (FG 7)

- Extra support [is needed] to help families and at-risk individuals apply for these things or understand these things in general.

- Some categorization creates barriers for resources and divide people. Ensuring that it goes to people of low-income communities or at risk of losing their homes

Transitional youth, Bayview (FG 8)

- Difficulties for young people to find housing – lack of credits to get accepted for housing- It’s more about who is willing to give young people the opportunity to get housed.

Black community, Bayview (FG 9)

- The Asian community just received 50 million in reparations after less than 6 months of their hardship, not the murders that are happening in our community. They didn’t have to wait no 8-10 year to get no result. But we as a black nation of people always gotta come and wait years. I’m rising my people. Ruth Williams said, when I rise, my people will rise.

Cantonese-speaking community in the Bayview (FG 12)

- People who haven’t been here as long get a spot first. Can the lottery process be changed so that there’s consideration of age or how long you’ve been applying?

Cantonese-speaking community in the Richmond (FG 13)

- Because of government laws, it’s so difficult to evict a tenant. I have a tenant that is paying \$1,300, which doesn’t even cover the property taxes, and I can’t even evict them.
- San Francisco is very unequal – property taxes are high and the government protects tenants.

Cantonese-speaking community in the Sunset (FG 14)

- Hope they also don’t limit housing to low-income or middle-income, but give everyone the opportunity to apply for housing. Sometimes it’s a very small difference between the low- and middle-income thresholds.
- Many apartments don’t rent out to people who are low-income and have children.
- Don’t set the affordable housing application income minimums so high and maximums so low. Don’t leave the requirements so stringent that it makes applying difficult and hard for people to qualify

- It's also hard that all the documents are all in English, there's no Chinese

Cantonese-speaking community in the Tenderloin (FG 16)

- A universal application system for housing, like they do for schools. If you apply once, then your information is with the government. Then, whenever there's a housing opportunity, you're entered for the lottery and at some point will get something.
- The system can't just be based on luck each time. There should be some sort of order
- Since the homeless people are already in our city, and we see their needs, we should also give them a hand.
- People who already have a good place to live, should not keep applying for other housing.
- When receiving applications for affordable housing, the City should prioritize on the applicants who do not have affordable housing yet, also should prioritize on the applicants that have been living in the U.S. longer.

Spanish-speaking, Latino/x seniors (FG 17)

- 'I applied to the lottery when apartments were available near Cesar Chavez, it turned out that not a single Latino was given housing'
- The Chinese community is quite supportive and when they see a Latino, unfortunately, they support their people.
- We have the perception that they don't give it [the apartments] to us because we're Latino.
- Then also that affordable apartments are built to buy [not only to rent] for our community. Because, why not choose to buy, we don't want to rent all the time.
- People perceive those new buildings classified as low-income are sold to people not originally from SF.

Spanish-speaking, Latino/x families & youth (FG 18)

- A building takes the lottery out for two or three apartments, but thousands of applications are put in, is a game they have with our community. 'When I applied it turned out that I was number 5000. If there are going to be 10 units they should only ask for 50 applications to have more possibilities. Filling out the application is a lot of work'.

- When applying for affordable housing they are asking for information that I had to go really out of my way to look for. They want proof of everything, they could have made this process a bit easier for me.
- Advisors to help people with applications and to continue insisting and to take you by the hand. Sometimes even transportation is a limitation, knowing where the place is, or having proof of payment (I get paid with cash).

Spanish-speaking, Latino/x families, Excelsior (FG 19)

- Variety (like in different options) of documents that are requested to rent, because there are many who do not have the documents they require to rent, that is a very strong obstacle.
- There are people that have been applying, they have been there for years and they have not been given anything.
- Sometimes tenant does not want to give you the property because they think that if you have a voucher you will not be able to pay the rent. We didn't use the existing support for fear that they would not give us the apartment.

Japanese American community, Japantown (FG 20)

- Housing is not isolated from other inequities (a plan that can be looked from many dimensions)

18. Justice

CONVERGING IDEAS

Participants expressed the need for a housing system that is just, driven by equity, humanizing, and where everyone is treated with dignity. Each applicant should be considered and provided options that match their needs and goals. Everyone should have access to housing that dignifies them as human beings, and where they can feel safe. To thrive, vulnerable communities require access to housing as well as other supports to navigate government systems, generate a steady income, and access services such as healthcare or childcare.

Many of the participants shared their personal experiences of harms caused by discriminatory housing policy and systems. More work is needed in

partnership with communities to identify the harms, and dismantle housing-related systems and policies perpetuating such harms. It is important to note that for many communities these harms are present experiences. San Francisco could start by repairing the harms caused by discriminatory policy that led to the displacement of American Indian, Black, Filipino, and Japanese American communities. Other communities undergoing recent displacement resulting from economic inequality (global and local) such as immigrant and Latino communities, seniors, families, and youth, should also be considered.

Participants are aware of the need to dismantle biases by increasing cultural competency across communities, and to create spaces for alliances between different communities “where people can be human together”.

Environmental justice: Bayview and Excelsior residents experience a very different quality of life from residents in the Marina. The Planning Department should develop policy and be accountable to addressing the environmental and health-related burdens that these communities continue to bear.

PROMINENT IDEAS BY TARGET COMMUNITY

Seniors (FG 2)

- There’s no care or concern for people in general, no matter who they are, to find housing.

People with disabilities (FG 3)

- No person with disability/mobility issues should be forced to live in a building with no elevator or accessible and correctly designed units.
- Black people are dying to get housing.

Filipino community (FG 4)

- [The housing crisis] is rooted in capitalism itself. Anti-homeless infrastructure, like park benches, [the City] are sort of criminalizing the homeless – Is there any change?
- Inequities created by the exploitation of labor. This country has been founded on inequities not only here but in other countries, but now it is coming to here. [Ecological devastation of the Philippines, resources that support the super-profits of tech and further inequities]

LGBTQ+ community (FG 6)

- In 30 years, if no work has been done to address hateful beliefs, when we are put together in these buildings, the hate will be concentrated. A lot of work still to do to get to a place where we can be human together.

Transitional youth (FG 7)

- People who live in the Marina and westside of the city experience a totally different San Francisco than people in Excelsior, etc. And that’s not fair, that’s a huge macro aggression.
- For every houseless person, there’s 7 vacant houses. The city should acquire these houses and turned those into affordable units.

Transitional youth, Bayview (FG 8)

- Everyone should have opportunities (equity different from equality).

Black community, OMI (FG 11)

- The Redevelopment Agency caused some of this development pattern in San Francisco. It was addressing crime and blight, and caused thousands of Black people to be displaced
- The Redevelopment Agency evicted people from their homes in the Western Addition and it stayed vacant for 20 years

Cantonese-speaking community in the Sunset (FG 14)

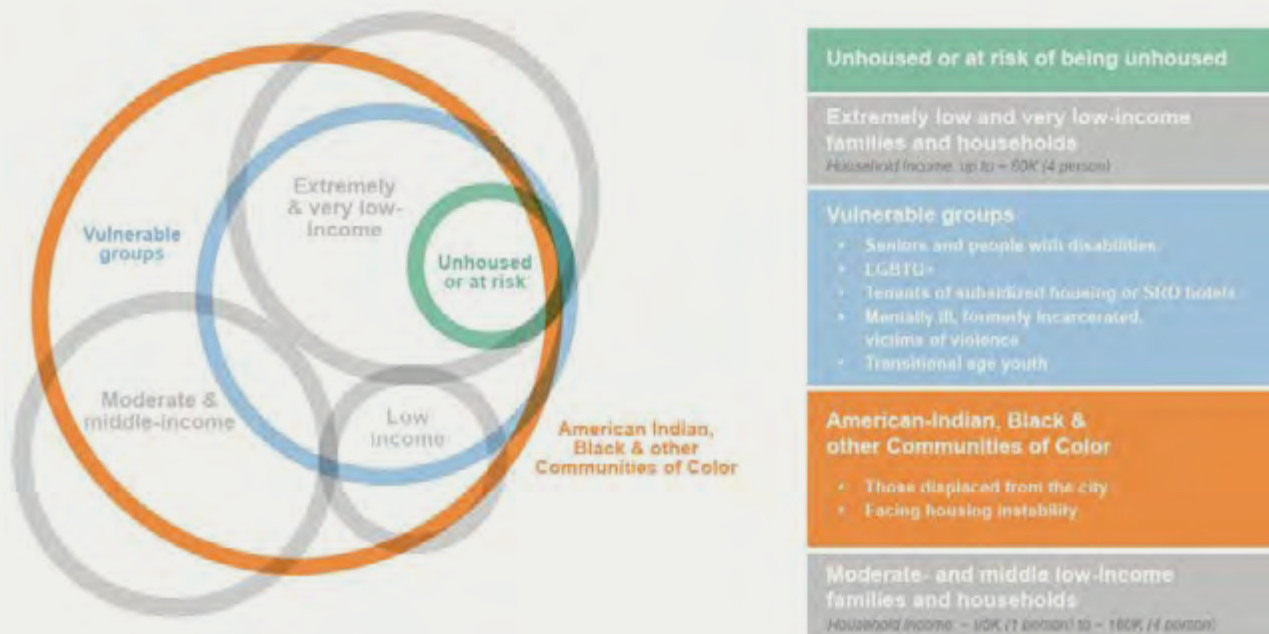
- Don’t just give them a house, make sure they’re offered services that encourage productivity and working.

APPENDIX B. Focus Group Menu of Questions

Instructions: Thank you for partnering with SF Planning to co-facilitate a focus group in your community as part of the second phase of outreach for the Housing Element Update 2022. Below you will find a menu of questions that cover the major policy shifts included in the first draft of the Housing Element published in April 2021. Please select 2-3 questions that would be most relevant to the participants nominated by your CBO and feel welcome to suggest edits.

Major policy shifts and overview of focus group topics

The major policy shifts in the Housing Elements are focused on vulnerable groups, as defined by the Department of Public Health:



Here is an overview of topics and questions for the focus group (additional context can be found in the following pages):

Topic 1: Repairing the harm from racial and social discrimination

Right to housing

What do you think 'recognizing the right to housing' should mean?

Prioritizing un-housed/ at-risk families and individuals

Which actions or combination of actions have the potential to be most effective in helping un-housed or at-risk families and individuals in the short and mid-term?

Community stability

Which actions are most likely to prevent further displacement?

What would ‘right to return’ mean for your community?

Empowering communities

What kind of community engagement process would be needed to ensure your community is empowered to guide, monitor, and implement policies and actions included in the Housing Element?

Topic 2: Building new housing in inclusive and healthy neighborhoods

Building new housing in inclusive neighborhoods

What type of new housing would you like to see built in your community? Who should this new housing be for?

Where should we build new housing?

Strengthening neighborhood amenities and infrastructure

What type of amenities and public infrastructure investments should be prioritized to prepare neighborhoods to receive more housing?

Supporting middle and moderate income households

How should the City invest public funding to support moderate and middle-income families and individuals?

Do you think a streamlined project approval process is a helpful approach to ensure privately built housing serves moderate and middle-income households?

Continued engagement

What would be the best way to approach community engagement for new housing in your community? What has or hasn’t worked in the past?

Topic 1- Repairing the harm from discrimination

1a- Recognizing right to housing

The 2022 Housing Element will be the first update centered on racial and social equity; it could also be the first policy document in San Francisco to *recognize the right to housing*.

Potential focus group question:

- **What do you think ‘recognizing the right to housing’ should mean?**

1b- Prioritizing un-housed/at-risk families and individuals

The draft Housing Element identifies a number of actions that aim to *prioritize the needs of unhoused or at-risk families and individuals*.

Draft 1 of the Housing element includes the following actions:

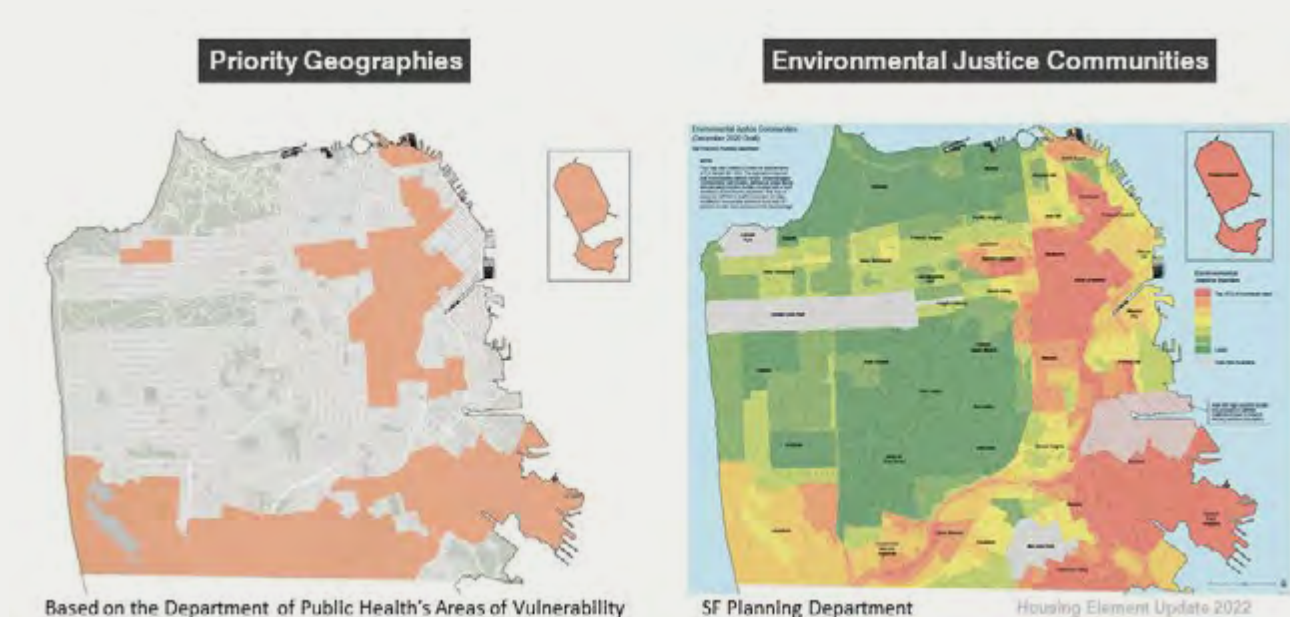
- Building permanently supportive housing.
- Building homeless shelters and navigation centers throughout the city, including off-street Safe Parking sites for vehicle dwellers seeking conventional housing.
- Identify and prioritize vulnerable groups for placement in temporary shelters and permanent supportive housing.
- Expand on-site and mobile case management and services for the most vulnerable.

Potential focus group question:

- **Which of these actions or combination of actions have potential to be most effective in helping these families and individuals in the short and mid-term? What other concrete actions should the City take?**

1c- Community stability: Preventing further displacement

The draft Housing Element proposes stabilizing communities through anti-displacement policies and actions focused on *neighborhoods with higher concentration of low-income communities of color, vulnerable groups, and areas undergoing displacement.*



Draft 1 of the Housing element includes the following actions for neighborhoods with a higher concentration of low-income communities of color:

Increasing financial supports

- Rental assistance (housing vouchers).
- Targeted down-payment assistance loans.

Increasing deeply affordable housing opportunities

- Assigning priority in affordable housing lottery.
- Building new permanently affordable housing on City-owned land.
- Preserving affordable housing (i.e. purchase and rehabilitation of SRO buildings).
- Prioritizing approval of development projects serving extremely low and very low-income families and individuals.
- Pursuing alternative types of ownership (i.e. community ownership, co-housing, limited equity, stewardship, and land trust models).

Strengthening neighborhood amenities and public infrastructure

- Increasing funding for community-based organizations providing tenant protection and anti-displacement support.
- Prioritizing investments to improve public transit, environmental quality, open space access and quality, and community amenities.

Potential focus group questions:

- ***Which actions from Draft 1 of the Housing Element are most likely to prevent further displacement?***

1d- Community stability: Bringing back displaced communities

In the first round of outreach for the Housing Element Update, community members expressed the need to explore ‘right to return’ opportunities for those displaced by discriminatory programs such as red lining, Urban Renewal, Japanese Internment, and Indian Relocation Act. These programs contributed to the displacement of American Indian, Black, Japanese, and Filipino communities. Draft 1 of the Housing Element update includes several policies that attempt to acknowledge and redress displaced communities.

Draft 1 of the Housing element includes the following actions:

- Prioritizing and targeting select vulnerable groups for affordable homeownership opportunities programs.
- Dedicating land to American Indian Communities.

- Pursuing alternative types of ownership that put land in community hands (i.e. community ownership, co-housing, limited equity, stewardship, and land trust models).
- Strengthening cultural anchors and connections including investing in the Cultural District program.

Potential focus group questions:

- ***What would 'right to return' mean for your community?***

1e- Empowering communities

Draft 1 of the Housing element includes the following actions:

- Targeted engagement and elevated representation of American Indian, Black, and other Communities of Color in decision making bodies such as Community Advisory Councils (CACs).
- Investing in community-led planning efforts:
 - Cultural District strategic planning.
 - Working in partnership with CBOs serving and representing American Indian, Black, other People of Color, and other vulnerable groups.

Potential focus group questions:

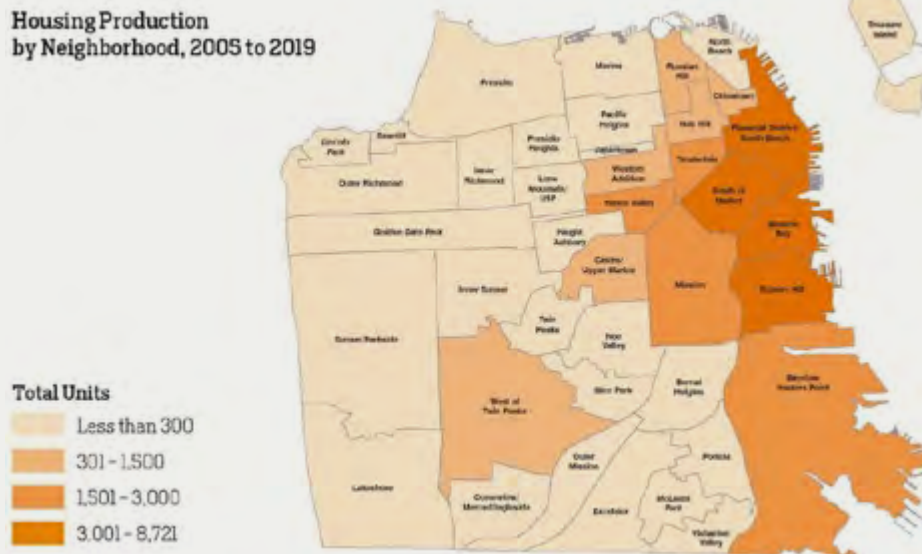
- ***What kind of community engagement process would be needed to ensure your community is empowered to guide, monitor and implement policies and actions related to housing?***

Topic 2- Building new housing in inclusive and healthy neighborhoods

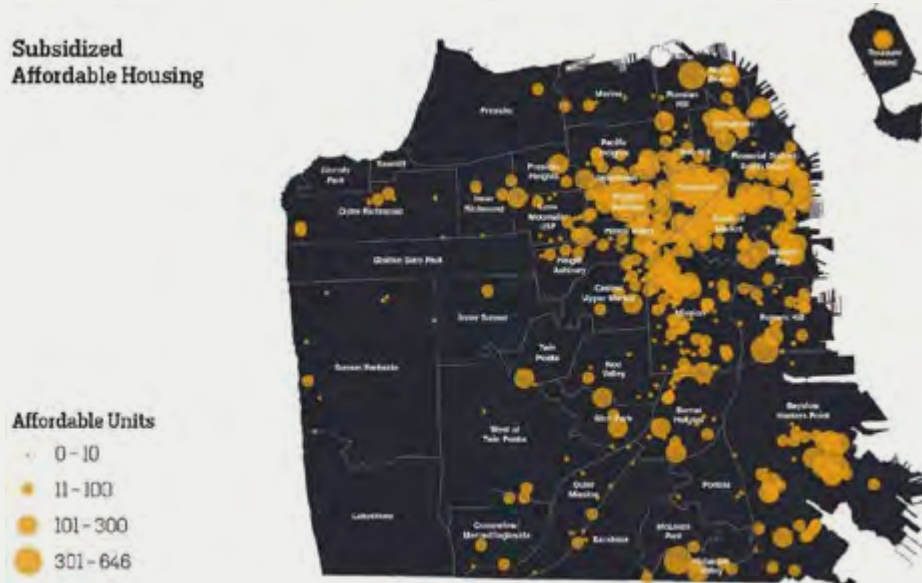
2a- Building new housing in inclusive neighborhoods

New housing has been primarily concentrated in neighborhoods on the east side of the City.

Housing Production by Neighborhood, 2005 to 2019



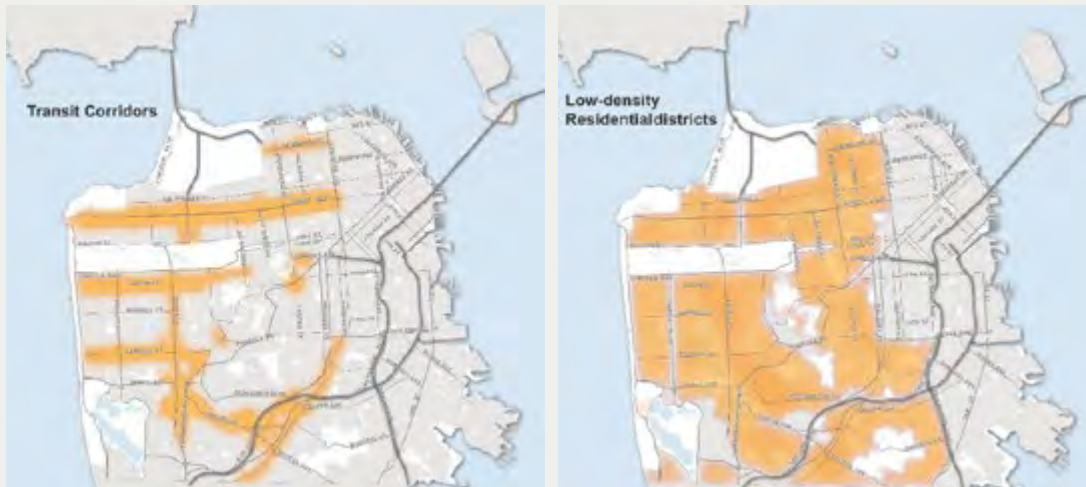
Subsidized Affordable Housing



The Housing Element Update is considering distributing new housing more evenly across the City in order to:

- Reduce the burden of change from concentrating new development in neighborhoods with a higher concentration of low-income communities of color.
- Provide increased affordable housing options for low-income communities of color in their own neighborhoods, but also in neighborhoods that have higher quality amenities.

Evenly distributing new housing across the City could mean increased height and density along rapid bus and rail corridors such as Gearsy Blvd., Judah Street, 19th Ave., Lombard Street, Ocean Ave., Taraval Street, West Portal Ave., and Van Ness Ave or within the higher-income and low-density residential neighborhoods.



Potential focus group questions:

- **What type of new housing would you like to see built in your community? Who should this new housing be for?**
- **What are your thoughts on the pattern of growth proposed above?**
- **Where should we build new housing?**

2b- Strengthening neighborhood amenities and public infrastructure

Higher-income and low-density residential corridors and neighborhoods described in the last question often maintain high quality amenities, environment and resources such as schools, parks, commercial corridors, and frequent transit. These amenities and resources can help support healthy families and upward mobility for vulnerable groups.

Potential focus group questions:

- **What type of amenities and public infrastructure investments should be prioritized to better prepare these neighborhoods to receive more housing?**

2c- Supporting moderate- and middle-income households

Moderate- and middle-income households, 76% of which are non-white, have been increasingly burdened by expensive housing costs in the past two decades. Public funding and private market incentives play a role in making housing more accessible for these families but building subsidized units for this income level is more costly because State and Federal funding cannot be leveraged.

Draft 1 of the Housing element includes recommendations for publicly funded housing and privately built housing to serve moderate- and middle-income households.

Recommendations for subsidized housing include:

- Pursuing educator and first responder housing program and expanding it to include transit operators and hospital workers.

- Seek non-City financing methods to supplement local public funds.
- Target down payment assistant programs to areas with higher concentration of communities of color.

Recommendations for privately funded housing include:

- Reducing cost of construction through streamlined review: this means the City would shorten review and permitting process if the buildings:
 - Are smaller scale 4-8 story buildings that fit the scale of most neighborhoods.
 - Serve moderate- and middle-income households.
 - Are in neighborhoods with fewer new units built in the past two decades.

Potential focus group questions:

- ***Subsidized housing for moderate- and middle-income households:*** How should the City invest public funding to support housing for moderate- and middle-income families and individuals?
- ***Privately funded housing for moderate- and middle-income households:*** A streamlined approval process for privately funded housing would not provide neighbors an opportunity to review individual housing projects. Instead, they would provide input in planning processes and guiding requirement for housing projects in general. Do you think a streamlined project approval process is a helpful approach to ensure privately built housing serves moderate and middle-income households?

2d- Continued engagement

Potential focus group questions:

- ***What would be the best way to approach community engagement for new housing in your community? What has or hasn't worked in the past?***

APPENDIX C.

Focus Group Community Partner Selection Criteria

The Project Team has designed focus groups to engage stakeholders in the review of the first draft of Housing Element goals, policies, and actions and gather feedback answering the question: “How do you think these policies and actions would get to what you need?” The team seeks alignment between the draft policies, the housing needs of our residents, and the equity goals and strategies of our partner organizations.

Approach:

- Collaborate with key CBOs leaders to implement approximately 25 focus groups of 8-10 participants, organized roughly by neighborhood geography, cultural affiliation, or targeted vulnerabilities. The maximum duration of focus groups will be 2 hours, including 30 minutes of preparation.
- Compensate community partners for assisting with focus group implementation and provide incentives to focus group participants.
- Work collaboratively with CBO partners to tailor messaging for each focus group to be culturally responsive and specific to the ideas and needs of their community.

Community Partner Selection Process

OUTREACH AND RECRUITMENT

The project team employed several methods to invite community partners into the focus group implementation process.

Email Blasts

On April 9, 2021 the project team sent group emails announcing the first draft of the Housing Element and requesting focus group partners. The message was sent to all participants of Phase I

of community engagement and all members of the public who have signed up for Housing Element information. This was followed by two more email blasts inviting the public to engage in our outreach process.

Email Recipients

- Housing Policy Group members (49 organizations)
- Subscribers to Housing Element website (1,328 contacts)
- Community Organization Contact List from Phase I Outreach (572 contacts)

SEEKING RECOMMENDATIONS

In April, the project team began seeking recommendations for community partners from several advisory bodies.

Planning Commission

On April 22, 2021, staff presented a project update to the Planning Commission and announced the partnership model for the focus groups, inviting attendees to contact the project team for more information.

Human Rights Commission

In April 2021, SF Planning began consulting with the Human Rights Commission (HRC) about focus group partner selection. SF Planning attended several HRC-hosted Roundtable meetings and a hearing, including on April 16, 2021, to ask for interested partners or recommended partners.

Community Equity Advisory Council

In June 2021, the project team began consulting with the newly formed Community Equity Advisory Council about the engagement strategy seeking recommendations for key community partners.

TARGETED INVITES

Starting in April and continuing through July, the project team began making individual requests to partner with key community groups. Individual requests focused on potential community partners who could reach demographic groups not formerly engaged in the Housing Element outreach, groups especially vulnerable to housing instability, or difficult to reach groups (i.e. the unhoused or marginally housed, residents who primarily speak a language other than English, very low income residents, transitional aged youth, and others). These targeted invites were guided by senior staff, community engagement specialists within SF Planning, key partner agencies, and community organizations currently engaged in Housing Element outreach.

- Community leaders in neighborhood or on key topics
- Coalitions
- Cultural District organizations
- Housing Policy Group members

Selection

Criteria

The sub-consultant, in common, in consultation with the SF Planning project team, used the following criteria to identify potential community partners for the focus groups.

- Directly serving the targeted community
- Priority to service providers than advocacy organizations
- Cultural competency and in language staff
- Experience with housing policy was not required as this process is also a pilot for capacity building, but general understanding of housing needs

The selection process was limited by the project schedule and budget; therefore, partner identification is expected to end in July to allow the team to complete focus group events by the end of August.

Confirmation

SF Planning sought to confirm all interested focus group community partners in order to reach maximum diversity in the range of participants. This led to confirming approximately 20 community partners who expressed interest and capacity to convene and/or co-host and/or co-facilitate a focus group. This exceeded the originally scoped 15 partners but ensured a more diverse range of participants.

Selected partners were invited to document the roles of all parties (community organization, SF Planning, SF Planning's consultant) in a Memorandum of Understanding (MOU). The MOU included details about partner compensation and participant incentives.

APPENDIX D. Housing Policy Group Summary

Stakeholder Feedback Summary

In August of 2021 the Planning Department reconvened the Housing Policy Group (HPG) to discuss key topics related to the draft housing element. We held 5 feedback sessions each focused on a different topic. We selected topics where we felt that the draft needed the most help and asked participants to review and discuss a subset of the draft Policies and Actions under each topic area. We invited specific representatives to each discussion based on their organization's expertise, and their prior participation in previous rounds of HPG discussions. We also shared the list of topics with everyone who had participated actively in prior HPG meetings and asked if they were interested in participating in any of the discussions. We also actively sought participation from other organizations, not previously part of HPG, if certain topics needed a wider set of expertise.

For each session we provided a list of selected actions relevant to the topic for participants to review prior to the session. These lists are attached below. In addition to general feedback and thoughts, we asked each group to:

- 1) Identify actions that are essential to keep in the draft as it is revised,
- 2) to discuss issues or ideas that seem to be missing or could be added to the draft to better achieve the overall goal, and
- 3) to identify 1-3 actions that should be seen as top priorities.

These sessions helped the department to prioritize and refine the actions in the draft housing element. We received many suggestions for additional actions and some feedback on actions that could be removed or combined.

Participating Organizations

There were 7 meetings total with 27 participating organizations.

Attended multiple meetings

Habitat for Humanity*
 Council of Community Housing Organizations
 Bayview Hunters Point Community
 Advocates/Southeast Community Council
 California Consortium of Urban Indian Health
 Homeownership SF
 Japantown Cultural District
 Japantown Taskforce
 Livable City

San Francisco Apartment Association
 San Francisco Electrical Construction Industry*
 San Francisco Housing Action Coalition
 Senior Disability Action
 SPUR
 Wah Mei School*
 YIMBY Action
 YIMBY Law

Attended 1 meeting

African American Reparations Advisory Committee*
 African American Arts and Cultural District*
 American Indian Cultural District
 Good Jobs First*
 HRC/Dream Keeper Initiative*
 Midpen Housing*

Open Door Legal
 Richmond Neighborhood Center*
 San Francisco Foundation
 San Francisco Housing Development Corporation
 The John Stewart Company*

*Participated for the first time in Phase 2

Key Takeaways:

A number of concrete suggestions for changes or additions to the draft housing element emerged from these discussions. Some suggestions were raised multiple times over multiple sessions. Among the top suggestions were:

- Identify specific sources of funding for more of the proposed actions
- Refine and standardize the language used to refer to vulnerable populations
- Initiate a discussion about the feasibility of offering affordable housing preferences to members of racially defined communities that have been discriminated against in the past
- Consider adding an action to fund community-based support to help targeted households apply for affordable housing
- Strengthen the actions related to tenant protections and address tenant buyouts as well as evictions.
- Strengthen the actions related to promoting homeownership – particularly as a wealth building tool and as a tool for affordable infill in lower density neighborhoods.
- Add actions related to supporting development of affordable homeownership units particularly on smaller lots which might not be suitable for rental housing
- Add actions to expand support for Shared Equity Homeownership
- Recommit to providing housing balance and jobs-housing fit data publicly on an annual basis
- If the Housing Element calls for community benefits in exchange for streamlining, identify either the specific benefits or the process for selecting them in the document rather than simply saying that there should be a connection.
- Add an action committing to redesign the Former RDA Certificates of Preference program to better meet the needs of Certificate holders and their descendants.
- Spell out more clearly how the City will capture land value from anticipated upzonings to ensure benefits for the whole community
- Add an action related to providing support, removing permitting barriers and ‘hand holding’ for homeowners in priority geographies who want to perform home repairs
- Clarify the language in III.5.c about limiting zoning changes to those that benefit communities of color – provide a clearer framework for how this would work and who would decide.
- Add an action committing to examine the building code to ensure that it facilitates the use of Cross Laminated Timber construction
- Where the draft refers to ‘streamlining’ be clearer about what specific changes are anticipated and consider including fixed approval timelines
- Add an action related to developing objective standards clarifying when demolitions are appropriate and change rules to make demolition easier in those cases, in order to expand the opportunities for infill development in lower density locations.
- Refine all actions that talk about affordable units to ensure that it is always clear when the document is referring to deed restricted units vs. Units that are inexpensive without formal restrictions. Clarify which incentives/streamlining changes proposed in the draft would be accompanied by affordability restrictions.
- Add an action calling for updating the HOME-SF program to make it more attractive to developers
- Add an action related to supporting lower-income homeowners in redeveloping their own properties to add more units and generate income
- Consider adopting standard pre-approved designs for duplex, triplex and four-plex buildings which could be approved without any discretionary review.

- ❑ Develop a system for identifying a small subset of ‘priority’ actions (either for the whole Housing Element)
- ❑ Consider creating an ongoing process to update specific communities about progress on priorities selected by that community (ie. Newsletters/fact sheets, annual town hall type meetings, etc.)
- ❑ Consider adding an action to ‘codifying’ the cultural districts or otherwise strengthening their ability to manage change in their neighborhoods

A. Repairing Past Harms

Participants discussed the actions in the Draft Housing Element which are intended to directly respond to past racial discrimination in the housing element and begin the process of repairing the harms from these actions.

What to Keep

Several participants voiced support for the draft’s overall effort to “acknowledge, repair and empower” communities that experienced past harms. One participant said, “for a city to say this explicitly creates a great platform to grow on.” Participants particularly mentioned liking the goals focused on bringing back displaced populations and providing additional resources for community based organizations. People generally liked the framing about repair and reparations but there was some concern about whether the City could live up to the language here. One person said, “I would anticipate a reaction that this is just more rhetoric.” In general, the suggestion was to keep the language in the draft but add more specificity about accountability and to identify the funding necessary to implement more of the actions. One participant said “not having resources means shifting the burden to the community.”

There was a discussion about the terms such as “American Indian, Black and other people of color” which the draft uses to refer to groups that are targeted for support. One suggestion was to use a standard term throughout but to include a section of the document that more clearly defines who is included.

What’s Missing:

Several people expressed concern that the intention to bring displaced people back to the city was still too vague to be effective. More than one participant called for preferences by race for affordable housing units. Others called for offering opportunities first to people who have been displaced and want to return. One asked for new resources to train community members to fill out housing applications to register for lotteries. Several suggested additional ways that the city could invest in engaging communities. Some participants asked for more consistency from the city on racial equity noting that they have to deal with multiple city departments which each have different approaches. Another added that “it seems inconsistent for planning to hold this position pushing for repairing harms while other departments seem to be working for the opposite.”

There was widespread concern about how communities would hold the City to implementing these actions. There was also concern about how communities could track all of the different actions. One

suggestion was to pick 4 top priorities each year and share results with the community rather than bringing everything and overwhelming people.

Top Priorities:

Most participants mentioned concerns about accountability as their top priority in this area. Some asked that the Department “sharpen the language about accountability” while others suggested more attention to implementation strategies or metrics of success. One participant suggested that the City provide customized newsletters for each district outlining key outcomes from the Housing Element relevant to the priorities of that community. Another suggested that the City host monthly round tables in each community to report on priority actions.

B. Building Housing in High Opportunity Areas

Participants discussed a set of proposed actions in the draft element which aim to expand the supply of housing and of affordable housing in “high opportunity” parts of the city.

What to Keep

There was enthusiasm about the goal of building 50% of new housing in High Opportunity Areas. Most participants were also enthusiastic about the goal of prioritizing 50% of affordable housing funding for these areas but there were some concerns about the practicality of that goal. Existing actions related to tenant protections and land banking were also popular.

What’s Missing:

Nearly all participants agreed that the draft needed to say more about strategies for community education and outreach in order to be successful in achieving the ambitious goals for High Opportunity Areas. The strategy of funding CBOs to lead community education was suggested by several participants with some stressing that there needed to be funding for CBS to “staff up.” Several participants noted the need for more actions related to tenant protections. Affordable homeownership development was also suggested as a strategy for promoting community acceptance in High Opportunity Areas. Some participants argued that the City should require family sized units in new buildings, particularly in areas where density limits might cause developers to build only very small units. Others felt that requiring larger market rate units would make housing less affordable without necessarily serving families in need. There was some disagreement about the desirability of identifying community benefits in exchange for streamlining. Some felt that this was a good way to build support for more density, while others were concerned about that the cost of benefits could make the needed housing infeasible.

Top Priorities:

Multiple participants identified capacity building for community based organizations and construction of permanently affordable units as critical priorities. In addition, up-zoning ambitiously, community education and engagement and expanded case management were identified as priorities by some participants.

C. Building Housing in Priority Geographies

Participants discussed the Draft Housing Element Actions that aim to support and strengthen neighborhoods identified as being most at risk for further displacement.

What to Keep

Many participants appreciated the draft's goal of ensuring geographic equity in where new housing is built. In particular, participants mentioned wanting to preserve the actions related to promoting community ownership of land, expanded neighborhood preferences, implementing a Right to Return policy, expanding homeownership production and prioritizing homelessness prevention investments in Priority Geographies.

What's Missing:

There was a discussion about homeownership programs and how to target resources to expand homeownership. Participants discussed how homeownership projects could be built on lots that might be too small for typical rental buildings. Participants also expressed interest in easier to use programs to help homeowners fund and manage repairs – possibly staffed by local nonprofit organizations because “nobody’s grandmother wants to hire a contractor and supervise them.” Another participant suggested a need for streamlined building permit process for residents of Priority Geographies in order to make it easier for homeowners in these neighborhoods to make repairs.

There was also a discussion of preferences and the Certificates of Preference issued by the former Redevelopment Agency to residents that were displaced. Participants expressed concern about the difficulty residents have had using the Certificates and suggested that the housing resources available in the City do not well match the needs of the Certificate holders.

Participants also suggested that the draft needs to say more about Environmental Justice and what it means for communities and to spell out more clearly how we will recapture the land value created by zoning changes and ensure that that value goes to the community.

Top Priorities:

Priority actions mentioned included, expanding homeownership production by building on smaller lots, targeting homelessness resources to Priority Geographies, ensuring that new buildings are spread across the city more equitably, and promoting community ownership of land and land acquisition strategies

D. Small and Medium Sized Buildings

Participants discussed strategies for expanding the supply of small and medium sized buildings throughout the city.

What to Keep

Most participants supported the idea integrating streamlining and community benefits into packaged deals. One participant summarized the discussion by saying “The challenge of getting things approved becomes leverage. We are talking about getting rid of all of that leverage. But then you have to make sure that every streamlining is accompanied by community benefits including strong labor agreements.” And another agreed “When there are things we all agree are benefits, exchanging them for streamlining makes sense.”

What's Missing:

Someone suggested that streamlining should be accompanied by a fixed approval timeline “if we are serious.” Another participant suggested that the document was missing actions that would make it easier to demolish existing buildings which could be key. But because demolitions will raise community concerns, someone else suggested adopting objective standards for what kind of demolition is acceptable and another participant suggested that demolition could be limited to owner occupied homes in order to protect renters.

Participants also discussed the potential geographic distribution of future small multi-family buildings. Some participants were concerned with impacts on tenants and one suggested only offering streamlining for these buildings in neighborhoods where 2/3 of the homes are owner occupied.

There was disagreement about the potential for modular construction to facilitate the construction of small multi-family buildings. San Francisco unions have opposed modular unless it is built to city (not state) standards. However there is no labor opposition to adoption of Cross Laminated Timber technology which also promises to lower construction costs.

Someone suggested that it would be ideal if the city had standard duplex and 4-plex building designs which could be approved without any discretionary approval process. Several others expressed support for this idea because it might reduce the risk for small property owners.

Top Priorities:

Top priorities for participants included ensuring that developers of small buildings were local/people of color, ensuring that these buildings are financially feasible, and focusing on larger, higher density projects along transit corridors.

E. Middle Income Housing

Participants discussed potential actions to expand the supply of housing affordable to middle and moderate income households.

What to Keep

In general, people liked that the draft included a mix of subsidized and unsubsidized strategies for serving middle income households. People mostly supported the notion that it was appropriate for the City to provide subsidy for permanently income restricted middle income units and also to adopt policies that support market provision of unrestricted units serving this income group. Participants called for preserving the draft's emphasis on using public land for affordable housing, streamlining development of middle income housing, facilitating small multi-family buildings in lower density areas, encouraging employers to build industry specific housing, and encouraging employers to contribute to homeownership programs. Several participants expressed support for streamlining approval of Accessory Dwelling Units and expanding that to other building types as well.

What's Missing:

One participant pointed out that eliminating parking requirements could help make more middle income housing financially possible. Others asked that the actions more strongly encourage shared equity homeownership (CLTs, deed restrictions) that allow wealth building but preserve affordability for future buyers.

Participants suggested that the draft could be clearer about which incentives would come with affordability restrictions. Some of the actions mention restrictions and others don't and it was not clear to everyone whether that was intentional. In particular, there was a disagreement about whether deed restrictions should be required in exchange for permit streamlining for small multi-family buildings. Some people argued that 'the housing is the benefit' while others argued that including affordable units was necessary to ensure that the public benefits from changes like this. Others called for close financial feasibility analysis to ensure that any requirements don't make these projects infeasible. Someone pointed out that the goal with allowing more small-multi family buildings would be to create more abundant housing citywide which could lower prices but not necessarily ensure that each individual project would be affordable and another participant suggested that we could test that idea for a period of time and if buildings were generally providing middle income units we scale it up and if not, we could shut it down.

One suggestion for encouraging more small multi-family would be to eliminate the need for a Conditional Use permit when a homeowner demolishes their single family home to build a new building.

Some participants felt that calling out educator housing was not appropriate because there are so many other people who need and deserve help.

Top Priorities:

Top priorities mentioned by participants included facilitating development of small multi-family buildings, streamlining ADUs, using public land for mixed-income affordable housing development and allowing group homes as a principally permitted use.

F. Accountability

Participants discussed potential strategies for holding City government accountable to community priorities and ensuring implementation of the Housing Element's ambitious racial and social equity goals after the plan is adopted.

What Does Accountability Mean?

Participants were asked how they would define accountability and who they thought the Housing Element should be maintaining accountability to. Some participants articulated a fairly narrow view of accountability which involved simply identifying who was responsible for implementing each action so that stakeholders would know where to turn if actions were not being implemented. Others focused on transparency calling for development of metrics that would indicate whether the actions were having the intended effect. But a number of participants equated accountability with power sharing.

These participants pointed out that creating accountability to communities that have been harmed by past planning processes requires changing power dynamics and many expressed real concern about whether the City was ready to do that. One participant said “100% it’s power, and the housing element will be a bust if those who have it now don’t share it.” Another added “We have felt that this [Housing Element] process is a breath of fresh air but we don’t trust that your bosses will let you implement it.” Several participants expressed a sense that accountability would require “delegating” decision making or budgeting power to ‘communities themselves’ while others seemed to feel like it would be possible for the department to craft more of a partnership with communities. One said “It has to be shared, not completely given over in all areas. It is about saying we are not holding all the card but we have equal parts of the deck.”

What to Keep

In general participants liked that the draft Housing Element recognized the need to partner with communities and to engage people in ongoing implementation but many felt that the specific actions identified were not concrete or specific enough.

There was some discussion of what kind of accountability would be most helpful. One participant observed “in America the only real way to make people do what they don’t want to do is to sue them.” Several others responded that there were better ways to hold the City accountable. One suggested “The Housing Element is a policy document. If we take it at an aspirational level - there are more values based statements here than in past housing elements. We can use politics as a tool.”

What’s Missing:

There was general agreement that it would be helpful for City staff to ‘convene with the community’ at intervals to help people understand what progress was being made on Housing Element goals. Several participants praised the outreach and engagement that has accompanied the Housing Element update and suggested that a similar level of effort may be necessary in the future on an ongoing basis. But other participants were concerned about increasing the number of meetings that community members were expected to attend. One participant said “For American Indians - if we had a town hall - people love to eat, we need space to talk but people would want to know what the goal is. It could be harmful to engage people too much without showing action.” Another participant added “We lose engagement once people feel like they are not heard”

Someone suggested that the department publish individualized fact sheets about what progress was made in specific communities. While there was broad support for the idea of individualized reporting to targeted communities, there were different perspectives about what the right forum would be for the City to engage communities. Someone suggested that the department could use Cultural Districts to identify priorities and regularly report on progress. Others were concerned that Cultural Districts didn’t reach all the relevant communities. Someone else suggested returning to neighborhood planning so that every area could have a locally developed plan.

Detailed Feedback

A. Repairing Past Harm

Housing Policy Group Discussion: July 29, 2021

Relevant Draft Goals, Policies and Actions

Policy	Action	Language
		GOAL 2: Repair the harms of historic racial, ethnic, social discrimination for American Indian, Black, and other People of Color.
II.1		Reframe the narrative of housing challenges to acknowledge and understand the discrimination against Communities of Color as a root cause for disparate outcomes.
II.1	a	Acknowledge and identify the historic discriminatory programs and policies, and their disparate impacts on American Indian, Black, and other People of Color as part of Phase 2 of the San Francisco Planning Department's Racial Equity Action Plan, building upon the Planning Commission's and the Historic Preservation Commission's resolutions that center planning on racial and social equity.
II.1	b	Support the completion and implementation of Racial Equity Action Plans for all City agencies relevant to the provision of housing and housing services.
II.1	c	Standardize a list of indicators that measure housing needs and challenges for American Indian, Black, and other People of Color to incorporate into any analysis supporting community planning processes or proposed housing policy or legislation.
II.2		Embrace the guidance of community leaders representing American Indian, Black, and other People of Color throughout the planning and implementation of housing solutions.
II.2	a	Ensure elevated representation of American Indian, Black, and other Communities of Color in decision making bodies such as Community Advisory Councils (CACs).
II.2	b	Increase Planning Department resources and staff allocation to build capacity and partnerships with Community-based organizations that primarily serve and represent American Indian, Black, other People of Color across all department functions, including long-range planning, program implementation, and regulatory review.
II.2	c	Increase grant funding sources and staff allocation within MOHCD, OEWD, DPW, ARTS, and Planning to create a more robust, sustained, and effective Cultural Districts program and support their respective Cultural History Housing and Economic Sustainability Strategies (CHHESS).
II.2	d	Identify and implement priority strategies recommended by advisory bodies primarily serving and representing American Indian, Black, and other People of Color such as the African American Reparations Advisory Committee.
II.3		Amplify and prioritize voices of American Indian, Black, and other People of Color in the City's engagement processes.
II.3	a	Fund and coordinate with community-based organizations primarily serving and representing American Indian, Black, other People of Color for inclusive outreach and engagement and meaningful participation in planning processes related to housing.
II.3	b	Engage and gather input from underserved and underrepresented communities in the early stages of neighborhood and community planning processes and housing policy development through focus groups, surveys, and during community engagement events through funded partnerships with community-based organizations that primarily serve and represent People of Color
II.3	c	Implement culturally competent outreach relevant to various groups such as youth, seniors, various ethnicities, and cultures, including materials in various languages, simple language, and trauma-informed communications for American Indian, Black, and other People of Color, and low-income populations.
II.3	d	Share best practices with private developers for meaningful, robust, and culturally competent outreach and engagement.

II.3	e	Update requirements for project sponsors for certain development projects, such as those subject to Preliminary Project Assessment process, to engage with interested Cultural Districts and other community-based organizations that serve Vulnerable Groups located in proximity to the project; such engagement should occur in timely manner that allows these communities to shape the project prior to formal application submittals.
II.4		Measure racial and social equity in each step of the planning process for housing to assess and pursue ways to achieve beneficial outcomes for American Indian, Black, and other People of Color.
II.4	a	Develop and align department-wide metrics to evaluate progress on housing policies advancing racial equity based on and consistent with the San Francisco Equity Index prepared by the Office of Racial Equity.
II.4	b	Assess and implement resources in the City’s housing work program areas and investments that proactively advance racial and social equity.
II.4	c	Develop and implement an impact analysis approach that seeks to identify racial, social, and health inequities related to plans or development projects of certain scope or scale and identify mitigation measures or alternative strategies.
II.5		Bring back People of Color displaced from the city by strengthening racial and cultural anchors and increasing housing opportunities in support of building wealth.
II.5	a	Pursue community ownership, co-housing, limited equity, stewardship, and land trust models, specifically within Priority Geographies and Cultural Districts.
II.5	b	Implement the right to return legislation for residents of public housing and explore expanding right to return opportunities previously displaced
II.5	c	Continue efforts to offer affordable homeownership opportunities to communities displaced by past discriminatory government programs. Such government programs include the Redevelopment and Urban Renewal or the Indian Relocation Act.
II.5	d	Identify, preserve, and expand cultural and community assets and anchors (arts, historic buildings/sites, cultural events, and cultural institutions) for American Indian and Black communities through community-led processes such as the American Indian Cultural District, the African American Arts and Culture District’s Cultural History Housing and Economic Sustainability Strategies (CHHESS), or historic context statements.
II.5	e	Identify opportunities to dedicate land to the American Indian Community to redress the historic dispossession of resources affecting these communities, Indian Relocation Act, or other historic efforts that broke the cohesion of this community.
II.6		Prioritize health improvement investments within Environmental Justice Communities to ensure that housing reduces existing health disparities.
II.6	a	Identify the public health needs of neighborhoods through community planning processes or large-scale development projects by engaging community-based organizations, and San Francisco Public Health Department, and other City agencies; public health needs include addressing air, soil, and noise pollution, sea level rise vulnerability, access to parks, open spaces, healthy food, and community safety.
II.6	b	Expand funding for acquisition and rehabilitation programs to remove mold and other health hazards.
II.6	c	When building housing on environmentally contaminated sites located in Environmental Justice Communities and Priority Geographies, require developers to conduct culturally competent outreach in adjacent communities to inform them about remediation processes and ensure stronger accountability and oversight.
III.1		Eliminate community displacement of American Indian, Black, and other People of Color in Priority Geographies.
III.1	a	Dedicate a minimum budget for permanently affordable housing in Priority Geographies within the 10-year Capital Planning to support funding for planned affordable housing in these areas and with a goal of 50% of RHNA permanently affordable housing targets within the next two cycles (by 2038) in Priority Geographies.
III.1	b	Develop and implement community-developed strategies in Cultural Districts to retain and grow culturally associated businesses and services that attract residents back to the area.
III.1	d	Support the development of businesses owned by American Indian, Black, and other People of Color in affordable housing buildings.

III.1	e	Continue and expand efforts to target education and housing readiness counseling programs, including in-language trainings, to support the neighborhood preference program.
III.1	f	Explore increasing neighborhood preference allocation for Below Market Rate units in Priority Geographies if possible per the Federal Fair Housing regulations.
III.2		Expand investments in Priority Geographies to advance equitable access to resources while ensuring community stability.
III.2	a	Develop equity metrics and criteria to identify the necessary infrastructure improvements to guide all investment decisions made through a variety of policies and procedures including: Capital Planning, General Plan Elements, Interagency Plan Implementation Committee or Citizen Advisory Council review.
III.2	b	Prioritize Priority Geographies in investments to improve transit service, as well as other community infrastructure improvements to parks, streetscape, and neighborhood amenities.
III.2	c	Increase funding for community-based organizations serving American Indian, Black, and other People of Color, and Priority Geographies for anti-displacement services, such as legal services, code enforcement outreach, tenant counseling, mediation, and housing-related financial assistance.
III.2	d	Support and expand indigenous community leadership navigation of services and systems to provide tenants' rights education, similar to the existing Code Enforcement Outreach Program that is offered within the Department of Building Inspection; consider expanding this culturally competent program to other People of Color (American Indian, Black, and other People of Color).
III.4		Increase homeownership opportunities for American Indian, Black, and other People of Color especially within Priority Geographies to allow for wealth building and reversing historic inequities within these communities.
III.4	a	Target increased investment in the Downpayment Assistance Loan Program to households who live in Priority Geographies.
III.4	b	Increase targeted outreach and financial readiness education including in-language trainings to American Indian, Black, and People of Color.
III.4	c	Create new homeownership programs to enable the Black community to grow and thrive by maintaining and expanding their property ownership including mixed-use buildings.

Discussion Notes:

Which actions are most important to keep:

Participants identified a number of actions to preserve including:

- There was support for the idea of ongoing focus groups or other outreach efforts with compensation to CBOs/participants. One participant said “There are also a lot of orgs that represent the African American community, so we need a coordinator from Planning to make sure that those conversations, collaborations are fruitful. This is going to take money – we're asking folks to dedicate their time, so we need to make sure there's some sort of incentive for folks to participate”
- There was support for the idea of “right to return.” One participant asked “How do we make these housing opportunities available first to the people who want to return?” Another said “Our priority is right to return, being able to rent or own a home, and having community-serving facilitates. We want a multigenerational housing opportunity for everyone.”
- There was support for maintaining a minimum budget for support of Permanently Affordable Housing in Priority Geographies (III.1.a)
- There was a lot of support for retaining the language around repairing past harms.
 - “Reparations is a trigger word for a lot of people – but you have to keep that language. Reparations framework is necessary to actually repair harm.”

What's Missing:

Participants also identified a number of things to add or change about the current draft:

- One participant suggested investing in “teaching folks how to navigate and apply for affordable housing.”
- There were several suggestions about how to more effectively engage with vulnerable communities during implementation of the housing element.
 - Instead of burdening communities to do this, I would love to see a list of community organizations and have Planning to come out once a month to host a roundtable with our communities. Do not want a giant “BIPOC” meeting. How do we put the burden back on planning so that we’re not doing all the work again.
 - I want a cheat sheet of the metrics of housing production and demographics so that we can have knowledge disseminated to the community.
 - I want metrics on specific priorities, especially across departments. That way communities can be better engaged and be up-to-date.
 - Publish the findings in a newsletter for each area you have completed. Make the process for each one of these objectives transparent and publish the intended implementation strategies. Simplify the materials and objectives that are sent to the orgs/districts/ and public. These are info heavy, target the main objectives you want to get from folks or the main info at a given point in time rather than an info dump of the whole plan.
- Several participants pointed to the need for closer coordination with other city departments to ensure that the City is fully committed to these goals:
 - Planning sits in the City bureaucracy, and it ends up being hypocritical when you talk about these huge ideals while other departments in the city are not pursuing these goals at all. It’s not fair to the community, and not to Planning staff.
 - It’s unfair to [Planning Staff] when the bureaucracy behind you is continuing to do harm... The city needs to fully own the acknowledgement of past harms. I’ve seen it by some departments but not the city as a whole.
 - How are the different departments’ social equity plans being weaved together? What was helpful was seeing Planning use the same metrics/maps at Public Health. Without synchronization, community orgs have to do the work of coordination with all these different departments that each have their own metrics of equity.
- Several participants suggested replacing the current affordable housing lotteries with a system that would be more directly race-based.
 - Get rid of the lottery. It's structurally inequitable if your goal is to get back American Indian, Black, Japanese Americans, POC. Statistically, Black people make up 3% of SF, so how are we going to bring them back on a lottery with equal chances?
 - The Japanese American story is full of government-imposed actions that forced us out of our communities. If we’re just talking about housing in San Francisco, it’s important to me that we’re acknowledged and our specific experience. What does the return of the certificate of preference mean? Those original families are long gone, how are you going to meaningfully implement COP now? I don’t feel that the harm that Japanese Americans have experienced have been sufficiently acknowledged.

- Someone suggested not relying on loans for homebuyer assistance: “We need more free money, like for home repair/maintenance. It just ends up being loans, which are not really supportive long-term.”
- Several participants urged the department not to try to do all of this at once and to instead think about prioritizing. One said: “Sequencing is key. It would be helpful to see how you plan to sequence these efforts”
- There was also much agreement that the Housing Element needed to be more specific and concrete if it was going to succeed in such ambitious goals.
 - We need capital and actual investment, and we should align contributions across the system.” The document needs to “sharpen language and accountability – how do we actually measure these plans?”
 - Section 3 starts to get fluffy. It doesn’t matter if the capital isn’t connected to it. What are the specific initiatives? What is the thing that actually gets money into the community? How do you get it beyond CBOs and to the community? Unless there’s money dedicated to a policy that you can be held accountable to, then this is the same as all the other rhetorical promises we’ve been given.
 - We need greater specificity on intent. What does “bringing people back” mean? Name the things that are needed to help people stay.

Other issues that came up:

- There was some discussion of the language used to refer to different ethnic groups.
 - This policy has clearly outlined priorities for American Indian and Black communities, but Japanese Americans have been stuffed into this category of “people of color.” We’ve had specific community traumas – internment, redevelopment, eminent domain – and we want to be named specifically in policies.
 - I think the “BIPOC” issue is part of larger issue. This reminds me of the sudden interest in land acknowledgements – it came out of nowhere and all these cities are coming to us to pass these land acknowledgement resolutions without it organically coming from the community. It just feels like a PC resolution. I would encourage you to continue to check in with communities along the way to see how they’d like to be identified.
 - Several participants expressed real appreciation for the progress to date and for the level of community engagement in this effort.
 - Kudos, that the Planning Department really listened and I want to recognize that.
 - This is a good platform to start from – let’s make this a floor rather than a ceiling.

Priorities:

- Right to return
- Affordable housing preferences by race
- Access to housing inventory
- Assistance to own or rent to live in the community

B. Building Housing in High Opportunity Areas

Housing Policy Group: August 24, 2021

Relevant Draft Goals, Policies and Actions

Policy	Action	Language
III.5	a	Establish a goal of building 50 percent of the regional housing targets at each income-level, increasing over the long-term, to be built in High Opportunity Neighborhoods within the next two RHNA cycles (by 2038) through zoning changes, streamlining approvals, and encouraging the use of state and local density programs.
III.6		Increase housing choice along Rapid bus and rail corridors and near major transit stops in High Opportunity Neighborhoods through zoning changes and streamlining approvals.
III.6	a	Increase capacity for residential development through changes to height limits, removal of density controls, and other zoning changes to improve feasibility of multi-family buildings especially midrise buildings along SFMTA's Rapid networks and major nodes such as Geary Blvd., Judah Street, 19th Ave, Lombard Street, Ocean Ave, Taravel Street, West Portal Ave, and Van Ness Ave.
III.6	b	Identify community benefits that would allow streamlined approval of midrise multi-family buildings within High Opportunity Areas, such as units serving middle-income households, inclusionary requirements, land dedication for permanently affordable housing, or ground floor space for neighborhood serving community facilities or businesses.
III.6	c	Explore the possibility of high-rise towers at major transit nodes along Rapid bus and rail corridors within High Opportunity Neighborhood parallel with needed infrastructure improvements.
III.7		Increase housing choice by allowing and facilitating small multi-family buildings in low-density areas within High Opportunity Neighborhoods.
III.7	a	Transition to using building form and scale (e.g. Height and bulk requirements) and unit minimums to regulate development instead of lot-based unit maximums in low-density zoned residential districts in High Opportunity Neighborhoods
III.7	b	Identify community benefits that would allow streamlined approval of small multi-family buildings in High Opportunity Areas such as units serving middle-income households, affordable housing fees, or ground floor space for neighborhood serving community facilities or businesses.
III.8		Enable low and moderate-income households particularly American Indian, Black, and other People of Color to live and prosper in High Opportunity Neighborhoods through increasing units that are permanently affordable.
III.8	a	Increase housing affordable to extremely and very low-income households in High Opportunity Areas through City funded permanently affordable housing projects.
III.8	b	Create a funded land banking program to purchase sites that could accommodate at least 50 units on each site in High Opportunity neighborhoods, such as church sites and partnership with interfaith council.
III.8	e	Establish a goal of dedicating 50 percent of the City's permanently affordable housing budget within 10-year capital planning cycles for High Opportunity Neighborhoods while dedicating a minimum budget to support funding for planned affordable housing in Priority Geographies.
III.8	f	Create and expand funding for programs that offer case management, financial literacy education, and housing readiness to low-income American Indian, Black and other People of Color households who seek housing choices in High Opportunity Areas, along with providing incentives and counseling to landlords to offer their unit.
IV.2	b	Pursue zoning changes to increase development capacity that accommodates equitable distribution of growth throughout the city particularly in High Opportunity Neighborhoods and new Priority Development Areas
IV.3	l	Prioritize Planning Department staff resources on review of Discretionary Review applications that contain tenant protection issues and those within Priority Geographies over applications in High Opportunity Neighborhoods that do not involve tenant considerations.

V.4	c	Transition to using building form and scale (e.g. Height and bulk requirements) and unit minimums to regulate development instead of lot-based unit maximums in the low-density zoned residential districts in High Opportunity Neighborhoods.
V.4	d	Identify certain community benefits that would allow streamlined approval of small multi-family buildings in High Opportunity Areas such as units serving middle-income households, affordable housing fees, or ground floor space for neighborhood serving community facilities or businesses.
VI.2	b	Establish a goal of building 50 percent of the regional housing targets at each income-level to be built in High Opportunity Neighborhoods within the next two Regional Housing Needs Allocation cycles (by 2038) through zoning changes, streamlining approvals, and encouraging the use of state and local density programs.
VI.2	c	Plan for and dedicate funding to transportation infrastructure improvement to support areas slated for increased housing choice

Discussion Notes:

Which actions are most important to keep:

Participants identified a number of actions to preserve including:

- Expanding housing opportunities for communities of color (III.8)
- Goal of meeting 50% of RHNA goals in High Opportunity Areas (III.5.a)
 - Its a great target to have in the Housing Element
 - I like the idea of aligning development with affordability; I wonder what else would be needed in order to truly make that happen
 - I'm very excited about the idea of putting housing in the Westside
 - Concern: it's really hard to find the right sites in the first place, if we push to high resource and if we exclude sensitive communities, it will remove feasibility, we have to ask if maintaining the status quo helps people with evictions/displacement, protecting buildings that are heavily tenant occupied should be the goal.
 - Concern: I Like the metric of 50%, but it could take two RHNA cycles. Could be higher given how inequitable it has been."
- Prioritizing tenant protections (IV.3.I)
 - I like trying to limit DR on tenant situations and prioritizing staff to things that matter
- Funding more case management (III.8.f)
- Land Banking (III.8.b)
 - Having a base of municipally owned land is going to be pretty critical for getting to 50% of housing in high opportunity areas
 - Requiring 50 units per parcel "feels very limited." Habitat is building on a much smaller scale in Diamond Heights.
 - Also consider that Land trusts advance permanent affordability too
 - There was a question about whether MOHCD was on board with the idea of land banking
- Building on rail and bus corridors (III.6.c)
 - This is a really difficult nut to crack on the Westside
- Dedicating 50% of city funding for affordable housing to High Opportunity areas (III.8e)
 - I like this idea, but I would check with some of the affordable housing developers to make sure that this is realistic
 - The Housing Element cannot tell MOHCD to what to do. But we can make changes, high opportunity areas with the smaller sites, a site owned by the city that

only accommodated 80 units was too small for MOHCD which comes from state and the tax credit system, but it also comes from MOHCD because of cost efficiency, this leaves off high opportunity areas. It's not about 'should we go down from 100 to 50' but it's about how we go to 6 to 10 units.

- Identifying community benefits that would allow streamlining (III.7.b)
 - This supports smaller sizes and serving families that are middle income and setting some aside for permanently affordable; those things speak to me through the work we do with the people we serve
 - Concern also: would this result in housing that we want to see? About community benefits, we need to be careful there, if we want to encourage production of housing at all income levels in these areas, we don't want to make it costly and complicated. I'd be cautious and think about the financial feasibility.

What's missing:

- More tenant protections
 - This plan is 6-8 years. tenants out here getting evicted don't have 6-8 years, tenant protections are important.
 - If we are thinking evictions we should think about the building typology, social issues and zoning don't go well together. Are there secondary units that are being the target of evictions?
 - Evictions plus buyouts (looking at eviction cases will still miss a lot)
- More education/outreach
 - Lack of education about affordable housing people have different interpretation of affordable housing. Work with residents and merchants to improve understanding of what affordable housing mean.
 - We need to make sure that we are not missing certain things, they need to do outreach/funding.
 - I wonder if there are any efforts to fight over the opposition.
 - Educating a broader spectrum of folks of what these things mean. Where's the place that could be addressed. We need to address that: invest in community organizations/schools to educate them on what this means to them.
 - Yes there needs to be funded outreach
 - Not just working with CBOs, but also funding them to staff up, the success that we've been seeing is where there's funding to add capacity. That's the change between two years ago in forest hill development and last month 2550 Irving where see the investment in CBOs paid off.
- Neighborhood specific strategies
 - Sea cliff/diamond heights, what could be an affordability strategy in those areas. Can things be done to enhance density and affordability?
- Family sized housing
 - Developers only go for minimums. We should require a percentage of bedroom mix. 50-60% family housing
 - Whenever we talk about getting rid of density limits, then you want to encourage family sized units
 - Family sized units even 4 bedrooms (8-10 person households), it's a good fit for high opportunity areas.

- Concern: I would caution against family housing. My concern is not about the affordable side, larger units mean means more expensive units. If you are mandating bedroom counts, you are mandating larger units.
- Affordable Homeownership
 - Offering ownership helps with neighborhood opposition. Habitat is building eight 2-3 bedroom town homes in Diamond Heights. We have not encountered any opposition. Neighbors are helping build. Limited equity homeownership is a good fit for High Opportunity areas.
- Regional strategies
 - The regional view is missing, SF has a massive jobs/housing imbalance, we are exporting gentrification to the east bay by not housing our own workers, that's not in the draft HE. We need to increase the ambition in terms of the number of homes you want to get built.
- Parking
 - We're talking about increasing more housing, but we forget about parking, people are parking on the sidewalk. It's great to have housing along the transit corridors but sometimes people have to drive to go to work.
- Analysis of Jobs/Housing Ballance
 - Around the conversation of jobs/housing: there was a budget analysis report two years ago. It was the first time the city did jobs housing fit. The planning department has not redone the report and that should inform the Housing Element. What are the jobs, what are the wages, and what are the housing that should be affordable to those wages.

Top ideas:

- Capacity-Building is key!
- Ambitious upzoning
- Building permanently affordable units
- Creating the conditions for support of these policies through education and existing community engagement opportunities
- Increase housing affordable to extremely and very low-income households in High Opportunity Areas through City funded permanently affordable housing projects. (but I would expand to low income as well)
- permanent affordability
- Eastside neighborhoods built housing not just because of big sites, former industrial, but because of organized communities of color demanding housing
- Expanded case management (III.8.f)
- Coordinating with MOHCD seems key for both building more units and funding capacity building

Other questions that arose:

- There was a question about whether the Planning Department had done an analysis of the amount of housing that could be accommodated in high opportunity areas through these strategies. Staff indicated that the Department's Housing Affordability Strategies study developed detailed quantifiable scenarios.
- Someone asked for a definition of Land Banking: Land banking is the practice of local government aggregating parcels of land for future development, in particular of affordable housing

- There was a question about how “housing choice” is defined? Where is the data on what you are calling High Opportunities? Do the High Opportunity areas occupy 50% of the geography? How realistic is that? Does the map actually represent something realistic?
- There was a discussion of the High Opportunity and the Priority Geography Maps and how they compared with the Sensitive Communities map developed by the Urban Displacement Project.
- There was a question about how Acquisition and Rehabilitation contribute to the City’s RHNA goals. Staff clarified that these units count as 25% of a newly built unit if there are lasting income restrictions.

C. Strengthening and Stabilizing Priority Geographies

Housing Policy Group Discussion: August 2, 2021

Relevant Draft Goals, Policies and Actions

Policy	Action	Language
I.3	a	Prioritize residents of Priority Geographies and Vulnerable Groups for placement in temporary shelters, and permanent supportive housing through the Coordinated Entry assessment.
I.4	a	Prioritize homeless prevention investments, such as rental assistance, to people who live in Priority Geographies and are at risk of becoming unhoused including people with previous experiences of homelessness, living without a lease, families with young children, pregnant, formerly incarcerated, or with adverse childhood experiences.
I.6	d	Target direct rental assistance to Vulnerable Groups and those who live in Priority Geographies, and areas with higher rates of displacement.
II.5	a	Pursue community ownership, co-housing, limited equity, stewardship, and land trust models, specifically within Priority Geographies and Cultural Districts.
III.1		Eliminate community displacement of American Indian, Black, and other People of Color in Priority Geographies.
III.1	a	Dedicate a minimum budget for permanently affordable housing in Priority Geographies within the 10-year Capital Planning to support funding for planned affordable housing in these areas and with a goal of 50% of RHNA permanently affordable housing targets within the next two cycles (by 2038) in Priority Geographies.
III.1	c	Support non-profit developers of new permanently affordable housing developments in Priority Geographies through dedicated funding from GO BONDS or other eligible funding resources to include affordable neighborhood serving uses such as grocery stores, healthcare clinics, or institutional community uses such as child-care facilities, community facilities, job training centers, social services as part of their ground floor use programming.
III.1	f	Explore increasing neighborhood preference allocation for Below Market Rate units in Priority Geographies if possible per the Federal Fair Housing regulations.
III.1	g	Increase housing affordable to extremely low and very low-income households in Priority Geographies through modifications in inclusionary requirement and prioritizing approval for development projects that serve these income groups.
III.1	h	Identify and support development of opportunity sites including publicly owned underutilized sites and large privately-owned sites to respond to both housing needs and community infrastructure especially within Priority Geographies.
III.2	b	Prioritize Priority Geographies in investments to improve transit service, as well as other community infrastructure improvements to parks, streetscape, and neighborhood amenities.
III.2	c	Increase funding for community-based organizations serving American Indian, Black, and other People of Color, and Priority Geographies for anti-displacement services, such as legal services, code enforcement outreach, tenant counseling, mediation, and housing-related financial assistance.
III.3	a	Prioritize purchases for the acquisitions and rehabilitation program that serve extremely low income and unhoused populations (in Priority Geographies).

III.4		Increase homeownership opportunities for American Indian, Black, and other People of Color especially within Priority Geographies to allow for wealth building and reversing historic inequities within these communities.
III.4	a	Target increased investment in the Downpayment Assistance Loan Program to households who live in Priority Geographies.
III.4	b	Increase targeted outreach and financial readiness education including in-language trainings to American Indian, Black, and People of Color
III.4	c	Create new homeownership programs to enable the Black community to grow and thrive by maintaining and expanding their property ownership including mixed-use buildings.
III.5		Ensure equitable geographic distribution of new multi-family housing throughout the city to reverse the impacts of exclusionary zoning practices and reduce the burden of concentrating new housing within Priority Geographies.
III.5	c	Limit zoning changes within Priority Geographies to the specific needs of American Indian, Black, and other Communities of Color.
III.8	E	Establish a goal of dedicating 50 percent of the City's permanently affordable housing budget within 10-year capital planning cycles for High Opportunity Neighborhoods while dedicating a minimum budget to support funding for planned affordable housing in Priority Geographies.

Discussion Notes:

What is important to keep?

Participants identified a number of actions to preserve including:

- Right to Return
 - Even with reparations being awarded, Japantown and Fillmore never recovered and continue to be redeveloped.”
- Community ownership of land and Community Land Trusts (II.5a) is an important policy to ensure that the stewardship of land in Japantown is owned by Japanese and Japanese-American people. Retaining land is important to retain residents and businesses.

What's Missing?

- Strengthen/update Certificates of Preference
 - We need to prioritize and honor certificates of preference... we are talking about great-grandkids who should have a right to these certificates
 - Program parameters are not aligned with the financial reality of the applicants, thus they do not qualify for the housing
 - We need to bring the programs in alignment with the income levels [of the COP holders.]
 - The DALP program targets higher income people and this is inherently exclusionary – People can't use COP.
- Strengthen Neighborhood Preferences
 - [The way it works now, low income people] end up competing with each other; how do we invest in priority geographies while prioritizing neighborhood residents? when you target low-income housing here (Bayview), school teachers out-qualify neighbors; I would prefer to not be competing. Housing keeps going to people with a lot more advantages who should be lower in the priority list.
- Consider preferences by race

- In item III.1, one of the tensions that I see is that Fair Housing law requires that any project is eligible to all people for those units; when you have Japanese American people competing, that makes it hard.
- Expand middle income housing
 - We've just accepted that we just cannot build housing for moderate income and middle-income residents. We need to say that 1) the market needs to produce housing for middle income people, PERIOD, if not we need to look to regulations.
 - We need to be centering the programs that we have for the people that need it most; we have taken low-income units away and people don't have other options
- Repair homes in Environmental Justice space, as we see a lot of regulatory demands being placed on residents, working with planning and air district around decarbonizing buildings, and particularly the technology is not there yet. And the cost of retrofitting and upgrading is prohibitive even for upper middle class, we need to have trusted people to do the work.
- We need clean up: soil has to be cleaned and the water needs to be monitored.
- Build more affordable homeownership units
 - We keep dumping money into the rental and we are not producing units to increase wealth. We keep thinking of just downpayment assistance, but it's NOT the only tool; we need to invest somewhere else.
 - Deed restricted ownership models can keep it homes affordable in perpetuity; let's put 20-25% [of city funding] into homeownership
 - We have been focusing just on rental when homeownership can really build wealth
 - [Instead of more downpayment assistance lets] create more units for which we CAN afford the downpayment.
- Another priority should be rehab or repair and increasing the opportunity for those funds; its not realistic for people to go to the city and apply for the funds, find a contractor and manage everything.
 - No one's 85 year old grandma wants to go hire a contractor.
 - We need trusted people to do the retrofit work (habitat and rebuilding together)
 - How can we support rehab with trusting partners that will not price-gauge residents
 - Too many people get swindled with contractors; that is why we have Rebuilding Together and Habitat to talk to applicants
- The building inspection process and approval of upgrades definitely needs to be streamlined for our communities
 - DBI needs someone to hold hands and explain what is going on; cost goes up if you do not know how to navigate those things
- For BMR units, we need to change the way HOA fee allocations happen, because right now we cannot disaggregate low-income residents and have them paying lower HOA fees.

How can we make the existing actions more concrete to increase accountability?

- Provide funds to support community ownership- community impact fund like Little Tokyo did in LA that allows for community stewardship by the JJA community
- It is unclear what "limiting zoning changes" means in III.5.c

- When rezoning does happen, we need the requirement to ensure the benefits go to low-income communities and POC; We need to recapture the value of that giveaway.
- Bayview is zoned for agriculture and industrial, does it mean changing to housing, remediating, and prioritizing us for housing?
 - We need to be sure the soil is cleaned and the water needs to be monitored.
- Zoning changes need to be made to other parts of the city, not our neighborhoods
- We don't need less housing. We need you to upzone other neighborhoods to remove the burden from us
- We are not talking about the fact that we have allowed the market to be artificially high, we are hemorrhaging money into an unregulated market rate; we are chasing a moving target
- The city has a habit of planning for who we wish to live here not for those living here; We should start by taking a good look at what would it take to keep middle-income Black residents

D. Small and Medium Sized Buildings

August 24, 2021

Relevant Draft Goals, Policies and Actions

Policy	Action	Language
III.6		Increase housing choice along Rapid bus and rail corridors and near major transit stops in High Opportunity Neighborhoods through zoning changes and streamlining approvals.
III.6	a	Increase capacity for residential development through changes to height limits, removal of density controls, and other zoning changes to improve feasibility of multi-family buildings especially midrise buildings along SFMTA's Rapid networks and major nodes such as Geary Blvd., Judah Street, 19th Ave, Lombard Street, Ocean Ave, Taravel Street, West Portal Ave, and Van Ness Ave.
III.6	b	Identify community benefits that would allow streamlined approval of midrise multi-family buildings within High Opportunity Areas, such as units serving middle-income households, inclusionary requirements, land dedication for permanently affordable housing, or ground floor space for neighborhood serving community facilities or businesses.
III.7		Increase housing choice by allowing and facilitating small multi-family buildings in low-density areas within High Opportunity Neighborhoods.
III.7	a	Transition to using building form and scale (e.g. Height and bulk requirements) and unit minimums to regulate development instead of lot-based unit maximums in low-density zoned residential districts in High Opportunity Neighborhoods.
III.7	b	Identify community benefits that would allow streamlined approval of small multi-family buildings in High Opportunity Areas such as units serving middle-income households, affordable housing fees, or ground floor space for neighborhood serving community facilities or businesses.
III.7	c	Improve financial feasibility of small multi-family buildings by promoting appropriate construction types, financing, or incentives to small-scale developers
IV.3		Reduce development constraints such as high construction cost and lengthy City-permitting timeline to increase housing choices and improve affordability.
IV.3	a	Expand the use of cost-efficient construction types such as modular and materials such as cross laminated timber.
IV.3	b	Support more efficient construction process by increasing flexibility of lot size limits for allowing lot consolidation.
IV.3	f	Reduce approval time and process by eliminating Planning Commission hearings for State Density Bonus project applications that do not otherwise require them.

IV.3	h	Expand projects types that are eligible for streamlined or ministerial review (relying on Prop E models or SB35) beyond projects with 50-100 percent permanently affordable housing.
IV.3	j	Develop Objective Design Standards that reduce subjective design review of housing projects while ensuring that new development in existing neighborhoods adheres to key urban design principles.
IV.3	k	Pursue California Environmental Quality Act (CEQA) Streamlining for projects through Community Plan Exemptions or by adopting Housing Sustainability Districts where possible.
V.4		Facilitate small multi-family buildings as a prominent housing type that private development can deliver to serve middle-income households.
V.4	a	Identify and promote construction types, financing, and design that would make small multi-family buildings feasible.
V.4	b	Identify and adopt incentives that could make small multi-family buildings possible, such as exemptions from some fees, modified inclusionary requirement, streamlined approval and demolition review.
V.4	c	Transition to using building form and scale (e.g. Height and bulk requirements) and unit minimums to regulate development instead of lot-based unit maximums in the low-density zoned residential districts in High Opportunity Neighborhoods.

Discussion Notes:

What is important to keep?

- increasing SB35, housing sustainability districts; Prop E; those are critical to have
- Exchanging streamlining for community benefits
 - I like community benefits + streamlining as a package (HSD, SB35, prop E); III.6b, IV.3, III.7 These are all of a piece, they work together
 - Removing the discretionary element of the development process is always a desirable objective when talking about production; what do we get out of not streamlining?
 - The approval process leaves out community benefits and labor needs, and that's what I'm trying to get.
 - The nature of the development process throws overboard labor concerns and community benefits; as we improve the process, that is what we want to integrate into the streamlining
 - When there are things we all agree about, exchanging benefits for streamlining makes a lot of sense
 - It's important to talk about labor outside community benefits. Labor laws created challenges, it is critically important to find a way that new construction provides good family standard jobs. SF has been better, but it has become leverage. We talk about getting rid of any kind of leverage. But you have to make sure that every upzoning and streamlining is accompanied by labor standards.

What's Missing?

- There was quite a bit of discussion of the value of Objective Design Standards and removing design review.
 - I'm willing to [eliminate public hearings] for objective style guidelines, how it looks is irrelevant as long as it is safe
 - I partly disagree. Downzoning in the 70s was often a reaction to poor design in the 50s and 60s. Having some level of design review for aesthetic objectives is important. Big

fan of objective design standards. The goal is not perfection but that buildings look decent.

- Some level of design review is important to prevent backlash; it doesn't have to cost a lot of money or create a lot of burden
- It's possible to write good form-based standards
- I like having design standards and a standard that is the same across the city and that helps the equity piece, no matter what neighborhood it is; eliminates the issue of equity
- So many of developable sites are unique, that makes it hard to standardize
- The newer inclusionary developments remind me of former "projects." They are just going to look like impoverished communities later. It may be a RAD development or have an appearance of newness, but there is still not a lot of open space
- Simple rules that people can follow is good, but individual rules makes it hard
- Follow East Coast and Texas example and offer a set of by-right duplex and fourplex designs; So anyone can grab the drawings and go to town
 - I love this fourplex idea; a lot of time what stops things from going through we get afraid of what the political response, instead of taking the idea and make it work
- Can we use small and medium sites to create housing for the COP holders and work in partnership with them throughout the planning phase.
- streamlining is super important but a specific approval timeline needs to be added; state level legislation has added required timelines, local should mandate that too.
- There was discussion about creating rules for what kinds of demolition should be required.
 - One thing that is missing is that [for four-plexes to happen] we would have to make it easier to demolish existing buildings; Its not feasible if we are only using the soft site list
 - The entire nature of demolition will erupt at the Planning Commission. We need to define objective standards as what constitutes allowable demolition.
 - We should make sure demolition focuses on adding units not just expanding units.
 - If we can knock down garages to build ADUs, why not homes to replace with a duplex, 2, 3 or 4
 - Are these older empty homes? Taking down older homes, make sure that demolition is not occupied or has a renter; owner occupied or empty could be the standard. Keep people housed, age in place but create more opportunities of homeownership.
 - The key is making sure tenants are not getting affected, maybe use something similar as ADUs not allowed where there's a history of eviction
- Most people are not developers, they don't want to go through DBI, give people who are sitting on some equity a mechanism to take advantage of that equity without affecting others (tenants)
- Right to return sounds good but tenant advocates have concerns about housing during construction.
- Preventing tenants from being displaced is much better than trying to provide replacement housing.
- There was a discussion about the High Opportunity Areas map.
 - Having these policies apply to the entirety of west side is too broad, focus on some of the socioeconomic questions more directly. I want us to concentrate on high homeownership neighborhoods; I'm suggesting we define these areas more clearly as

areas where more people live in SFHs, we need to desegregate those areas specifically. Until you start putting more multifamily units into these places, you will get a lot more unwelcomed and unwarranted resistance from the wealthy

- The transit corridor is underwhelming and lacks vision. It's inadequate. The foundation is not great.
 - Abandon it, not visionary
 - It doesn't feel fair for people that live in the southeast, those property owners may be left out of this
 - Neighbors will use the lack of sufficient transit on those corridors to stop the conversation
 - Every community is different, but to paint with such a broad brush is a mistake.
 - In a general sense, if we are talking about increasing density through projects like LIHTC we cannot also say is next to a mid-rise LIHTC project
- We're leaving out homeowners in the east side
- We need to direct investment where we will get the biggest bang for the buck; give lower income people more places to live.
- There was a discussion of modular housing/factory built housing
 - if HCD is the one certifying modular construction, the building trades won't be supportive
 - If the city wanted to encourage faster construction it would be better to remove hearings and not impact the local construction trades
 - Jon - what if Planning expanded the use of constructions types; incentives for builders (IV.3a)
 - The trades passed a resolution opposing modular for affordable construction ensuring that is built to local standards, not state standards
 - SB35 ends up abating the skilled trade requirements and offshoring out of SF to low-wage locals; having this language about modular in the Housing Element is like a red cape. You should remove it completely.
 - The City should put all its power into regaining control over modular
 - The president of Planning Commission is not a big fan of modular construction
 - We are conflating cross laminated timber and modular. Those should be separated. There's not opposition to cross laminated timber. You need to have appropriate approval from building and safety. CLT needs to get the credit that it deserves. The City needs to do work that makes it easier to use these products - "examine building code" to make sure it's up to date. It's behind the times.
 - We have one CLT building (commercial) but it couldn't go higher because of the building codes. It was built all union. Don't do what LA did.
 - I think we should be pursuing any innovations (such as modular). There's a political piece to it that's significant. We should focus on building political will at the Board of Supervisors and in compliance with what HCD is going to require.

Biggest take away- most important thing HE should include

- Developers from the equity lens. Make sure are people of color/local/what these units should and could look like, as well as cost effectiveness, and what does it do for the tenant

- Financial feasibility, none of it matters if we can't build anything
- Transit corridor as an anchor needs to be expanded.
- Every project is not going to solve every problem. Some fourplexes may be expensive and some may be not.
- Transit corridors. We're going to get more units, its' also where it's going to large enough.
- Upzoning, or streamlining should trigger higher labor standards.
- We need to be more precise about the geography to be able to achieve the goals within the context of limited resources. Its all about "Domesticating" development capital.

E. Middle-Income Housing

August 3, 2021

Relevant Draft Goals, Policies and Actions

Subsidized Strategies:

Policy	Action	Language
III.8	d	Pursue public private partnerships on public sites to deliver a maximum number of permanently affordable units on those sites by leveraging private investments in market-rate units with public funding permanently affordable
V.3		Retain and increase the moderate- and middle-income households through building permanently affordable workforce housing.
V.3	a	Continue to support educator housing programs and seek to expand its application to other public-sector essential workers such as transit operators and hospital workers.
V.3	b	Pursue new partnership models to allow non-City financing of moderate- and middle-income homeownership through parallel development of smaller sized lots that are scattered (such as Habitat for Humanity models).

Non-Subsidized Strategies:

Policy	Action	Language
III.7		Increase housing choice by allowing and facilitating small multi-family buildings in low- density areas within High Opportunity Neighborhoods.
III.7	a	Transition to using building form and scale (e.g. Height and bulk requirements) and unit minimums to regulate development instead of lot-based unit maximums in low-density zoned residential districts in High Opportunity Neighborhoods.
III.7	b	Identify certain community benefits that would allow streamlined approval of small multi-family buildings in High Opportunity Areas such as units serving middle-income households, affordable housing fees, or ground floor space for neighborhood serving community facilities or businesses.
III.7	c	Improve financial feasibility of small multi-family buildings by promoting appropriate construction types, financing, or incentives to small-scale developers
IV.3		Reduce development constraints such as high construction cost and lengthy City-permitting timeline to increase housing choices and improve affordability.
IV.3	f	Reduce approval time and process by eliminating Planning Commission hearings for State Density Bonus project applications that do not otherwise require them.
IV.3	h	Expand projects types that are eligible for streamlined or ministerial review (relying on Prop E models or SB35) beyond projects with 50-100 percent permanently affordable housing.
IV.6	c	Provide paths for large employers to contribute funding in partnership with non-profit developers to provide homeownership opportunities.

IV.10	b	Pursue code and policy changes to encourage new housing projects and major expansion projects build to maximum allowable unit density and discourage major expansions of existing single-family homes where additional units are otherwise permitted.
V.5	a	Allow conversion of existing single-family homes to group housing units.
V.5	c	Allow group housing as a principally permitted use where residential use is allowed.
V.6	a	(for ADUs) Continue to streamline the permit process through interagency coordination (e.g. Roundtable Review) implement an integrated online permitting system to support permit streamlining and government transparency.
V.6	d	Encourage Junior ADUs (JADUs) as an effective and low-cost way of adding habitable space within existing single-family homes, as JADUs also expand opportunities for multi-generational living.

Discussion Notes:

What is important to keep?

- Using public sites for affordable housing; units need subsidy, so availability of land for these units
- Expand project types eligible for ministerial approval. This would encourage the private market to have more certainty and lower the price of the units
- III.7 (small multi-family buildings) - I love both of the bolded things; when we are deed-restricting to middle income, the process to get into housing needs conversation. It may need its own policy discussion
- III.8d (public sites) - There is a lot of interest in truly social housing, that can be built cross-subsidized on public land; we are really just talking about NGOs or market rate deed-restricted units
- I am questioning whether middle-income should be part of inclusionary.
- Encouraging employers to contribute industry specific housing (IV.6c), specifically around homeownership opportunity, for long term stay, and creating generational wealth. Homeownership should not be taken away from those communities
- Homeownership models over social housing- there may be interest in social housing that's owned by the city. Keeping it within the non-profit industry makes sense. We have a clear legacy of what City owned housing has looked like, projects that are a hot mess right now; preserve by keeping it in the non-profit sector
- How do people get on that list and apply for that housing for middle-income deed-restriction; getting income-certified is a lot of work; make easier and better
- I like the bifurcation between subsidized vs. Non-subsidized. How can we encourage middle income housing without subsidies? On the non-subsidized, I would mention parking requirements.
- For the smaller projects (2-10 unit) try to get as many of these as possible, with limited parking, I wouldn't require additional deed-restriction if we aren't putting public subsidy onto those units
 - Agreed regarding streamlining/deed restrictions being different for smaller and larger projects
 - JPA model for moderate income deed restricted tax exemption with tax exempt bonds. It's worth exploring.
 - If there will be policy intervention to do something, there has to be some kind of community benefit in some way. The question is what is that?

- It's not good policy or realistic politics if there is no good public benefit; I don't think that flies
- For our community, advocates are the ones who watch development happen in their community but don't have access to. There needs to be community benefits.
- Laura - there are feasibility studies if we are going to be talking about any cost to small scale building specially in high opportunity neighborhoods; its easier to have the conversation that 'housing is the community benefit'
- Take money from high resource to low resource – smaller fee that they pay to MOHCD that goes to building affordable housing. That's better than the fact that they have to manage the community benefits.
- Figure out what it is that we need to do; we think that if we do streamlining will do x; maybe x needs something else
- The upzoning of property isn't just "removing a barrier" it is giving value to the property owner.
- I wouldn't want to lose III.7 (small multi-family buildings). I feel that that is an important component of this discussion; really interesting to see the administration for units that are deed-restricted. Allowing small multifamily building is an important component to this discussion. In the process of delivering 30% 120-150% AMI units, it's been interesting to see the administration of those units, and how they are being treated, some of the approach not allowing banding really increase the rent-burden there and makes them less available and attractive
 - It remains to be seen whether this program is working. Right now we're setting the implementation rules. It's unfortunate to have restrictions that low income units don't have (because they are not section 415 units) ; we are still early on, have not marketed them yet; we are setting up the implementation, it is unfortunate that those units may be more difficult because of not allowing banding and other restrictions; it has more to do that they aren't section 415 units, but through DAs
- We appreciate that there's subsidized and non-subsidized, how to continue to support nonprofit developers through the streamlining process
 - We need to emphasize the role of shared equity: CLT or deed restrictions. It's important for owners to build equity.
 - Importance of the shared-equity model to preserve the affordability of this units and the investment of the city
 - I agree. Social housing is a squishy term. But long-term affordability is good. Deed restriction is one mechanism, but not the only; is there an affordability mechanism or not (undefined term). There are a lot of creative models that could be worked with and scaled.
- Also, co-ops and land trusts are on our list of essential ideas/ things we should not lose
- Land trusts and equity share is also a methodology of affordability, that would preserve the affordability through the life of a building.
- ADUs are on the list. The most viable thing that can happen quickly with small capital is adding ADUs through new construction or conversion. It's already happening. We are cutting edge when nobody else is doing it.

- Why are we moving faster and more efficiently for ADUs only, bureaucracy should be faster for all units, that should be better government. The cumbersome permitting process mostly happens inside the government. Don't rely on small number of actors that have a rigid criteria. Natural affordability of ADUs at broad scale and geography.
- Echoing support for ADUs and process improvements to allow for more ADUs to come on line faster
- Echo support for ADUs, way to add meaningful amounts of housing without a lot community opposition, would like to see the City work on making these easier
- III.7 (small multi-family buildings) is important, in general important when we see leg that intersects with these policies and strategies; reducing approval time really helps
- I have a small concern with III.7 b, I just want to flag that High Opportunity Areas have more community serving amenities in them, why are we asking for community benefits there? We don't want to say in addition to middle income housing as a benefit, we don't want to say provide ground floor space for a specific use.
- What's nice is that the state isn't giving us much of a choice: we have to change our policies to accommodate 82,000 units.

What's Missing:

- There are a number of places that it's unclear if we are talking about affordable or not (non deed restricted). It should be clarified. Last item in subsidized strategies; are we talking about permanently affordable, limited-equity, etc; first item under non-subsidized, are we talking about affordability more generally.
- There is no reference here to HOMESF, 4-5 years ago it took a lot of oxygen; it was key incentive program for middle income housing; replaced by State density; how can we make it incentivize enough to be taken?
- Be clear about what you mean by 'Habitat for Humanity model.' For me it is about shared-equity model (deed restriction and land trusts). Habitat does not always focus on smaller sized lots.
- Under policy V.3, the reference to subsidy is around down payment assistance, if we want to make it a long-term commitment to community stability, and housing stability, the investment should move beyond down payment assistance and towards deed restricted (or other shared equity models)
- With regards to educator housing, Midpen is doing one for SFUSD in the sunset, it'll be educators; the existential question around that is why this one job classification? if others are making the same amount of money, why should they not get prioritized?
- Asking for community benefits in order to get streamlining wouldn't work. It's important to have long-term deed restricted affordability.
- We need to outline how we will help homeowners to develop their own property. Maybe they want to sell it to a small-scale developer, but maybe they want to become a landlord. It's important to think about demolishing their own home.
- I wouldn't require some sort of deed restriction for streamlining middle income units.
- Do we have an actual typology that's been worked through to be tested that has been nibbled around the edges; certain typology for a site, this is something that could be done scalable; what needs to change is these three conditions; on the back end to know that it is working, what is being produced and who is using them? Are they turning around to high income or staying in

the hands of middle-income residents. Can we look at it in 6 months or a year, and figure out if it's working, or are they holding. We need some testing metrics. Without that, these are conceptual theories and promises that are being made.

- One more "missing" detail from this mod/middle housing policy rubric: incentivizing or/and requiring larger family-sized housing units, 3-bdrms

Which Actions Could be More Concrete?

- Improve financial feasibility of small multi-family buildings by promoting appropriate construction types, financing, or incentives to small-scale developers
- Expand project types eligible for ministerial approval. It would encourage the private market to have more certainty and lower the price of the units.
- Group housing is demonized in high income neighborhoods. Principally permit it. Streamlining should be in a way that it actually gets built.
- Planning has a tracking tool: quarterly development dashboard used to track implementation here; production according to specific income levels across the various stages of the pipeline; track them through their life cycle; hasn't been updated in more than 2 years
- Deed restriction is one mechanism on affordability but its not the only one. Refinements, number of places in both sections that aren't clear if we are talking about "affordable" or just whatever; important to be clear on that; what is deed-restricted and what isn't.
- Talk about co-ops if that's a successful affordability strategy.

Of all the actions, which would make the most difference in supply of affordable housing?

- ADU incentives
- HomeSF incentives
- Public Lands mixed-income affordable housing
- Iii.7 - Small multi family buildings
- III.8 (Public sites) and V.3 (Permanently affordable workforce housing)
- III.7 c - allow owner occupied demolition of buildings without Conditional Use Permit;
- V.5a (Conversion to group homes) is going to be really rare. It's super specific, but not going to be a large source of housing. V.5 c (Group homes as principally permitted use) could become way more common

F. Increasing Accountability for the Housing Element

October 5, 2021

Relevant Draft Goals, Policies and Actions

Policy or Action	Language
II.1a	Create an implementation plan for the annual funding resulting from the new gross receipt tax to increase acquisition and construction of permanently supportive housing.

II.1c	Standardize a list of indicators that measure housing needs and challenges for American Indian, Black, and other People of Color to incorporate into any analysis supporting community planning processes or proposed housing policy or legislation.
II.2	Embrace the guidance of community leaders representing American Indian, Black, and other People of Color throughout the planning and implementation of housing solutions.
II.2a	Ensure elevated representation of American Indian, Black, and other Communities of Color in decision making bodies such as Community Advisory Councils (CACs).
II.2b	Increase Planning Department resources and staff allocation to build capacity and partnerships with Community-based organizations that primarily serve and represent American Indian, Black, other People of Color across all department functions, including long-range planning, program implementation, and regulatory review.
II.2d	Identify and implement priority strategies recommended by advisory bodies primarily serving and representing American Indian, Black, and other People of Color such as the African American Reparations Advisory Committee.
II.3	Amplify and prioritize voices of American Indian, Black, and other People of Color in the City's engagement processes.
II.3a	Fund and coordinate with community-based organizations primarily serving and representing American Indian, Black, other People of Color for inclusive outreach and engagement and meaningful participation in planning processes related to housing.
II.3b	Engage and gather input from underserved and underrepresented communities in the early stages of neighborhood and community planning processes and housing policy development through focus groups, surveys, and during community engagement events through funded partnerships with community-based organizations that primarily serve and represent People of Color
II.4	Measure racial and social equity in each step of the planning process for housing to assess and pursue ways to achieve beneficial outcomes for American Indian, Black, and other People of Color.
II.4a	Develop and align department-wide metrics to evaluate progress on housing policies advancing racial equity based on and consistent with the San Francisco Equity Index prepared by the Office of Racial Equity.
II.4b	Assess and implement resources in the City's housing work program areas and investments that proactively advance racial and social equity.
II.4c	Develop and implement an impact analysis approach that seeks to identify racial, social, and health inequities related to plans or development projects of certain scope or scale and identify mitigation measures or alternative strategies.
III.2a	Develop equity metrics and criteria to identify the necessary infrastructure improvements to guide all investment decisions made through a variety of policies and procedures including: Capital Planning , General Plan Elements, Interagency Plan Implementation Committee or Citizen Advisory Council review.
VI.2f	Pursue interagency coordination to plan for improvements to transit, pedestrian, and bike infrastructure and service, and providing those improvements before housing projects are completed.
VI.2b	Pursue interagency coordination to facilitate planning for and providing equitable access to community facilities.

Discussion Notes:

What does accountability mean?

Some participants saw 'accountability' in terms of communities being able to get what they want and having power

- For me accountability is who has the ability to shut down a project?
- Asking or committing to us having the ability to stop a project? Land continues to be developed and there has been no tribal consultation.
- American Indians want to see some action, we are getting tired of the land acknowledgment; we are not talking about the past, we are talking about the present
- We need to bring the past to the present: is there agency today? Still continuing impacts that need to be dealt with?
- Is there a level playing field between developers and community advocates?
- When we propose the idea of selection by race, we are told that is not allowed; we are trying to heal our community, but we are told that is not a possibility
- If whatever was on the table still went through, then it feels like our voices weren't heard
- There is a feeling in all our communities of color that we have been fighting for this for eons; just the idea of having to wait for this for longer feels daunting; people want it now, they want to see it right away.
- I don't read anything that says creating a partnership, delegating power, control of our communities; that is real control, the rest is tokenism
- No matter how much we go out there, they are not going to believe this is real until we see dramatic changes in who is here and who has access to the housing
- Giving all the power is not going to happen; who had power over, it's really about sharing the power
- Yes, it needs to be creative and new according to the cultures and definitely needs to be led from the ground up. I understand the intricacies around coordination etc, but the only way to change minds is by sharing that "at the top" power. True voice in the problems, solutions, and implementation.
- 100% it's power, and the housing element will be a bust if those who have it now don't share it.
- It has to be shared, not completely given over in all areas. It is about saying we are not holding all the cards but we have equal parts of the deck.
- If supervisors need a "statement of overriding concerns" to ignore CEQA, why isn't one considered for decision that violate community groups' values? Put on the record why community groups' concerns and values are being overridden.
- Does this project promote racial equity and reverse past harms? If yes, approve it, if not, reject it.

While others seemed to see it more in terms of transparency and sharing information

- Only the Mayor has the power to pressure departments to comply with/be accountable to the Housing Element policies and enforcement.

- It's a policy document; if we take it to the aspirational level (like a constitution) if that is what we are really trying to achieve we have to design our metrics within the politics space
- I think prioritizing on being actionable w/ metrics would be more beneficial. (E.g. instead of focusing on "reporting", focus on "what's the delta between our estimated target vs Actual target?". you are talking about report backs, who picks the metrics? The community you are reporting back to picks that. How is the language built around reporting those metrics back? Getting the data, collecting the data, algorithms, etc needs to go through community filtration.
- How do we measure the outcomes of what happens relative to the expectations
- At the very fundamental level, this requires a look back to see what worked and what didn't.
- The Planning Dept doesn't have a good track record on monitoring outcomes of the Housing Element and/or taking the monitoring/accounting seriously to reshape/course correct policy that isn't working or is having unintended consequences.
- How folks are held accountable to monitoring and acting on metrics when things are off course is the key.

One person saw accountability in legal terms:

- There needs to be some kind of legal mechanism to obligate accountability over time; it's a moving target
- City law should permit citizens to appeal Planning and other decisions to the BoS based on their consistency with the general plan

Others disagreed

- I hope that we don't resort to a litigious politics to implement the housing element

Who do we need to be accountable to?

- Accountability is always best when it completely includes, at every step, the people that it's trying to help Having ongoing meetings [like the ones in] this Housing Element process has been very enriching, the longer that it happens, the more people know about it; its been really empowering and people have felt heard
- Looking at the process of who sits at the table with the architecture design and planning.
- Accountability to the orgs that support the people.
- The community should be creating the plan, if you want a model of this, it is not super successful yet but the Regional Air Quality Districts have to have the community there from the beginning to the very end; that is the kind of thing that needs to happen here.
 - You need to let the community decide; for each community that is going to look very different.
 - Community is messy; you cannot prescribe from afar what is appropriate for every community
- Communities who have been impacted by the harm; discriminatory housing policies; that is who [the Housing Element] needs to be accountable to.

How do we achieve greater accountability?

Participants mentioned a number of specific ideas including:

Townhalls/community meetings

- Providing spaces on an ongoing basis like this one and the housing element update 2022 year-round.
- We'd love to have a townhall
- We can have townhalls for everyone, but we will lose engagement if people don't feel heard
- We need a combination of all of those, meetings, reports, plans, etc and that in a couple of years there are outcomes; all along the way you have all those steps and regular meetings and report backs
- The metrics lean very heavily on outreach/engagement, but less so on outcomes. Is the idea that this outreach and engagement will help the department focus on the right outcomes, and how do we effectively measure them? We could make that an explicit goal of the outreach and engagement.
- Be careful of the pantomime of public participation. Quantity of outreach does not equate to quality of engagement
- Can you do it by district and activate the Supervisors offices to facilitate?
- It would be more effective and helpful to develop individual fact sheets in specific communities and take those to the communities (displacement and homelessness); taking that individualized update to communities and sharing them. This would be more effective than a large scale public meetings.
- We should be leaning on the cultural districts because the boards already have representation
- Maybe codifying the Cultural Districts work should be a policy? Or putting more teeth into their work?

Financial support for CBOs

- assign 1% (more/less?) of TOT to identified community groups
- Partnership is figuring out who your partners are and funding them
- I really struggle with this idea that public institutions invest in community organizing so that those CBOs can have the resources, bandwidth, but I know that the alternative is that small grass roots orgs don't have that capacity

Strengthening Internal City Structures

- Does the Planning Commission have any members that provide input on equity?
- We need a Planning Department equity ombudsperson who is nominated by the mayor and confirmed by BOS so they are politically insulated and can call out inequitable practices and projects; have them submit a staff report for land use-related decisions before decision-making bodies

- We need Equity commissioners to join the Planning Commission to better represent the diverse needs of marginalized and/or injured communities, such as a person with a disability, a person experiencing homelessness or who is formerly homeless, a representative of local Indigenous people, etc.
- Creating new bodies and enhancing the bodies that already exist; if the people creating the harm continue to appoint those people, then we will reproduce systems
- We can continue to create advisory boards but I'm not sure how they will make a difference if they do not have authority on upholding accountability or power in decision making
- If community members want to hold the city accountable, they need to be explicit about which departments have responsibility and what those outcomes look like
- There is a tendency for SF Planning to treat the General Plan as a plan for the department not the whole city; it cannot be a loose connection of tasks
- How about a housing department, with a housing commission, combining the MOHCD, Housing Authority, and OCII?

Stronger Metrics

- As far as metrics: one thought is that if you break it down over time you don't have this big target floating out there; pick out pieces of the HE that we are going to be accountable right away; responsible over time instead of having some far out goal.
- There is dashboard that is supposed to provide every quarter; RHNA track every quarter by income level; allows policy makers to see; it doesn't have a racial analysis; transparency on production; department hasn't done it in two years
- Health - we could measure progress towards a healthy community strategy, and evaluate how well we're doing at health hazards in housing - mold, asbestos, lead, ventilation/indoor air quality.
- Resiliency - we should measure how we're doing in making our housing, particularly rent-stabilized and affordable, earthquake safe, and ready for flood and heat waves.
- DPH has identified census tracts with health disparities. We could measure progress towards reducing the housing-related elements of health disparity.

Timelines/Deadlines

- I would suggest adding dates or deadlines; helpful in terms of accountability and helping the community hold the department accountable

APPENDIX E.

Community Conversation List of Participants

Community Group	Type	
Latino Task Force	Community conversation	Latin@/x community coalition responding to the COVID-19 pandemic
Housing Rights Committee (HRC)	Community conversation	Tenant rights advocacy organization
Open Door Legal	Community conversation	Legal aid nonprofit serving Bayview, Excelsior, and Western Addition
San Francisco Youth Commission	Community conversation	Advisory board to the Board of Supervisors and Mayor
Senior Disability Action (SDA)	Community conversation	Advocacy organization and service provider for seniors and people with disabilities
Larkin Street Youth Services	Community conversation	Advocacy organization and service provider for youth
North Beach Neighbors	Community conversation	North Beach neighborhood association
Planning Association for the Richmond (PAR)	Community conversation	Richmond neighborhood association
OMI Community Collaborative (OMI-CC)	Community conversation	Oceanview-Merced-Ingleside neighborhood association
MegaBlack	Community conversation	Coalition of Black San Franciscan residents and stakeholders
SPUR	Community conversation; Letter	Nonprofit public policy organization focusing on planning, housing, and other urban issues
BMAGIC	Community conversation	Coalition of nonprofits and service providers serving the Bayview-Hunters Point
Golden Gate Valley Neighborhood Association	Community conversation; Letter	
Duboce Triangle Neighborhood Association	Community conversation	
Mid-Sunset Neighborhood Association	Community conversation	
Coalition for San Francisco Neighborhoods	Community conversation	Coalition of SF neighborhood organizations
Tenderloin People's Congress	Community conversation	Coalition of Tenderloin-based organizations
San Francisco League of Conservation Voters	Community conversation; Letter	Environmental advocacy organization
Cayuga Neighborhood Improvement Association	Community conversation	Outer Mission neighborhood association
Mo'MAGIC	Community conversation	Coalition of service providers and nonprofits serving the Western Addition
San Francisco Building and Construction Trades Council's Public Policy Committee	Community conversation	Association of San Francisco construction unions
Bayview-Hunters Point community conversation	Community conversation	Community meeting with residents of the Bayview-Hunters Point
San Francisco YIMBY Action	Community conversation	Housing advocacy organization
Homeless Emergency Services Provider Association (HESPA)	Community conversation	Coalition of homelessness service providers and advocates
Miraloma Park Improvement Club	Letter	Miraloma Park neighborhood association
Race and Equity in all Planning Coalition (REP)	Letter	Coalition of nonprofits, service providers, and advocacy organizations organizing in response to Housing Element Update 2022
San Francisco Land Use Coalition	Letter	Coalition advocating on land use issues
Blaze Forward Fellows – San Francisco Department of Children, Youth and Their Families	Survey	Training program for transitional age youth

APPENDIX F. Community Conversations Coding Categories

Subject Identity	Topics	Sub-topics
High-Opportunity Neighborhoods	Cultural Heritage and Preservation	<ul style="list-style-type: none"> Architectural & aesthetic preservation Cultural Heritage (intangible, and small business) Other cultural preservation and heritage considerations
Priority Neighborhoods	Environmental Justice	<ul style="list-style-type: none"> Site contamination/remediation Other environmental justice considerations
American Indian Community	Homelessness elimination and prevention	<ul style="list-style-type: none"> Shelters and navigation centers Supportive housing and services Other forms of homelessness interventions (rental subsidy, transitional housing, rapid rehousing)
Asian Community	Homeownership and economic mobility	<ul style="list-style-type: none"> BMR homeownership access and challenges Low-income homeowners (challenges and needs) Down payment and mortgage assistance Economic mobility Other affordable homeownership considerations
Black Community	Diversity of housing types	<ul style="list-style-type: none"> Families with children ADUs/in-law units Small and mid-size multi-family housing Group housing Senior housing Other housing types
Latino/x Community	Housing Production	<ul style="list-style-type: none"> Development review & approval process (streamlining, CBAs, etc.) Rehabilitation & adaptive reuse Zoning change (increase height and density) Construction or labor costs Transit-oriented development Other housing production considerations
Seniors and people with disabilities	Equitably resourced, vibrant, and walkable neighborhoods	<ul style="list-style-type: none"> Public safety Work & employment opportunities Parking Community gathering & public spaces Transit improvements Commercial amenities Other neighborhood resources
Transitional-aged youth and students	Equity-Centered Processes and Community Engagement	<ul style="list-style-type: none"> Engagement fatigue & retraumatization CBOs and community partners Language access & cultural competency Accountability Direct outreach to residents Other community engagement considerations
LGBTQ+	Equitable access to affordable housing resources	<ul style="list-style-type: none"> Income requirements Lottery and application process Priority and preferences Other affordable housing access considerations
Unhoused community	Permanently affordable housing production and investment	<ul style="list-style-type: none"> 100% affordable housing Mixed-income affordable housing Other affordable housing production/investment considerations
Extremely and very low-income households	Preservation of affordability and Improving Conditions of Existing Housing	<ul style="list-style-type: none"> Small sites for rent control Single-room occupancy residential hotels (SROs) or hotel conversions Existing deed restricted affordable housing Other preservation of affordability considerations
Low-income households	Community stability and tenant protections	<ul style="list-style-type: none"> Tenant rights and eviction protection Housing vouchers & rent subsidies Other community stability considerations
Tenants of subsidized housing or SROs	Reparations	
Mentally-ill, formerly incarcerated, victims of abuse	Interagency Coordination & Citywide Policy	
Moderate and middle income households		
Families with children		
Immigrant Communities		
High-income households		
D1		
D2		
D3		
D4		
D5		
D6		
D7		
D8		
D9		
D10		
D11		

APPENDIX G. Written Comments and Responses



September 2, 2021

Kimia Haddadan
Housing Element Project Manager
Planning Department
49 South Van Ness Ave., Suite 1400
San Francisco, CA 94103
kimia.haddadan@sfgov.org

Dear Ms. Haddadan:

The San Francisco League of Conservation Voters (SFLCV) strongly supports the draft Housing Element's emphasis on how housing policies must play a crucial role in establishing racial, social, and economic justice and equity in San Francisco. As explained in more detail below, we:

- Support the draft Element's emphasis on overcoming inequitable housing policies and practices;
- Support its call for providing more housing, especially affordable housing, in High Opportunity Neighborhoods and along major transit corridors;
- Urge more explicit discussion about how the Element's policies further the City's and the State's climate change goals;
- Recommend clarification about how proposed policy language limiting rezonings in Priority Geographies will interact with proposed policy language calling for additional housing near transit nodes and along major transit corridors;
- Call for the Element to identify a sufficient supply of potential housing sites to meet updated RHNA targets;
- Support providing ample opportunities for historically excluded communities to participate meaningfully in the adoption and implementation of the Element; and
- Stress the need for expeditious action to complete and carry out the policies of the Element.

For far too long, housing policies, investments, and practices have denied social and economic opportunity on the basis of race, ethnicity, religion, class, and wealth. Those policies, investments, and practices have also had serious environmental consequences: destruction of environmentally sensitive habitat for the sake of sprawl development, excessive consumption of natural resources, wasteful use of energy, and mounting greenhouse gas emissions that are fundamentally transforming the earth's climate.

The high cost of housing in San Francisco is prohibitive for most middle- and lower-income households, driving up the City's deplorable rates of homelessness, forcing many long-time residents to move to the exurban fringes of the Bay Area or beyond, and tearing apart the fabric of many lower-income communities of color. Many who work in San Francisco have no hope of ever living here and must endure long commutes, too often by automobile.

Any plan for addressing the social and economic injustices and the environmental harm that the current housing crisis in San Francisco causes must dramatically increase the supply of housing for all income levels - and most especially the supply of affordable housing. In the past two decades, the City's planning efforts have focused on a subset of neighborhoods mostly located in the eastern half of the City and many of which house(d) lower-income communities of color. Those plans have provided for sometimes dramatic and controversial changes in neighborhoods that are also experiencing displacement and gentrification, but have not been sufficient to alleviate the City's shortage of housing or its exorbitant cost. It is long past time for the many neighborhoods throughout the City that have not provided a significant amount of new housing in recent decades and that do not face the same risks of gentrification and displacement to contribute their fair share.

SFLCV therefore strongly supports the provisions of the draft Housing Element that call for dramatically increasing the amount of new housing for all income levels in "High Opportunity Neighborhoods." SFLCV endorses the measures that call for allowing larger multi-family structures at major transit nodes and near Muni's Rapid lines. It also supports allowing smaller-scale multi-family housing such as four-plexes in neighborhoods located further away from major transit routes and that currently have lower density zoning.

One surprising omission from the draft Element is its silence about how San Francisco's housing policies must advance the City's and the State's goals for addressing the climate crisis. (See Resolution Declaring Climate Emergency (SFBOS Resolution No. 160-19); San Francisco Climate Action Strategy (Update 2013); California Air Resources Board, California's 2017 Climate Action Scoping Plan.) California's Scoping Plan in particular stresses that the State will not be able to meet its longer-term climate goals unless local governments allow more efficient land uses that reduce greenhouse gas emissions, especially through reductions in vehicle miles traveled. (See *e.g.* Climate Action Scoping Plan, pp. 99-100.)

Because San Franciscans on average drive substantially less than residents of the rest of the Bay Area, because many people who commute to San Francisco live in much more automobile-dependent communities, because its relatively compact urban form consumes less natural resources than more sprawled-out locations, and because San Francisco's mild climate reduces energy demand for heating and cooling, providing more housing in San Francisco provides substantial climate and other environmental benefits. The Housing Element should expressly acknowledge those climate and environmental benefits and identify increased housing, especially affordable housing, as a core component of the City's climate strategy. Similarly, the provisions of the Element that call for higher-density housing near transit nodes

and major transit lanes are necessary for complying with the City Charter's Transit First mandate. The Element should stress that its call for increased investments in transit, including additional dedicated funding for transit operations, and bicycle and pedestrian facilities, are crucial to the City's climate strategy. Given that transportation is the largest source of greenhouse gas emissions, both statewide and citywide, it is vital to dramatically increase the share of trips by foot, bicycle, and transit.

Complementary to this, the Element should expressly provide for more multi-family housing, especially affordable housing, close to neighborhood commercial districts and major employment centers and trip generators located outside the downtown core - e.g., UCSF Parnassus Heights, San Francisco State/Stonestown, City College, the University of San Francisco, the Geary & Divisadero medical facilities, and Laguna Honda.

SFLCV notes that the draft Element's call to "limit zoning changes within Priority Geographies to the specific needs of American Indian, Black, and other Communities of Color" raises questions about how provisions calling for additional housing near transit will be implemented in "priority geographies." The Element should clarify what it means by limiting zoning in those areas to the "specific needs" of communities of color. Communities of color, like all communities, will include many people with a range of perspectives about their community's specific needs. SFLCV absolutely supports the need for carefully considering and addressing the potential ways in which new housing - whether market rate or affordable - can affect existing communities. SFLCV also understands that the Eastern Neighborhoods planning process relatively recently rezoned neighborhoods with many communities of color and that those neighborhoods should not be prioritized for another round of rezoning. Other priority geographies, however, have not gone through a neighborhood planning process in recent decades despite being adjacent to major transit nodes or major transit routes. These include the areas adjacent to the Balboa Park BART station that were not included in the Balboa Park Better Neighborhoods Plan and the southern stretch of Mission Street through the Excelsior and the Outer Mission.

The draft Housing Element acknowledges that it must identify potential housing sites that are sufficient to satisfy the new, higher "Regional Housing Needs Allocation" (RHNA) targets. The Element should expressly evaluate how rezoning and other implementation provisions will provide a sufficient supply of new housing opportunities for all income ranges, taking into account the wide variety of factors that limit production of new housing even when it is legally allowed. The Element should err on the side of allowing more than is required to meet the minimum RHNA targets. San Francisco cannot afford to repeat its past housing failures. And San Franciscans definitely cannot afford for the City to continue to fail to rectify its housing shortage.

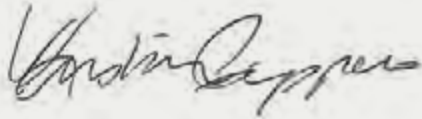
SFLCV strongly agrees that the City must provide ample opportunities for all communities - especially historically excluded lower income communities and communities of color - to participate in meaningful and substantial ways in formulating the Element and its implementation measures. The housing crisis and the climate crisis, however, require urgent action, so planning processes must also reach a timely conclusion. Once the Housing Element

and related implementation measures are adopted, the emphasis should be on rapid implementation.

In carrying out its environmental review of the Housing Element, the Planning Department should provide as complete of an environmental analysis as possible of the full range of potential measures to implement the Element. The public and decision makers are entitled to understand the environmental pros and cons of the Element and how it may be implemented. And providing that analysis up front should allow for more rapid tiered environmental review of specific implementation measures as they are adopted.

Thank you for your consideration of our comments.

Sincerely,

A handwritten signature in black ink, appearing to read "Kristina Pappas". The signature is fluid and cursive, written over a light gray rectangular background.

Kristina Pappas
SFLCV President

cc: Shelley Caltagirone, shelly.caltagirone@sfgov.org



Dolores Heights Haight Ashbury* Midtown Terrace* Miraloma Park* Noe Valley* Richmond District *Russian Hill* Sunset District* Van Ness Corridor*

Date: July 16, 2021
 To: Kimia Haddadan, Project manager
 Shelley Caltagirone, Senior Planner
 Malena Leon-Farrera, Policy Analyst and Outreach Coordinator
 Elizabeth White
 San Francisco Planning Department
 Subject: Housing Element Comments

SFLUC has reviewed much of the proposed Housing Element Survey, a somewhat exhaustive and complex survey. We have also looked over the responses from the Race and Equity in all Planning Coalition (REP) and agree with many of their conclusions. Our particular issues are as follows:

- We are concerned with the survey assumptions about applying different concepts to various parts of San Francisco. 'High Opportunity Neighborhoods,' 'Priority Development Areas,' and 'Geographic Areas' are being designated without local-based community input and information on the impact of the proposed policies on those areas. This kind of input requires more than just conceptual terms; it requires maps and specific illustrations of the impacts on each neighborhood and input from the residents as to those impacts.
- Although singling out support for people to live within "Priority Geographies" sounds beneficial, that concept also appears to make decisions for people about where they should live, instead of leaving it up to the people to decide.
- Evictions and displacement should be addressed all over San Francisco, not just one or two specific areas.
- RHNA goals have been imposed on San Francisco with no regards to community input and the risks of displacement and gentrification. Building even more market rate housing works against racial and social equity. Many of the proposals will promote incentives for market rate development and that will not solve the affordable housing problems in San Francisco. Market rate developments typically increase housing prices, speculation, displacement, and gentrification.
- For all new housing that is to be built, affordable units with deep affordability should be prioritized. We oppose relaxing inclusionary requirements or streamlining the approval process for market rate developments. In addition, streamlining approvals means taking the power of self-determination away from the very communities that many of the policies state they are trying to help.
- In publicly-owned sites and large privately-owned sites, the City needs to do away with top-down planning processes and replace with bottom-up processes which put an emphasis on gathering and implementing public input.
- In particular, public land should have only housing that is 100% affordable.

- We support community infrastructure improvements to transit, parks, streetscape, and neighborhood amenities, but agree that this must be first signed off on by the local residents and also be carefully developed so as not to lead to increased land and housing speculation and displacement of low-income residents.
- Many of the proposals will require extensive funding. The manner of raising the funding and the extent of funding should be worked out with the affected communities and reflect community input into the funding uses and allocations.

In summary, many of the proposal leave out the voices of the community and should be rewritten to include extensive outreach and a serious commitment to real participation and decision-making at the community-level.

Sincerely,

Ozzie Rohm

Ozzie Rohm for SFLUC

cc: Rich Hillis
SF Board of Supervisors
SF Planning Commission

To: SF Planning Commission
 From: G. Schuttish
 Date: October 10, 2019
 Re: General Public Comments Today

Good morning, President Melgar, Vice President Koppel, Commissioner Moore, Commissioner Fung, Commissioner Johnson, Commissioner Richards and Mr. Ionin.

I hope you will have a few moments to read this before the meeting today, but I will try to amplify it in the three minutes during General Public Comment.

According to the Commission's Staff in the past two years (2017 thru mid-2019) there have been about 35 complaints related to illegal demolitions Citywide. Thirteen (13) were confirmed as demolitions. This is 38%.

Based on the sample of five Noe Valley projects requested by Commissioner Richards in December 2015, Staff said 40% should have been classified as demolitions even though they were reviewed and approved as alterations.

This is interesting that the percentages are fundamentally the same.

These percentages, 38% and 40%, are a fact under the existing Demo Calculations in Section 317 of the Planning Code in subsections (b) (2) (B) and (b) (2) (C).

Now to shift gears a little bit.

The first sentence explaining the position of Planning Director of the City and County of San Francisco's HR website reads:

"San Francisco Planning Department's mission is to shape the future of San Francisco and the region by: Generating an extraordinary vision for the General Plan..... "

On page C.6 of the "2014 Housing Element of the General Plan, Objective 2, Conserve and Improve Existing Stock" it says:

"Planning shall continue to implement the recently adopted Planning Code Section 317, which codifies review criteria for allowing housing demolitions, conversion and mergers, amend it when necessary..."

However, the Commission has never, ever adjusted the Demo Calcs as written in Section 317 (b) (2) (D) which was:

"...necessary to implement the intent of this Section 317 to conserve existing sound housing and preserve affordable housing".

Or in other words: *"policy efficacy"*.

But at the same time the value in RH-1 has been adjusted at least five times since 2013 to reflect both the market and the concept of “naturally unaffordable” and allow the administrative approval of demolitions.

In fact the 2014 Housing Element recognized this issue on page I.34 writing:

“With the global recession, prices dropped between 2005 and 2011. Since 2011, the price of housing in San Francisco continues to grow and based on the trend since 2000, the price of housing is projected to surpass the high prices seen in 2005.”

In fact these high prices in the years prior to the adoption of Section 317 and the increase in demolitions was a reason Section 317 was created in order to preserve sound affordable housing while allowing for reasonable alterations in the RH-2 and RH-3 and in those RH-1 neighborhoods that were still affordable.

The 2014 Housing Element Policy 2.2 reads:

“Discourage the demolition of sound existing housing, unless the demolition results in a net increase in affordable housing.”

And the 2014 Housing Element Policy 3.4 reads:

“Preserve” naturally affordable” housing types, such as smaller and older ownership units.”

And in further detail it goes on to say:

“A review of current sales prices reveals that new homes are generally priced higher than existing, older housing stock. This is particularly true of smaller units, such as the mid-century construction in certain lower density residential neighborhoods. These housing units provide a unique homeownership opportunity for new and smaller households. While higher density housing generally results in more shared costs among each unit, the pre-existing investment in lower density housing generally outweighs the benefits of higher density in terms of housing affordability. To the extent that lower density older housing units respond to this specific housing need, without requiring public subsidy they should be preserved. Strategies detailed under Object 2 to retain existing housing units, and promote their life-long stability should be used to support this housing stock.”

During General Public Comment over the past 5 years the Commission has seen examples of projects, primarily in Noe Valley that have led to an average increase in sales price of \$3.5 to \$5 million dollars after the completion of the work allowed under the alteration permit. Granted this is a snapshot of about 50 projects...none of which came before the Commission in a DR and with a few exceptions were all spec projects.

Based on the two percentages in the first paragraph of this memo at least one-third should have been reviewed by the Commission and Staff as demolitions.....and that is under the Demo Calcs that are the same values as approved in 2007 and have never, ever been adjusted since Section 317 was added to the Planning Code.

Many projects have “squishy” Demo Calcs that are close to triggering Tantamount to Demolition. Many projects have Demo Calcs that have needed to be adjusted mid-construction and that are still “squishy”.

Many projects cannot be assessed because your Enforcement Staff has limited tools for penalties or for the ability to access a project. Enforcement should be upgraded with increased penalty fees but the Commission needs to work with the Supervisors and the Mayor to improve and upgrade Section 176.

However the Commission has the ability to use their own power, at any time to adjust the Demo Calcs per the Planning Code and to better comply with the General Plan so that when a project comes into the Department it can be fully analyzed as to whether it is a demo or not.

Following along with the adjustments made in the RH-1 value, and the policies as written in the 2014 Housing Element of the General Plan it seems reasonable to wish that the Demo Calcs had been adjusted if not four times at least once these past five years. This seems even more necessary now that the proposed Demo legislation, like the RET previously has apparently been discarded.



P.O. Box 29086
Presidio Station
San Francisco, CA 94129

July 16, 2021

Re: Housing Element 2022 Update EIR

Honorable Commissioners:

Despite coinciding with the Independence Day holiday weekend and the "post-pandemic" reopening as well as providing only a 10-day commentary period, the EIR for the 2022 Housing Element did not quite slip by the eyes of all San Franciscans.

The board of directors of Golden Gate Valley Neighborhood Association (GGVNA), founded 1976, read it, discussed it, and wondered why there wasn't more outcry over proposals that, carried to their logical conclusion, would alter San Francisco beyond recognition.

Please, before you toss this down with an epithet, realize that despite its location in Cow Hollow, at the time GGVNA was founded, it was considered more or less of a "stepsister" of its far more affluent neighboring associations. That property values rose may, perhaps, be somewhat credited to residents' middle class values, but mostly to outside forces. GGVNA doesn't expect younger folks to know this history or realize we're not just one big enclave of conservatives, but rather for the most part accidental, if fortunate, heirs to demographic changes over the past few decades.

The 2022 Housing Element EIR sounds more like groundwork for a coup than the previous ones we've perused since the '90s.

One doesn't have to be reactionary to wish SF, like most great cities that continue to deserve that modifier, would keep its variety of architectural styles, from grand to petite Victorians, Queen Annes, and Edwardians forward to today's expressions.

Retenementing, however, will recreate some of the country's worst living conditions while modifying or eliminating private property as it has been defined here--especially in light of as yet unexamined claims of thousands of available spaces "out there." It will also set the stage to demolish historic residential zoning such as height limits, backyards, spacing, privacy, and even the "peaceful enjoyment" our city's documents so often mention.

Using vague terms like "transit corridors," planning documents may not cause folks to take out their city maps and therefore many may not notice that in SF these convenient corridors could easily cover almost the entire city.

Many of us have been environmentalists for decades. We never defined our beliefs and support as using a hatchet where a carving knife might be more appropriate.

We wonder how many artists, nonconformists, or tourists would continue to flock to San Francisco should it become a crowded, airless, gardenless, architectureless, charmless, mostly viewless location, still dotted with those unfortunates who cannot tolerate the minimal confinement or rules of affordable housing and prefer the perceived freedom of the streets.

Until the entire Bay Area, working with mental health practitioners, can begin to find ways to help addicts become content former addicts, sociopaths and psychopaths a way or place to fit in, there will remain street people, the preponderance where the weather is temperate. It will certainly take cooperation with the federal government to try to help victims of the above-mentioned diseases and the realization of all Americans that these are their family members who fled because of discrimination or bad weather to congregate in massive numbers where acceptance is greater and weather is kinder. (Yes, we know about surveys saying SF's homeless are from SF, but we wonder how many of those are (a) verified or (b) asked for how long.)

Sincerely yours,

Phil Faroudja, GGVNA President

Serena Bardell, GGVNA Vice President

6/21/2021

Mail - Caltagirone, Shelley (CPC) - Outlook

FW: Upzone more of District 2 for Housing Element

CPC.HousingElementUpdateEIR <CPC.HousingElementUpdateEIR@sfgov.org>

Mon 6/21/2021 7:50 AM

To: Haddadan, Kimia (CPC) <kimia.haddadan@sfgov.org>; Caltagirone, Shelley (CPC) <shelley.caltagirone@sfgov.org>; Leon-Farrera, Malena (CPC) <malena.leon-farrera@sfgov.org>

Hi Kimia, Shelley, and Malena,

Below is an email from Scot Conner commenting on the Housing Element NOP. The comments seem to be more about the Housing Element plans and policies so I'm forwarding this email.

Thank you,
Liz

From: Scot Conner <scot.conner@berkeley.edu>
Sent: Saturday, June 19, 2021 7:23 AM
To: CPC.HousingElementUpdateEIR <CPC.HousingElementUpdateEIR@sfgov.org>
Subject: Upzone more of District 2 for Housing Element

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Elizabeth White,

Thank you for the opportunity to provide written comment on SF's 2022 Housing Element Update. I'm a renter and a resident of District 2. I will not be able to attend the live feedback meeting, so I'm writing to provide my comments on SF's Housing Element Plan.

Overall, I'm so excited by this plan. SF must build far more homes in the North and West sides of the City because those areas are the highest resource and therefore, at the least risk of displacement and gentrification. However, I do not think this plan goes far enough in upzoning transit corridors in District 2 (specifically Pacific Heights, the Marina, Cow Hollow and Presidio Heights).

Those D2 neighborhoods are wealthier and more highly resourced than the West side, but only Lombard St is identified as a transit corridor subject to modest mid rise up-zoning in the preliminary maps provided. SF should include Union and Chestnut streets west of Van Ness as transit corridors because of the ample bus service provided on those streets by the 30 and 45 Muni lines. SF Planning should also include California St (west of Van Ness) as a transit corridor since it is well served by the 1-California and runs through the very wealthy areas of Pac Heights and Presidio Heights. All of these areas are extremely walkable with some of the best access to parks and the waterfront in the City (e.g. Ft Mason, Crissy Field, Presidio, Lafayette Park, Atla Plaza, etc.). We need to concentrate more development in the Marina, Cow Hollow and Pac Heights.

Moreover, these D2 transit corridors should be upzoned to a higher level than the general midrise heights proposed for transit corridors (and certainly higher than the embarrassing current 40 ft height limits). SF should zone for Parisian style 10-12 story buildings along these corridors because these areas are wealthier than the west side transit corridors and have closer proximity to downtown. Design standards tailored to the character of each area can be implemented. We can have good design and density that respects the feel of neighborhoods, the only sacrifice is height which should no longer be a legitimate policy goal of SF since we know that the most effective way to reduce greenhouse gas emissions and mitigate climate change is to build urban infill housing (i.e. make it easy for people to decarbonize their lifestyles). Every time SF limits the height of buildings, we force people to live

6/21/2021

Mail - Caltagirone, Shelley (CPC) - Outlook

in suburbs or exurbs or areas at risk of wildfire and drive cars in their commutes and daily lives that further worsen climate change.

10-12 story heights actually fit with the historical character of these neighborhoods. If you walk around the area just north and a bit west of Lafayette Park you will find dozens of beautiful 8-10 story buildings of dense apartments. It's pretty crazy those buildings were legal to build 100 years ago, but today are illegal to build (with the 40 ft height limits and strict density controls).

It cannot be a legitimate or equitable policy goal of the SF Planning Department to protect the views of rich people's Pacific Heights mansions. Let's make D2 more like Paris or Barcelona and zone for 10-12 story residential buildings that will make these neighborhoods incredibly lively, walkable, encourage low carbon lifestyles and ease displacement pressures on communities of color in the Mission and SOMA.

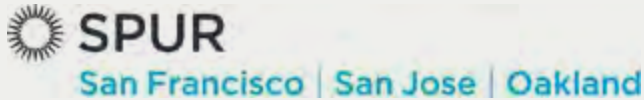
Also, there should be a higher upzoning for the Van Ness corridor to maximize the city's investment in time, money, and years of construction for Van Ness BRT. SF Planning should extend the "Hub" style zoning from Market St to the Bay along the new BRT corridor and allow 400 ft buildings to be built there. We need to fully take advantage of SF's most advanced transit corridor after Market St and zone for 40 story buildings here rather than the current zoning which at most allows for 130 ft in some places. If we want to decarbonize SF we need to maximize housing along robust transit corridors like Van Ness and allowing a massive abundance of new homes to flood the market by building 400 ft tall buildings on this corridor will help stabilize housing costs throughout the City.

Finally, SF should remove building height restrictions for residential buildings downtown. There are so many lots downtown that are either parking lots or parking garages that will become obsolete in a future decarbonized SF. Also, as widespread remote work changes commuting patterns, downtown needs to build more tall residential towers to add enough daytime and non-commuting population that can support the businesses that rely on commuters who live in other parts of the Bay Area. Removing the height limits on parking lots and garages would not only encourage decarbonized lifestyles but would also better incentivize proposals to maximize housing in transit rich and walkable areas that will help keep downtown lively as remote work decreases the daily commuting population.

SF needs to be building far more housing of all kinds (market rate and affordable). Due to our inclusionary zoning requirements, allowing more market rate housing will build more affordable housing at no public cost. We will most effectively affirmatively further fair housing by upzoning SF's richest neighborhoods in District 2 - Pacific Heights, the Marina, Cow Hollow and Presidio Heights.

Thank you,

Scot Conner



September 27th, 2021

Kimia Haddadan
 Shelley Caltagirone
 Malena Leon-Farrera
 San Francisco Planning Department
 49 South Van Ness Ave, Suite 1400
 San Francisco, CA
 94103

Dear Housing Element Team,

Thank you for the opportunity to comment on the Draft Housing Element 2022 Update. We are pleased to see this important document take shape. SPUR's mission is to create an equitable, sustainable and prosperous region. Our comments are intended to further these objectives. While we are supportive of the direction that the Department is taking in this draft, we have several comments, questions and concerns, which we outline below:

1. We support the manner in which the draft centers racial equity.

As the draft makes clear, the scarcity of housing is an economic problem, but one which disproportionately impacts American Indian, Black and other Communities of Color. By centering the experiences of these communities, the housing element can focus on policies that achieve more equitable outcomes.

2. We appreciate the ways in which the Planning Department is engaging a wider range of stakeholders through direct outreach and through new ways of presenting materials.

The Department is committed to doing extensive outreach to American Indian, Black and other Communities of Color, as well as other groups it has not reached as well in prior Housing Element cycles. Moreover, the Department has provided materials in a more user-friendly manner, through videos, digital storytelling and other mechanisms that make the Housing Element more accessible to a broader group of people than in past cycles.

3. We support the goal of planning for half the city's growth in High Opportunity Neighborhoods as a means to affirmatively further fair housing, but we have questions about how that goal will be achieved.

In order to further racial equity and housing affordability goals, the Department is committing to plan for roughly half of the 83,000 units San Francisco needs to accommodate in the next RHNA cycle to be built in High Opportunity Neighborhoods (policy III.5). There are many benefits to this approach. It provides more equitable

outcomes by creating housing opportunities in higher wealth neighborhoods, it allows for infill development in communities that have previously not accepted much growth.

However, such planning must be realistic, and take into account the likelihood of site redevelopment given 1) the limited number of multi-unit redevelopment sites, 2) the political challenges housing sponsors will face, and 3) the high cost of land. Specifically, we are concerned that there may be insufficient site inventory to realistically allow for the development of 40,000+ units on the west side, particularly sites that provide enough scale for feasible redevelopment and sites that are underdeveloped enough to support alternative use at feasible land valuation. In order to support multifamily affordable housing, sites should support 40 units at a minimum, and preferably more; and in order to support multifamily mixed income housing, sites should support 20 units at a minimum, and preferably more. We also are concerned about challenges that affordable housing developments may face securing entitlements on the west side, which has been less friendly to growth. Additionally, it will be important to ensure that affordable housing developments in high opportunity areas will close enough to transit to compete well for state funding. We look forward to reviewing the site inventory analysis as it relates to this policy recommendation.

4. We are concerned that if rezoning is limited in Priority Geographies that it will be challenging to meet the need for the other 50% of housing units that are not accommodated in high opportunity areas.

Policy III.5 includes a policy to limit rezoning within Priority Geographies to the specific needs of American Indian, Black and other Communities of Color. Policy III.1 seeks to target affordable housing funding to support the creation of 50% of the affordable housing RHNA allocation within Priority Geographies.

At minimum it would be helpful to clarify A. if the rezoning contemplated within Priority Geographies under policy 111.5 are those that would predominantly support the creation of affordable housing and if so, B. where the Department will be zoning for the market rate and mixed income housing that is not accommodated either in Areas of Opportunity or in Priority Geographies. The challenge for 100% affordable housing developments is primarily fiscal, and limiting mixed income housing will not address the fiscal challenge.

It will also be helpful to clarify what is meant by the policy to limit rezoning to the specific needs of American Indian, Black and other Communities of Color. Limiting housing production in San Francisco has negative disproportionate impacts on low income people of color because it drives up the cost of available housing by limiting supply. It may be better to concentrate on policies that stabilize American Indian, Black and other Communities of Color in existing housing, while also seeking to add more housing (which, per the city's inclusionary requirement, includes affordable units or pays

an in lieu fee). Policy III.3 to prioritize the City’s acquisition and rehabilitation program in priority geographies is perhaps a better policy to achieve this policy goal.

Lastly, Policy III.1 recommends increasing inclusionary requirements in priority geographies. It is very important that inclusionary requirements not be increased beyond levels of financial feasibility. Some of the area plans on the east side already have high inclusionary housing requirements, increasing them still further without increasing density further could have a potential chilling impact on housing development in these areas.

5. We encourage the department to find ways to elevate environmental sustainability in the draft, particularly by encouraging new housing construction near transit.

Policy III.6 describes how new housing should be placed near transit in high opportunity areas, which we support. We would recommend finding ways to place new housing near transit in other city neighborhoods as well.

6. We are concerned that new housing is sometimes referred to in the draft as a “burden” rather than an asset to San Francisco.

Policy III.5 refers to “reducing the burden of new housing” to advocate for limiting new housing construction in priority geographies. While we understand that new housing construction does result in more people living in a community and therefore a greater demand for services, it is also a net asset for the city as a whole, enabling the city to address the chronic housing shortage. It also can be an asset to these neighborhoods as well. It would be helpful to ensure that new housing is not characterized in a negative light when it is necessary for achieving so many of the city’s goals.

7. We are pleased to see the department include policies and actions that reduce the cost of producing new housing and therefore increase the likelihood that new housing will be built and would like to see that language strengthened.

Policy IV.3 seeks to reduce development constraints such as high construction cost and lengthy City-permitting timelines to increase housing choices and improve affordability. Given the challenges of producing housing in San Francisco, we are pleased to see this goal included in the housing element.

Policy V.4, however, includes language that limits permit streamlining to projects that maximize the number of below market rate units under state density bonus law. We believe that streamlining should be a goal for all housing projects, particularly since significant impact fees are already exacted through the inclusionary requirement, the TSF, as well as child-care, school fees, and infrastructure impact fees. While the housing element draft includes a policy focused on ensuring the feasibility of the inclusionary housing requirement, it would be helpful if the city examines the impact on housing production associated with the full fee stack imposed on a unit.

8. The housing element should emphasize a more aggressive approach to using surplus public sites for housing.

Policy III.1 supports using publicly-owned underutilized sites for housing needs and policy IV.5 also discusses how public sites should be used to support new housing production. The Housing Element should emphasize an even more aggressive approach to using surplus public sites for housing. For example, the city should examine the huge amount of land dedicated to suburban type roadways on the West Side, including Sunset Boulevard (an entire block wide running from Golden Gate Park to Sloat that contains six underutilized lanes of traffic). Those blocks could be redeveloped with mid-rise housing with a high percentage of affordable housing with infrastructure already in place.

9. We encourage the department to review draft goals, policies and actions with an eye towards feasibility of implementation.

This draft of the housing element puts forward many policies with laudable goals but high costs. We do feel it will be important to prioritize policies for inclusion in the final document, taking into account that some policies are very expensive to implement and therefore are unlikely to occur without additional subsidy. Otherwise we are concerned that it will be challenging to actually implement the housing element and may leave some stakeholders feeling like they were promised certain policies that are unlikely to actually be implemented.

10. We encourage the city to analyze the capacity of sites under current zoning by taking into account the historic housing yield on existing sites.

While a site analysis has not been yet released to the public, we are very interested to see how the city will assess the capacity of sites under current zoning. We hope that the city will look at how many sites contemplated under the last housing element were actually developed. As you may know, Los Angeles has been pioneering a new model for assessing site capacity¹, which may be beneficial for San Francisco to review.

Thank you for considering our comments. If you have any questions, please feel free to contact me at skarlinsky@spur.org

Sincerely,

Sarah Karlinsky
Senior Advisor

¹ <https://turnercenter.berkeley.edu/research-and-policy/stronger-housing-element-los-angeles/>

25 May 2021

Planning Commission President, Joel Koppel
 Planning Commissioners Kathrin Moore (Vice-President), Deland Chan, Sue Diamond, Frank Fung, Theresa Imperial, Rachael Tanner

**Re: The following items from the April 22, 2021 Planning Commission hearing
 Housing Element (Item # 2019-016230CWP)
 Housing Balance and Housing Inventory (Item # 2018-004047CWP-02)**

Dear Planning Commission President Koppel and Planning Commissioners Moore, Chan, Diamond, Fung, Imperial, and Tanner:

Please accept these comments from the Race and Equity in all Planning Coalition on the three housing policy items referenced above that the Planning Commission heard on April 22, 2021. The comments on the Housing Element are a summary of our main points. We are submitting a more complete set of comments through the [online portal](#) that Planning staff has created for receiving comments. Since the online portal does not accept complete comments to the Housing Element, we will also be submitting a full set of our comments to the Housing Element draft strategies in a separate letter.

General Comments to the Process

1. This Housing Element is being billed as the first in San Francisco's history to center racial and social equity; however the substantive policies and strategies that Planning has presented replicate the same housing systems and structures that continue to overproduce luxury housing, which is largely inaccessible to working class, low income and marginalized communities and communities of color, and underproduce housing that is affordable to these communities.
2. The Housing Inventory, Housing Balance Reports 11 and 12, and Update on Monitoring Reports memo to Planning Commission is dated April 16, only 6 days prior to the April 22 hearing date. This is a 154 page document. There is no realistic way for the public to review, digest, and comment in such a short amount of time.
3. Not providing the public with information with sufficient time to review and comment leaves impacted communities out of these conversations, and perpetuates structural inequities and abuses on vulnerable communities.
4. The Housing Inventory reports are chronically late. For example, Report #11 is 6 months late. This decreases the ability of the public to have access to current data - and to be able to respond to it in a timely way.

Housing Inventory

1. Counting all accessory dwelling units as "affordable" units is not supportable since landlords can charge whatever they please for these units. They will in certain circumstances be subject to San Francisco's rent stabilization program, but when initially

rented, and when tenancies change, landlords are able to charge whatever rents they want - unhindered by any price controls that would ensure affordability.

2. Why are rehabilitated units counted as “new affordable units built” when reporting in this way is both false and misleading? If rehabilitated affordable units are counted as "new", then the same should be true of market rate units, and the housing balance should then be recalculated to reflect criteria applied consistently to both sides of the "balance" equation.
3. Please take note of the remark in the Housing Inventory that "the majority of new housing development in 2020 occurred in the South of Market and Mission Planning Districts". The Inventory also notes that these are two of the areas of the city facing the greatest escalation of housing costs and displacement of existing residents. This is precisely the reason why communities are fighting back against efforts to expedite more market rate housing. It causes gentrification and displacement of BIPOC and low income communities.
4. The Housing Inventory does not include any mention of the voters' overwhelming support for new social housing, a strategy that will assist the City to implement the goal of race and social equity. It also does not identify any land use strategies for making new social housing possible. There is also no discussion about the unmet need for affordable housing and the urgency to prioritize policies and land use strategies for meeting this desperate need.
5. The RHNA report on p. 15 shows clearly that "above moderate" housing production is far in excess of the goals- but this is only reported as 100% rather than showing the true number which should be 148%. This is an example of Planning's obfuscation of the impacts of its policies to prejudice in favor of market rate housing production and hinders community ability to provide input by providing incomplete or inaccurate information.
6. The number of units "demolished" is extremely high. And, the column "units gained or lost from alteration" is confusing. What does this mean? How do you add both "gained" and "lost" together into one number? Is a positive number indicating more units gained or lost?
7. We don't see any discussion of the number of units entitled by Planning that have not been built- and the number of units entitled by Planning that have not even applied for building permits.
8. There is a list of entitled projects that are to be pursued on a phased basis, but Parkmerced is not listed as one of those projects. What is the status of Parkmerced which received its entitlements a decade ago? What is the schedule for rescission of those entitlements, and re-application required?
9. The [Intermediate Length Occupancy](#) (ILO) restrictions legislation passed at the Board of Supervisors in 2020- but this legislation is not mentioned in the report. There also is no report about the impact of ILOs on SF's housing stock - or efforts to implement the enforcement provisions.
10. There is also no mention in the Inventory about Short Term Rentals (STR), permitting or enforcement that happened in 2020, geographic distribution and pricing of these units, and the impact STRs are having on San Francisco's housing market.

11. Similarly there is no mention of the use of "Shelter In Place Hotels" during 2020, or of a land use plan for ensuring permanent housing for those who are currently un-housed. A complete Housing Inventory would make mention of the resources secured by Proposition C that passed, and discuss a land use plan for implementation. These are concrete strategies that will assist the City to achieve the goal of racial and social equity.

Housing Balance Report Nos 11 & 12

1. Report 11 is six months late. We hope that Planning will commit to timely updates to the Housing Balance so the Board of Supervisors and the public have this essential information when making important policy and land use decisions.
2. Since the ballot measure was approved by the voters, Planning has never produced a complete and accurate Housing Balance report. The full intent of the underlying ordinance reads "More than 50% of this housing would be affordable for middle class households with at least 33% affordable for low and moderate income households, and the City is expected to develop strategies to achieve that goal."
3. Where is the part of the report showing progress toward the 50% that are supposed to be affordable for middle class households?" (see p. 3)
4. Where is the part of the report that details the "strategies to achieve that goal"?
5. This report should include an interdepartmental strategy for getting every one of the Housing Balance numbers (for every District) up to +50%. This is required by the ordinance. Those strategies should be created by vulnerable communities, and there should be a detailed report as to how the City is implementing those strategies and ensuring that the City's housing balance achieves +50% in every part of the City. This should at least include a prohibition on demolitions, and a focused land use and resource strategy for affordable housing. Again, these are concrete strategies that will assist the City to achieve the goal of racial and social equity.

Housing Element

As requested by Planning, REP is submitting our full and detailed comments to the Housing Element "draft goals, policies and actions" through Planning's ["Online Participation Platform"](#). and in complete form in a separate letter since the online platform only allows for summary comments. This is a summary of our comments.

Unfortunately we have to refer back to the flawed way that the Housing Element process started. Planning spent the first two years of its Housing Element process exploring what it identified as the fundamental question it sought to answer:

- *"What would it take to achieve the City's targets of 5,000 units per year with at least 1/3 affordable and increased community stability over the next 30 years?"*

From the outset, Planning was setting this entire multi-year process on a course for 67% market rate and 33% affordable housing after decades of the market producing at least this imbalance of market rate to affordable housing which has resulted in the displacement of communities of color and low income people from San Francisco.

This fundamental question comes from Planning's [Housing Affordability Strategies \(HAS\) report](#). This HAS report is entirely about building 150,000 new housing units and a trickle down model of relying on market rate, for-profit housing creating affordability. As Equity Director Miriam Chion says in her April, 2020 presentation of the HAS, "This report provides the analysis for our city's housing recovery efforts as well as our long term housing plan and strategies." Planner James Pappas presents a slide that says that this "Analysis and outreach will inform [the] 2022 Housing Element, Housing policy implementation, Neighborhood level planning."

If the focus of the city's housing policies was truly "Racial and Social Equity" then the Housing Element process should be answering questions from the communities that have been most impacted by Planning's previous policies. Unfortunately, the process for updating policies starts instead with questions about how Planning can take care of developers. If the starting point for this process had come from impacted communities, the questions asked would have been rooted in how the [REP Coalition has defined Equity](#).

We are also extremely concerned that the online system for collecting community feedback on the draft policies and strategies includes strict character limits and utilizes binary "voting" with thumbs up or down. Moreover, most of the policies and strategies are so confusing that the votes become meaningless and the comments truncated to the point of being only marginally useful or open to wide interpretation. The entire process feels rigged and directed toward Planning's justification of streamlining for-profit development while sprinkling the process with empty apologies and references to guilt for past practices.

1. The format for gathering input does not appear to elicit meaningful feedback. First, you have to give a "thumb up" or "thumb down" to what seems like an endless list of recommendations; some of which read like policy recommendations; some which read like value statements; some which read like aspirational or motivational statements. How, for instance are you supposed to give a thumb "up" or "down" to a statement that reads "Support affordable housing by providing small-scale landlords with subsidy for unpaid rent during rent increase and eviction moratoriums"? REP Coalition organizations support affordable housing- but we are not familiar with any small-scale landlords that provide affordable housing. We are also not familiar with tenants who would want to provide their landlord with a subsidy if that tenant isn't able to pay their rent. Most tenants want to have sufficient income to pay their rent, which is why supplemental or emergency income programs are so important in times of emergency. So, how is someone supposed to rate this- with a thumb up for supporting affordable housing? Or a thumb down for giving landlords money to protect their profits while tenants are left vulnerable and scared?
2. If you're able to get past this strange rating system for the policy statements, you then click through to a comment form where you then have to rate the sum total of all these policy statements under the title of the policy itself. After you've grappled with each of these confusinglyworded policy statements, it's difficult to figure out if you "strongly agree" or "strongly disagree" with the overriding policy proposition? Some might look ok- others might seem strange or confusing. So, for each one, do you just put "neutral"?

3. Ultimately, Planning will have compiled a collection of thumbs and "agree" or "disagree" markings. It is unclear what the outcome of these ratings will be. If something gets a bunch of thumbs up, will it move on to the next round? Or a few "strongly disagree" marks will get dropped out? How does this process reconcile any contradictions or inconsistencies as described above? Will any of the feedback or comments provided be incorporated into new policy recommendations not already contemplated in the current proposal?

The most essential question the REP Coalition is faced with is, how do the voices of vulnerable communities- that have been impacted by the decades of housing elements and housing policies- and will be disproportionately impacted by this new Housing Element- come to the forefront and lead the creation and implementation of these policies?

This is the overview of our critique and comments to the Housing Element along with the totality of our comments to the Housing Inventory and Housing Balance reports. We are still in the process of uploading all of our detailed comments to the Housing Element into Planning's very lengthy online form. We will also submit a separate and rather long letter with all of our detailed critiques to the Housing Element policy statements. Unfortunately Planning's form character limits do not allow for all of our comments to be uploaded. We also want to be sure Planning is able to track the REP Coalition comments as separate and distinct so we can continue our dialog with Planning on these very important policy proposals.

We look forward to hearing back from you with responses to the questions and concerns we have described in this letter.

Respectfully,

The Race & Equity in all Planning Coalition

cc: Rich Hillis, Director, Planning Department
Miriam Chion, Equity Director, Planning Department
SF Board of Supervisors

8 June 2021

Miriam Chion, Community Equity Director
San Francisco Planning Department

Dear Miriam,

Please accept this letter from the Race & Equity in all Planning Coalition which details all of our comments and feedback to the [Draft Goals of the Housing Element 2022 update](#).

Compiling these comments has taken a large scale coordinated effort among the REP Coalition organizations. Since Planning's online form squeezes comment and feedback into a set of binary indications of thumbs either up or down; categorically simplified rankings from "Strongly Agree" to "Neutral" and "Strongly Disagree"; and narrative feedback strictly constrained by character limits which disallows the comments to address nuance or complexity, we felt that it was important to provide our comprehensive feedback in this format.

Thank you for considering the community's full equity perspective as expressed in this letter. We look forward to continuing our dialog with Planning on these very important policy proposals relating to the Housing Element 2022 update.

Respectfully,

The Race & Equity in all Planning Coalition

cc: Rich Hillis, Planning Director
Planning Commission
Board of Supervisors

Clickable Table of Contents

[Policy #1](#)

[Policy #2](#)

[Policy #3](#)

[Policy #4](#)

[Policy #5](#)

[Policy #6](#)

1. POLICY #1: Recognize the right to housing as a foundation for health, and social and economic stability

Policy 1.1 Expand permanently supportive housing and services for individuals and families experiencing homelessness

1. The notion that private developers will satisfy their inclusionary requirements by providing permanent supportive housing is misguided. Developers don't like providing BMR units to begin with- and when they do, they push the AMI levels as high as possible.
2. There needs to be a land use plan that ensures that Planning is working collaboratively with other city departments to identify sites- both publicly and privately owned- for new permanent supportive housing that will be developed, owned and managed by San Francisco-based, nonprofit supportive housing providers.

Policy 1.2 Increase shelters and temporary housing in proportion to permanent solutions, including necessary services for unhoused populations

1. Need to prioritize land and funding resources for permanent, supportive housing. Navigation centers are not a permanent solution, nor are Safe Parking sites. While Navigation centers and Safe Parking sites might be important short term resources, these should not be priorities especially for a long term land use and housing plan

Policy 1.3 Affirmatively address the racial and social disparities among people experiencing homelessness by ensuring equitable access to shelter or housing...

1. The "priority geographies" are unclear and have not been vetted- how were they arrived at (in 2016)- what criteria were used? REP Coalition organizations are unfamiliar with these "priority geographies," so we are not ready to accept these as a criterion for prioritization of resources.

Policy 1.4 Prevent homelessness for people at risk of becoming unhoused...

1. The "priority geographies" are unclear and have not been vetted- how were they arrived at (in 2016)- what criteria were used?
2. Why are the criteria not updated per COVID and the vulnerabilities presented from COVID health issues and loss of income?
3. Where does the number 5,000 come from - "develop a regional homelessness prevention approach to prevent 5,000 households from becoming homeless in San Francisco"? This seems incredibly low.
4. What is this "regional" approach to homelessness prevention? Is there any additional information about this so we can evaluate it further, or have input?

Policy 1.5 Prevent eviction of residents of subsidized housing or SROs

1. Expanding case management services and removing barriers to housing stability such as assigned counselors regardless of where the resident lives are positive steps that need to be taken. However, many of the case managers and other support services are not provided with adequate funding or training and have unsustainably high caseloads all of which cause high turnover for these positions. These systemic deficiencies cause instability for residents regardless of the program design.

2. The housing retention requirements for non-profit providers are already fairly high on paper. The issue is enforcing and implementing them in a meaningful way so tenancies are actually maintained.

Policy 1.6 Elevate direct rental assistance as a primary strategy to secure housing stability and reduce rent burden.

1. Rental assistance is great but should not be a "primary strategy" for housing stability or for reducing rent burden. Rental assistance is primarily a way to subsidize landlords' profits.
2. This section doesn't seem to acknowledge COVID. The economic impacts on tenants - obligations for past and current rent obligations- will be with us for some time. Seems like this should be a priority.
3. What are the funding strategies for expanding these rental assistance programs?
4. Is this strategy really sustainable? It seems like this just supports the market. We need real, affordable housing where tenants are not vulnerable to eviction and speculation.

Policy 1.7 Preserve affordability of existing subsidized housing, gov't or coop owned housing where affordability req's are expiring.

1. Unclear what "use RAD models" means here. What about that model would help to preserve affordability? Bring in Low Income Housing Tax Credits (LIHTCs)? That seems unacceptable as it represents a privatization of public housing, the inclusion of private equity, and all the affordability and management problems that LIHTCs present.
2. We should instead be encouraging the increased public investment in affordable housing.
3. We should be investing in expansion of limited equity cooperative housing models.
4. We need a clear strategy for how the city will affirmatively seek to create additional subsidized, gov't, and coop housing when affordability requirements are expiring.

Policy 1.8 Preserve remaining affordable SROs

1. Increasing fines for illegal conversions seems weak. We need to further define what illegal conversions are- for instance expand the definition of Intermediate Length Occupancies (ILOs) and tighten up the definition of Short Term Rentals (STRs), put a tighter cap on both, and expand our enforcement of both with real investment and proactive enforcement.
2. We should also not be prioritizing master leasing. It's a much better investment to purchase SROs to be owned by nonprofits rather than paying master leases to for-profit owners that have no long term commitment to affordable, stable housing for low income tenants.

Policy 1.9 Minimize evictions for no-fault and at-fault

1. Require a public "change of use" hearing at Planning Commission for all Ellis Act filings so public comment can be heard. No action can be taken because of State preemption, but at least there would be a public disclosure of who is being evicted and why.
2. Fully fund the tenant right to counsel program and prioritize ALL tenants, not just "Vulnerable Groups".

3. Ellis Act reform should be a priority, but the minimum holding period of five years should not be what we're striving for. If a landlord wants to go out of business, they should sell the apartment building to someone who wants to continue that building in operation as an apartment building. It doesn't make sense that tenants should be kicked out of a building so a landlord can make more money by selling off the units as TIC's. If they want to pursue a different business model, they should sell the apartment building and go pursue a different business model at a different location.
4. Costa-Hawkins reform should be a priority, but why extend rent control to 25 years old buildings? Why not 15? It should be extended to the most recent allowable under law (ref AB1482).

Policy 1.10 Eliminate discrimination and advance equal housing access based on race, ethnicity...

1. There needs to be a commitment to increased resources for enforcement of equitable housing access.

Policy 1.11 Improve access to BMR units

1. Housing counseling and readiness will not significantly increase the number of BIPOC who are accepted to BMR units. There aren't very many units, and the rents and purchase prices are too high. Price and availability are the most significant barriers. BMR units are important as a strategy to compel for-profit developers to provide a community benefit, but BMR units are not in any way a significant component of an affordable housing strategy or an equity strategy.
2. One critical strategy that's missing from this section is to figure out a legislative strategy for decreasing HOA fees. We know that this is an issue at the State level, but this means that Planning should work with the Board of Supervisors, the Mayor's office and the City Attorney on a political and legal strategy for decreasing HOA fees, otherwise BMR ownership units will continue to be a farce.
3. Planning staff needs to encourage developers to provide BMR units on-site and not fee-out or defer to off-site units.
4. Increasing neighborhood preference doesn't necessarily make sense given that the trigger for BMR's is a market rate development of at least 10 units. Because the threshold is so high, and much of the development in lower density neighborhoods and zoning areas is less than 10 units, residents in these parts of the city who need BMR housing would never have a chance of getting in.
5. There shouldn't be an expansion of the Senior Operating Subsidy to provide public subsidies to developers. These units should be priced at lower levels so extremely low and very low income seniors can actually afford them.
6. Planning should work with the Board of Supervisors to increase the inclusionary requirements for projects that take either the State or Local density bonus, and make sure that these BMR units which should be on-site are targeted to low and very low income households. AMI levels for BMR units should also be significantly lowered to meet the primary demand and need for these units.
7. There needs to be a stronger standard to ensure that the future residents reflect the demographics of the surrounding area. There are countless examples of how the cities' lottery process fails local working class communities and communities of

color, those most in need, and yet often last in line, to benefit from these new developments. Therefore, the Housing Element should establish a racial equity metric in the lottery process.

Policy 1.12 During emergencies, allow for emergent policies that address housing insecurity and economic hardship

1. The goal "Support affordable housing by providing small-scale landlords with subsidy for unpaid rent" is confusing. Providing small landlords with financial support in order to address their economic insecurity caused by decreased rent revenues is important- **in exchange for rent relief and an eviction moratorium**- but it's very important to note that this is NOT affordable housing.
2. Instead of focusing resources on emergency shelter, we need to be providing permanent, supportive housing for all.
3. There should also be a delay on any substantial rehab requests that would cause tenants to be relocated for any significant duration.
4. There should be immediately available affordable housing for tenants that are displaced as a result of habitability violations and fires to no fault of their own. Landlords should be held accountable to address violations and habitability issues so tenants can be housed in a stable and healthy manner.
5. No need to continue to prioritize permits for new market rate housing. All prioritization should be on land use strategies that create greater stability and affordability.

[RETURN TO THE TOP](#)

2. POLICY #2: Repair the harms of historic racial, ethnic, social discrimination for American Indian, Black and other People of Color.

Policy II.1: Reframe the narrative of housing challenges to acknowledge and understand the discrimination against Communities of Color as a root cause for disparate outcomes.

1. This all sounds good but the level of confidence in this reframed narrative cannot be very high when the new narrative originates from the creators of the old. This perspective must come from those communities that have been harmed by governmental abuse.

Policy II.2: Embrace the guidance of community leaders representing American Indian, Black, and other People of Color throughout the planning and implementation of housing solutions.

1. What does this actually mean? Who gets to decide who community leaders are? This is meaningless unless this is a commitment to a process that allows communities to be empowered to determine who their 'leaders' are. The guidance that is provided must be a legitimate representation of the interests of that community. We have seen too many instances of the City making the determination of who represents a community, and what results is a coincidental alignment with plans that serve developer (not community) interests.

2. Budget allocations to city departments and agencies that support implementation of an equity framework will be suspect unless coming from the city's general fund and not from fees derived from developers. The fact that Planning's staff capacity is funded from fees paid by developers creates an inherent conflict of interest that drives the creation of profit incentives to facilitate revenue generation.
3. We question the legitimacy of appointed advisory bodies that have not been subject to vetting by the community. REP organizations have deep roots in our respective communities and are authentic voices among others to represent the city's underserved populations.

Policy II.3: Amplify and prioritize voices of American Indian, Black, and other People of Color in the City's engagement processes

1. Who gets to determine the voices that are heard? Our voices are not empowered if our communities do not get to determine who speaks for us, and how our input will be used. We have seen how surveys and focus groups and funded partnerships have been utilized by Planning to make it seem as though they are listening to the community. We have seen how only select people are allowed entry into these discussions and how voices may be listened to but not actually heard.
2. The REP coalition has gone to great lengths to include all our various communities and all the stakeholders that are concerned with equity in planning and we are uniquely positioned to represent our own interests. Having a parallel process of seeking representative voices that is carried out by Planning raises serious questions about whether Planning is truly interested in equity or more concerned with a process that they can control.

Policy II.4: Measure racial and social equity in each step of the planning process for housing to assess and pursue ways to achieve beneficial outcomes for American Indian, Black, and other People of Color.

1. This should be a given but it does relate to oversight of the planning process. This oversight is not defined here but should be the primary means of ensuring accountability to this endeavor, and therefore, the most important aspect of a race and equity policy. If the task of determining milestones and assessing performance is at the discretion of Planning then we are not changing any of the practices that have historically harmed our communities. If Planning's measuring stick is incremented by microns while ours is incremented by meters, then we have incompatibly different perspectives on outcomes.

Policy II.5: Bring back People of Color displaced from the city by strengthening racial and cultural anchors and increasing housing opportunities in support of building wealth.

1. The REP coalition supports these policy statements, but the measures of achievement must be subject to scrutiny by our collective communities. We should be able to assess whether these policies are being carried out in a way that sufficiently redresses the historic harm that has been done.

Policy II.6: Prioritize health improvement investments within Environmental Justice Communities to ensure that housing reduces existing health disparities.

1. Culturally competent outreach is important, but there also must be a process where impacted communities have the ability to determine how remediation is conducted, and enforcement that is accountable and responsive to impacted communities.

[RETURN TO THE TOP](#)

3. POLICY #3: Foster racially and socially inclusive neighborhoods through distinct community strategies

Policy III.1: Eliminate community displacement of American Indian, Black, and other People of Color in Priority Geographies.

- **“Dedicate a minimum budget for permanently affordable housing in priority geographies within the 10-year Capital Planning to support funding for planned affordable housing in these areas and with a goal of 50% of RHNA permanently affordable housing targets within the next two cycles (by 2038) in [priority geographies](#).”**
 - Comments:
 - The term Priority Geographies is a term that is “imposed” and has not been thoroughly vetted. It assumes that it includes all and is agreed upon by vulnerable communities.
 - Specific Questions:
 - Has the community signed off on these priority geographies? What communities and neighborhoods are missing? Why is eliminating displacement limited to priority geographies? How will vulnerable pockets of people outside of priority geographies be protected? Example: Half of the Latino Cultural District is not even covered. Chinatown? Westside?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - Where geographic lines are drawn, it must be a transparent process that centers equity with vulnerable communities at the decision-making table
 - Avoid policies that concentrate/focus on upzoning, permit streamlining and other development incentives disproportionately in communities of color and low income communities at risk of or facing gentrification and displacement pressures.
 - Prioritize protections against displacement, 100% affordable, public, and nonprofit housing for development incentives like increased density and accelerated permitting in vulnerable communities.
 - The budget for permanently affordable housing should be as large as possible (maximum instead of “minimum”) in the 10-year Capital Planning.

- **Develop and implement community-developed strategies in Cultural Districts to retain and grow culturally associated businesses and services that attract residents back to the area.**
 - Comments:
 - This should not just be about attracting residents but about protecting existing residents and existing small businesses
 - Specific Questions:
 - What or who does this keep out? What or who does it keep in?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - Price points that are affordable to local residents and local families
 - People of color businesses that come from within the community
- **“Support non-profit developers of new permanently affordable housing developments in Priority Geographies through dedicated funding from GO BONDS or other eligible funding resources to include affordable neighborhood serving uses such as grocery stores, healthcare clinics, or institutional community uses such as child-care facilities, community facilities, job training centers, social services as part of their ground floor use programming.”**
 - Comments:
 - Agreed.
 - Specific Questions:
 - Has the community signed off on these priority geographies? What communities and neighborhoods are missing?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - At affordable price points.
- **“Support the development of businesses owned by American Indian, Black, and other People of Color in affordable housing buildings.”**
 - Comments:
 - All non profit developers approach this work differently. There is a need to uphold a common goal and standard.
 - Specific Questions:
 - What specific policies above and beyond what currently exists will help achieve this goal?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - These people of color-owned businesses should be locally rooted by people who have authentic relationships to their local communities.
 - Support development of worker-owned businesses.
 - Price points that are affordable to local residents and local families

- **“Continue and expand efforts to target education and housing readiness counseling programs, including in-language trainings, to support the neighborhood preference program.”**
 - Comments:
 - These neighborhood preference programs have not lived up to their promise. Too few neighborhood residents are able to benefit from new affordable housing units.
 - Specific Questions:
 - What are the metrics that ensure that demographics of residents who move into affordable housing units reflect demographics of surrounding low income communities?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - Apply and implement metrics to ensure that demographics of residents who move into affordable housing units reflect demographics of surrounding low income neighborhoods.
 - Strong community collaborations and partnerships with community based organizations
- **“Explore increasing neighborhood preference allocation for Below Market Rate units in Priority Geographies if possible per the Federal Fair Housing regulations.”**
 - Comments:
 - These neighborhood preference programs have not lived up to their promise. Too few neighborhood residents are able to benefit from new affordable housing units.
 - Specific Questions:
 - What are the metrics that ensure that demographics of residents who move into affordable housing units reflect demographics of surrounding low income communities?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - Ensure that there is equitable investment and 100% affordable housing development in all districts, so that certain communities are not at a disadvantage because their neighborhoods don't get a lot of 100% affordable housing built.
 - Apply and implement metrics to ensure that demographics of residents who move into affordable housing units reflect demographics of surrounding low income neighborhoods.
 - Strong community collaborations and partnerships with community based organizations

- **“Increase housing affordable to extremely low and very low-income households in Priority Geographies through modifications in inclusionary requirements and prioritizing approval for development projects that serve these income groups.”**
 - Comments:
 - We don't agree with relaxing inclusionary requirements or streamlining the approval process for these market rate developments
 - Specific Questions:
 - How can we increase affordability and target lower AMI levels in BMR units, while strengthening processes for community input and participation to ensure that all development is responsive to the needs of BIPOC and low income communities?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - Market rate developers need to provide as many BMR units targeted to as low incomes as possible.
 - For-profit developers must be held accountable by Planning to proactively engage BIPOC and low income communities early on in their development process, and shape their developments to be responsive to the needs of BIPOC and low income communities.
- **“Identify and support development of opportunity sites including publicly-owned underutilized sites and large privately-owned sites to respond to both housing needs and community infrastructure especially within Priority Geographies.”**
 - Comments:
 - Need to do away with top down planning processes at these private and public sites and replace with bottom up processes
 - Specific Questions:
 - How can REP and Planning work together to create processes that honor the voices and vision of BIPOC and low income communities to determine how these sites are developed?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - Publicly owned sites, regardless of location, must be 100% affordable.
 - Area Median Incomes (AMI) in these projects should reflect local neighborhood incomes not regional MOHCD thresholds
- **“Continue to support and expedite delivery of the permanently affordable housing projects in Redevelopment Areas led by the Office of Community Investment and Infrastructure (OCII).”**
 - Comments:
 - None
 - Specific Questions:
 - None
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - Ensure strong standards of environmental health and safety

- **“Continue to support implementation of HOPE SF projects without displacement of the current residents.”**
 - Comments:
 - None
 - Specific Questions:
 - None
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - Publicly owned sites, regardless of location, must be 100% affordable.
 - Any increases in density on these publicly owned sites should be 100% affordable

Policy III.2: Expand investments in Priority Geographies to advance equitable access to resources while ensuring community stability.

- **“Develop equity metrics and criteria to identify the necessary infrastructure improvements to guide all investment decisions made through a variety of policies and procedures including: Capital Planning, General Plan Elements, Interagency Plan Implementation Committee or Citizen Advisory Council review.”**
 - Comments:
 - The Housing Element shouldn’t just say that metrics will be developed but actually spell them out following an authentic community vetting process.
 - Specific Questions:
 - How will Planning work with REP to create this community-led process?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - Equity metrics need to be vetted through authentic community organizations and coalitions
- **“Prioritize Priority Geographies in investments to improve transit service, as well as other community infrastructure improvements to parks, streetscape, and neighborhood amenities.”**
 - Comments:
 - Improving infrastructure typically leads to increased land and housing speculation, leading to displacement of BIPOC and low income residents.
 - Specific Questions:
 - Has the community signed off on these priority geographies? What communities and neighborhoods are missing?
 - How will we ensure stability and affordability for existing BIPOC and low income residents so they can be the beneficiaries of these community improvements?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - Public investments must be accompanied by strong anti-displacement protections, in order to prevent speculation and gentrification.

- **“Increase funding for community-based organizations serving American Indian, Black, and other People of Color, and Priority Geographies for anti-displacement services, such as legal services, code enforcement outreach, tenant counseling, mediation, and housing-related financial assistance.”**
 - Comments:
 - We believe a reparations framework is necessary here.
 - This area should also include community development organizations and organizations doing community planning work.
 - Specific Questions:
 - Where will this funding come from? Will Planning work with REP, the Board of Supervisors and the Mayor to identify a revenue generating strategy, or a strategy for allocating existing funds for these purposes?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - There should be a specific standard for increase in funding, for example, increase funding x10 for these investments
- **“Support and expand indigenous community leadership navigation of services and systems to provide tenants’ rights education, similar to the existing Code Enforcement Outreach Program that is offered within the Department of Building Inspection; consider expanding this culturally competent program to other People of Color (American Indian, Black, and other People of Color).”**
 - Comments:
 - This program is already accessible to BIPOC and low income tenants throughout San Francisco, through the network of community based organizations, all of which are in REP.
 - The impediments for holding landlords to standards of habitability are the City’s bureaucratic and legal processes.
 - Specific Questions:
 - Can Planning work with DBI and other city departments and the Anti-Displacement Coalition and other organizations that participate in CEOP to create greater accountability for landlords?
 - Maybe we can also consider a landlord licensing program as exists in many other cities?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - Landlords should be held at least to the California State standards of habitability for all properties they own.

Policy III.3: Prioritize the City’s acquisition rehabilitation program to serve Priority Geographies and neighborhoods with higher rates of eviction and displacement.

- Esta lucha es bastante grande
- Que bajos recursos sean verdaderos, la burocracia es cruel y humillante - muchas veces se excluyen la gente que incluyen a las formas/processo de creación
- Muchos requisitos debido a la burocracia
- Also discussed that this can divide communities/orgs given there might be a protagonist

- complex of who can purchase/make impact - should be a multi org effort
- Also discussion about who is eligible (people below extremely low, undocumented, wage-earners?)
- **“Prioritize purchases for the acquisitions and rehabilitation program that serve extremely low income and unhoused populations.”**
 - Comments:
 - The small sites acquisition program is not expansive enough to meet this need.
 - Debe ver algo más claro sobre las organizaciones que pueden comprar edificios - clausuras sobre él % y que requisitos existen para que la gente pueda moverse - no más barreras para tener vivienda
 - We need to be prioritizing land acquisitions as well, to ensure that we have a pipeline of sites ready to be developed for 100% affordable housing.
 - Specific Questions:
 - How can Planning and REP work together to convene strategic meetings with MOHCD to create an aggressive land banking and small sites acquisition program to meet the city's goals for increasing stability and affordability?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - Implement a robust land banking program with significant dedicated funding, scaled around a list of priority sites identified by .
- **“Increase capacity building investments for non-profits in neighborhoods on the west side of the city with high rates of evictions and displacement.”**
 - Comments:
 - These organizations should be supported to build capacity in many areas, including organizing, community planning, community development, tenants rights, eviction defense, etc.
 - Toda las comunidades y organización tiene que estar en la misma página - todas trabajando juntas, no separadas
 - Specific Questions:
 - What is Planning's role with respect to this capacity building work? For instance, the request from Westside organizations to continue funding for this capacity building work into 2021-22 was not included in the Mayor's budget.
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - There should be a specific standard for increase in funding, for example, increase funding x10 for these investments
- **“Provide incentives for private owners to sell to non-profits affordable housing developers similar to the exemption for the Real Estate Transfer Tax passed in 2020 (Prop I) when selling properties to non-profits.”**
 - Comments:
 - Buena idea de apoyar el comprar en la comunidad pero más cambios y cuidado en cómo participar.
 - Specific Questions:

- How can these programs provide opportunities for tenants to purchase these buildings they reside in?
- Specific standards that we believe will enable the city to achieve racial and social equity:
 - Enable tenants, not just non profits, to be able to purchase these buildings through a limited equity, nonprofit, cooperative model.

Policy III.4: Increase homeownership opportunities for American Indian, Black, and other People of Color especially within Priority Geographies to allow for wealth building and reversing historic inequities within these communities.

- **Target increased investment in the Down Payment Assistance Loan Program to households who live in Priority Geographies.**
 - Comments: Ownership is absolutely essential, for short and long term stability. However, the concept of wealth creation through real estate is one of the causes of growing inequality and displacement. Using the DALP and other assistance for BIPOC and low income San Franciscans to be able to purchase homes will lead to greater long term stability, but we should be prioritizing long term affordability as well- not just for the initial purchaser, but for subsequent owners as well. Then, providing services to help these homeowners build their wealth through means other than through their homes will provide a greater long term benefit for both the homeowners and the community at large.
 - Specific Questions:
 - Has the community signed off on these priority geographies? What communities and neighborhoods are missing?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - There should be a specific standard for increase in funding, for example, increase funding x10 for these investments
- **Increase targeted outreach and financial readiness education including in-language trainings to American Indian, Black, and People of Color.**
 - Comments:
 - None
 - Specific Questions:
 - None
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - There should be a specific standard for increase in funding, for example, increase funding x10 for these investments
- **Create new homeownership programs to enable the Black community to grow and thrive by maintaining and expanding their property ownership including mixed-use buildings.**
 - Comments:
 - We do not understand this strategy which is focused solely on homeownership for "the Black community" and "mixed-use buildings".

- Specific Questions:
 - What is meant by "mixed-use buildings"? and why is this mentioned as a specific strategy only for the Black community?
- Specific standards that we believe will enable the city to achieve racial and social equity:
 - There should be a specific standard for increase in funding, for example, increase funding x10 for these investments

Policy III.5: Ensure equitable geographic distribution of new multi-family housing throughout the city to reverse the impacts of exclusionary zoning practices and reduce the burden of concentrating new housing within Priority Geographies.

- **Establish a goal of building 50 percent of the regional housing targets at each income-level, increasing over the long-term, to be built in High Opportunity Neighborhoods within the next two RHNA cycles (by 2038) through zoning changes, streamlining approvals, and encouraging the use of state and local density programs.**
 - Comments:
 - REP rejects both the notion that market rate housing will solve our issues of segregation, un-affordability, gentrification and displacement. Our only experience with market rate housing is that it makes each of these destabilizing factors worse.
 - Streamlining approvals means taking power and agency away from communities, especially BIPOC and low income communities, and therefore, work directly against racial and social equity.
 - Specific Questions:
 - Has the community signed off on these "High Opportunity Neighborhoods"? What communities and neighborhoods are missing?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - Use typology in [Urban Displacement Project](#)
 - In geographies susceptible to displacement, at risk of displacement, ongoing displacement, ongoing gentrification
 - Market rate housing works against racial and social equity.
 - 100% affordable with deep affordability should be prioritized
 - In geographies that are characterized as stable moderate/mixed income
 - Market rate housing works against racial and social equity.
 - All AMIs below market rate should be addressed
- **Engage with communities in the new expanded [Priority Development Areas](#) in Sunset Corridors, Forest Hill/West Portal, Balboa Park & Southwest Corridors, Richmond Corridors, Lombard Street, 19th Avenue, Central City Neighborhoods to ensure community stability and increased housing choice within these areas.**
 - Comments:

- Priority Development Areas and priority geographies are not competent equity mapping.
 - Priority Development Areas haven't been vetted by vulnerable communities
 - Priority Development Areas contradict sensitive communities
 - Specific Questions:
 - What does increased housing choice actually mean?
 - What strategies do you propose for community stability?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - Focus resources, land use planning, and interdepartmental coordination to identify, purchase and develop sites in all neighborhoods for 100% affordable housing.
- Limit zoning changes within Priority Geographies to the specific needs of American Indian, Black, and other Communities of Color.**
- Comments:
 - It is unclear whether American Indian, Black and other Communities of Color led the process to define and select these "Priority Geographies."
 - The process for engaging American Indian, Black and other Communities of Color in defining these zoning changes limitations is crucial. These identified communities need to lead these conversations and be the decision makers.
 - Specific Questions:
 - It's unclear what zoning changes are being proposed and what limitations are being proposed for these zoning changes.
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - Need to incorporate lenses around economic class in addition to race/ethnicity lens so that low income and working class communities are also centered in these planning processes.
 - No market rate housing in sensitive communities.
 - Truly inclusive, community-led, community based planning processes should determine development priorities.
 - Priority Development areas and Priority Geographies are not competent equity mapping.

Policy III.6: Increase housing choice along Rapid bus and rail corridors and near major transit stops in High Opportunity Neighborhoods through zoning changes and streamlining approvals.

- **Increase capacity for residential development through changes to height limits, removal of density controls, and other zoning changes to improve feasibility of multi-family buildings especially midrise buildings along SFMTA's Rapid networks and major nodes such as Geary Blvd., Judah Street, 19th Ave, Lombard Street, Ocean Ave, Taraval Street, West Portal Ave, and Van Ness Ave.**

- Comments:
 - Unlike new, wealthier residents, the existing residents vulnerable to displacement through this gentrification rely on these transit corridors for actual transit – and they should be prioritized for their use.
 - We are concerned that "increasing housing choice" means that Planning intends to prioritize new market rate housing. Since BIPOC and low income residents rely on these transit corridors and infrastructure, all new housing near this infrastructure needs to be 100% affordable, otherwise BIPOC and low income communities will be forced out and priced out by the new market rate housing and accompanying speculation.
- Specific Questions:
 - From the Needs Assessment: the majority of the 85,000 households that came to San Francisco between 1990-2018 are over 200% of AMI. Why are we prioritizing market-rate housing for these wealthier newcomers who will not be taking many of these Rapid Network routes such as the 14R bus.
 - What is the equity lens that will prevent these wealthy new residents from gentrifying and displacing low-income BIPOC residents who live along many of these routes?
- Specific standards that we believe will enable the city to achieve racial and social equity:
 - "High Opportunity" is not a competent measure of safety - "Highest Resource" coupled with exempting current UC Berkeley Urban Displacement Project "Sensitive Communities" is an at least improved level of safety to build MR housing.
- **Identify community benefits that would allow streamlined approval of midrise multi-family buildings within High Opportunity Areas, such as units serving middle-income households, inclusionary requirements, land dedication for permanently affordable housing, or ground floor space for neighborhood serving community facilities or businesses.**
 - Comments:
 - No streamlined approval of new market rate housing. No pre-identification of "community benefits". These should be part and parcel of a project- and not a condition leading to streamlined approval.
 - Specific Questions:
 - Has the community signed off on these high opportunity geographies? What communities and neighborhoods are missing?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - Streamlining project approvals does not advance racial or social equity.

- **Explore the possibility of high-rise towers at major transit nodes along Rapid bus and rail corridors within High Opportunity Neighborhood parallel with needed infrastructure improvements.**
 - Comments:
 - Unlike new, wealthier residents, the existing residents vulnerable to displacement through this gentrification rely on these transit corridors for actual transit – and they should be prioritized for their use.
 - We are concerned that Planning intends for these high-rise towers to be market rate housing. Since BIPOC and low income residents rely on these transit corridors and infrastructure, all new housing near this infrastructure needs to be 100% affordable, otherwise BIPOC and low income communities will be forced out and priced out by the new market rate housing and accompanying speculation.
 - Specific Questions:
 - From the Needs Assessment: the majority of the 85,000 households that came to San Francisco between 1990-2018 are over 200% of AMI. Why are we prioritizing market-rate housing for these wealthier newcomers who will not be taking many of these Rapid Network routes such as the 14R bus.
 - What is the equity lens that will prevent these wealthy new residents from gentrifying and displacing low-income BIPOC residents who live along many of these routes?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - “High Opportunity” is not a competent measure of safety - “Highest Resource” coupled with exempting current UC Berkeley Urban Displacement Project “Sensitive Communities” is an at least improved level of safety to build MR housing.

Policy III.7: Increase housing choice by allowing and facilitating small multi-family buildings in low-density areas within High Opportunity Neighborhoods.

- **Transition to using building form and scale (e.g. Height and bulk requirements) and unit minimums to regulate development instead of lot-based unit maximums in low-density zoned residential districts in High Opportunity Neighborhoods.**
 - Comments:
 - This entire section seeks to find incentives for market rate development which will never solve the affordable housing problems that communities across San Francisco face. For-profit developers will always seek to maximize profits- they will never have equity or affordability as their goals or as features of their business plans.
 - Specific Questions:
 - How would this change impact the incentives to build family-sized units?

- Specific standards that we believe will enable the city to achieve racial and social equity:
 - “High Opportunity” is not a competent equity measure - “Highest Resource” coupled with exempting current UC Berkeley Urban Displacement Project “Sensitive Communities” is an at least improved level of safety to build MR housing.

- **Identify community benefits that would allow streamlined approval of small multi-family buildings in High Opportunity Areas such as units serving middle-income households, affordable housing fees, or ground floor space for neighborhood serving community facilities or businesses.**
 - Comments:
 - No streamlined approval of new market rate housing. Community benefits should be part and parcel of a project- and not a pre-identified list that allows for streamlined approvals.
 - Specific Questions:
 - Has the community signed off on these high opportunity geographies? What communities and neighborhoods are missing?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - “High Opportunity” is not a competent equity measure - “Highest Resource” coupled with exempting current UC Berkeley Urban Displacement Project “Sensitive Communities” is an at least improved level of safety to build market rate housing.
 - Streamlining project approvals do not advance racial equity.

- **Improve financial feasibility of small multi-family buildings by promoting appropriate construction types, financing, or incentives to small-scale developers**
 - Comments:
 - It's unclear why Planning feels that the role of our Planning department should be to help for-profit developers with implementing their market rate housing developments. These developments only increase housing priced, speculation, displacement and gentrification. We need to focus our city resources on solving the challenge of increasing housing that is affordable for BIPOC and low income people.
 - Specific Questions:
 - How do you define small multi-family buildings?
 - What kinds of incentives do you mean?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - We need to focus our city resources on creating opportunities for affordable housing, and providing resources to stabilize and develop affordable housing at all scales.

Policy III.8: Enable low and moderate-income households particularly American Indian, Black, and other People of Color to live and prosper in High Opportunity Neighborhoods through increasing units that are permanently affordable.

- **Increase housing affordable to extremely and very low-income households in High Opportunity Areas through City funded permanently affordable housing projects.**
 - Comments:
 - Affordable housing should be increased in all neighborhoods.
 - Specific Questions:
 - Why is affordable housing only focused on "High Opportunity Neighborhoods"? Were these neighborhoods defined by American Indian, Black and other People of Color?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - Prioritize 100% affordable housing throughout San Francisco to achieve desegregation, affordability and stability.

- **Create a funded land banking program to purchase sites that could accommodate at least 50 units on each site in High Opportunity neighborhoods, such as church sites and partnership with interfaith council.**
 - Comments:
 - This strategy will need to be coordinated with MOHCD as they have fought against land banking efforts for many years.
 - Specific Questions:
 - Why is this strategy only confined to "High Opportunity Neighborhoods"? and why is this strategy only targeted at sites that can accommodate 50+ units?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - Publicly owned sites, or sites acquired with public monies, regardless of location, must be 100% affordable.

- **Expand ministerial review to smaller sized residentially zoned parcels to improve feasibility of developing permanently affordable housing on these sites.**
 - Comments:
 - Ministerial review should only be available for 100% affordable housing.
 - Specific Questions:
 - What is the definition of "affordable housing" as proposed in this section?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - Community process to decide how to prioritize affordable housing investments in local communities

- **Pursue public private partnerships on public sites to deliver a maximum number of permanently affordable units on those sites by leveraging private investments in market-rate units with public funding permanently affordable.**
 - Comments:
 - Public sites must be developed as 100% affordable housing.
 - Specific Questions:
 - How is the city defining "public private partnerships"? How will these partnerships ensure that we develop public sites with 100% affordable housing?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - Publicly owned sites, regardless of location, must be 100% affordable.
 - No sell-off of public land

- **Establish a goal of dedicating 50 percent of the City's permanently affordable housing budget within 10-year capital planning cycles for High Opportunity Neighborhoods while dedicating a minimum budget to support funding for planned affordable housing in Priority Geographies.**
 - Comments:
 - See standard below
 - Specific Questions:
 - Has the community signed off on these priority geographies? What communities and neighborhoods are missing? Why is eliminating displacement limited to priority geographies? Example: Half of the Latino Cultural District is not even covered. Chinatown? Westside?
 - Specific standards that we believe will enable the city to achieve racial and social equity:
 - "High Opportunity" is not a competent measure.
 - 100% affordable with deep affordability should be prioritized

- **Create and expand funding for programs that offer case management, financial literacy education, and housing readiness to low-income American Indian, Black and other People of Color households who seek housing choices in High Opportunity Areas, along with providing incentives and counseling to landlords to offer their unit.**
 - Comments:
 - These programs should be directed by these vulnerable communities.
 - Specific Questions:
 - What will the process be for creating and expanding this funding - and for selecting the programs that will be supported?
 - Specific standards that we believe will enable the city to achieve racial and social equity:

[RETURN TO THE TOP](#)

4. POLICY #4: Increase housing production to improve affordability for the city's current and future residents

- Issue #1: The assumption that increasing housing production increases affordability. There is no evidence that this strategy has ever worked.
- Issue #2: This current policy is not designed to support the city's current population. Rather, it intends to replace current residents with those who are increasingly affluent.
- Issue #3: There is no clear definition of "affordable housing" so the concern is that affordable housing will become out of reach for those who need it most.
- Issue #4: No strategy identified for increasing local sources of funding for housing that's affordable for extremely low income households.

IV.1 Create a dedicated and consistent local funding stream and advocate for State and Federal funding to support building permanently affordable housing for very low-, low-, and moderate-income households that meets the [Regional Housing Needs Allocation targets](#).

- **Identify local bonds and consistent sources of funding for permanently affordable housing in the City's [Capital Planning](#) process.**
Comment: Bonds require $\frac{2}{3}$ vote to pass as do other dedicated sources of new revenue. They are worthwhile pursuing, but can be challenging to pass. Designing these revenue measures and prioritizing their uses need to be led by BIPOC and low income communities.
- **Develop and deploy public financing tools to leverage the City's co-investments such as an [Infrastructure Finance District](#) or expanded tax programs for affordable homeownership and workforce housing (e.g., financing products that lower direct City subsidy for affordable housing).**
Comment: Sources of revenue for affordable housing should not be dependent on increasing property values or other speculative schemes. Funding affordable housing through land speculation will perpetuate the problems that have already been created.
- **Create an implementation plan for the annual funding through the new [gross receipt tax](#) to increase supportive housing and take advantage of the State-wide streamlining opportunities for this type of housing.**
Comment: Communities are not in favor of removing community engagement through state pre-emptions.
- **Develop and support alternative and philanthropic funding sources to deliver permanently affordable housing faster and at a cheaper per unit cost through tools such as the [Housing Accelerator Fund](#) or creating a Land Equity Fund.**
Comment: Support the Bay Area Housing Financing Authority to propose a regional progressive tax as a permanently affordable housing funding source.
- **Advocate for federal legislation to increase [Low-Income Housing Tax Credits](#) and Private Activity Bonds, or advocate for voter approvals to reduce the minimum thresholds for tax exempt bond financing (currently at 50 percent) and to help unlock more [Low-Income Housing Tax Credits](#).**

Comment: The Low Income Housing Tax Credit program has been devastating for tenants, and has extraordinarily high fixed costs leading to developments needing to be at least 75 units in size before they are financially feasible. This excludes most sites in the city from affordable housing development. In order to expand the possibilities for developing new affordable housing in every neighborhood, we need to generate significant sources of local revenue, and use the LIHTC only on larger sites that yield sufficient units.

- **Advocate for State legislation to change the voter approval threshold for General Obligation Bonds from two-thirds to 55 percent.**

Comment: None

- **Advocate for State legislation to expand non-competitive permanently affordable housing funding sources.**

Comment: None

- **Advocate for voter approval paths to create new sources of funding such as Proposition 13 reform for commercial property tax, to support local jurisdictions in delivering their permanently affordable housing targets.**

Comment: None

IV.2 Maintain sufficient development capacity to respond to the increasing housing need and the scarcity of housing supply within San Francisco and the region.

Continue to maintain sufficient development capacity that accommodates the San Francisco's [Regional Housing Needs Allocations](#) determined by the State and regional agencies as well as long term housing need projections.

Comment: We need to define "sufficient" and "development capacity". For instance, does this refer to zoning capacity? Or does it refer to our nonprofit affordable housing developer network? Another concern is that we don't know what affordable housing development capacity we need, because this city has never been able to keep up with its RHNA goals for affordable housing. We, however, have far too much capacity constantly over-producing market rate housing.

Pursue zoning changes to increase development capacity that accommodates equitable distribution of growth throughout the city particularly in High Opportunity Neighborhoods and new Priority Development Areas

Comment: Since SF has over-produced market rate housing through the prior RHNA period, the only equity approach would be to focus housing production on 100% affordable strategies. Market rate housing increases housing and land speculation and yields only upward pressure on housing prices.

Collaborate with regional agencies and other jurisdictions within the region to coordinate on strategic policies that respond to the relationship between commute patterns and types of housing needed

Comment: Yes, but we should be clear that our Bay Area neighbors need to pull their weight in producing and maintaining affordable housing.

IV.3 Reduce development constraints such as high construction cost and lengthy City-permitting timeline to increase housing choices and improve affordability.

Comment: These are extremely vaguely phrased. What are "development constraints" and how will they be "reduced"? How is the city going to reduce construction costs? Require that construction workers be paid less? Somehow reduce the price of lumber? What housing choices do not exist that the city feels it needs to create? How will any of these ill-defined strategies lead to improved affordability?

Expand the use of cost-efficient construction types such as modular and materials such as cross laminated timber.

Comment: Typically, if developers cut their development costs, they don't pass those savings on in the form of reduced rents or sales prices. Rather, they pocket the difference as profit. If Planning is going to expend city resources to enable cost efficiencies in the development industry, it must demand long term price concessions in return.

Support a more efficient construction process by increasing flexibility of lot size limits for allowing lot consolidation.

Comment: Questionable policy. We need to abandon the notion that creating an oversupply of market rate housing units will generate sufficient housing to address the long term housing needs of vulnerable communities and communities of color.

Expand Impact Fee exemption to a broader range of permanently affordable housing projects including those with units affordable up to 120% of AMI on projects that rely on philanthropic subsidies.

Comment: it's unclear what "permanently affordable housing projects" are charged impact fees. Where does this apply? And what affordable housing projects target up to 120% of AMI? It's unclear what problem this strategy is trying to solve.

Reduce the per unit cost of publicly funded permanently affordable housing through streamlining the implementation of associated development approvals such as the PG&E requirements in accommodating Public Utilities Commission (PUC) provided low-cost electric service, or the multi-agency review of disability access.

Comment: This seems very specific and technical, and therefore, needs further explanation so people can understand what the problem is and how this proposed solution addresses that problem.

Expand the construction workforce through training programs in partnership with non-City apprenticeship programs and expand the Local Hire program to allow more projects to participate.

Comment: None

Reduce approval time and process by eliminating Planning Commission hearings for State Density Bonus project applications that do not otherwise require them.

Comment: Absolutely do not eliminate Planning commission hearings for State Density Bonus project applications. This is a developer giveaway. The public has to have the opportunity to weigh in on projects that potentially impact them and affect their communities. The fact that these projects inflict even greater physical and economic impacts on communities than non-density bonus projects means that there should be increased public participation and input rather than less.

Streamline permitting review and approval process for large master planned projects to accelerate construction timelines of infrastructure improvements.

Comment: Given the fact that there are tens of thousands of units that Planning has already approved that have not started their building permit process, it is unclear what problem this is trying to solve. Planning has already been incredibly efficient with reviewing and approving new development projects, including large master planned projects like Parkmerced and Balboa Reservoir. The impacts of these large master planned developments are so large that public input and participation are vitally necessary especially in order to have any hope of equitable outcomes.

Expand projects types that are eligible for streamlined or ministerial review (relying on Prop E models or SB35) beyond projects with 50-100 percent permanently affordable housing.

Comment: As stated above, there should be no "streamlined" approval for market rate housing. This strategy works against equity goals and outcomes.

Continue to implement the Mayoral Executive Directives to accelerate creating new housing (Mayor Breed's Executive Directive 18-01 and Mayor Lee's Executive Directive 17-02).

Comment: As stated above, there should be no "streamlined" approval for market rate housing. This strategy works against equity goals and outcomes.

Develop Objective Design Standards that reduce subjective design review of housing projects while ensuring that new development in existing neighborhoods adheres to key urban design principles.

Comment: All neighborhoods must benefit from high quality design. As stated above, however, there should be no "streamlined" approval for market rate housing. This strategy works against equity goals and outcomes.

Pursue California Environmental Quality Act (CEQA) Streamlining for projects through Community Plan Exemptions or by adopting Housing Sustainability Districts where possible.

Comment: As stated above, there should be no "streamlined" approval for market rate housing. This strategy works against equity goals and outcomes.

Prioritize Planning Department staff resources on review of Discretionary Review applications that contain tenant protection issues and those within Priority Geographies over applications in High Opportunity Neighborhoods that do not involve tenant considerations.

Comment: As stated above, the REP Coalition does not understand these references to Priority Geographies and High Opportunity Neighborhoods- why should tenant protections only be focused on these areas?

IV.4 Maximize the number of permanently affordable housing units constructed through private development without public subsidy.

Comment: The REP Coalition does not understand this strategy. Market rate developers have demonstrated that they want to provide the minimum number of BMR units and at as high AMI levels as they are able.

Through the Inclusionary Technical Analysis Committee, review the inclusionary rates on a regular basis to ensure development projects maintain financial feasibility in all neighborhoods in order to maximize total number of below- market rate units delivered without public subsidy.

Comment: Whenever politicians re-open the discussion of feasibility of inclusionary units, developers cry poor, and we end up with a reduction of the number of units required and an increase in the AMI targeting. Therefore, it seems like this strategy will only increase market rate housing and decrease the number of affordable units, and make the BMR units less affordable.

Prioritize maximum permanently affordable housing as a major benefit of new development agreements alongside other benefits such as community facilities or transit investments.

Comment: Other strategies advocate for reduction in community benefits and "streamlining" which reduce leverage for increasing community benefits and affordable housing. Rather than requiring development agreements, Planning should put BIPOC and low income communities in leadership roles for determining how their communities should develop, requiring public facilities and transit investments which would then be explicitly required of developers rather than being negotiated without the community having any leverage.

Support and streamline the approval process for development projects that maximize the total number of below-market rate units via State Density Bonus or other density bonus programs, or other Code complying regulatory paths.

Comment: As stated above, there should be no "streamlined" approval for market rate housing. This strategy works against equity goals and outcomes.

Expand density bonus programs to allow additional below market rate unit in exchange for Planning Code modifications or exemptions.

Comment: As stated above, there should be no "streamlined" approval for market rate housing. This strategy works against equity goals and outcomes. Density bonus projects only serve to accelerate displacement, speculation and gentrification.

IV.5 Maximize the use of publicly-owned sites for permanently affordable housing in balance with community infrastructure and facilities needed that can be accommodated on those sites.

Support maximum number of permanently affordable housing units as well as improved transit facilities on SFMTA owned sites slated for development such as the Presidio Bus Yard, and the Potrero Bus Yard, through leveraging private investment in market-rate units with public funding.

Comment: All publicly owned sites must be developed as 100% affordable housing. For every public site we sell to a for profit developer for market rate housing, we will need to purchase new sites at market rate for affordable housing. This is an incredibly inefficient use of public resources. If the concern is not having enough money to develop all those affordable housing units, then consider those developments on large public sites as being phased developments.

Identify City-owned surplus sites and other underutilized publicly-owned sites and prioritize city resources to plan for and develop housing on those sites.

Comment: All publicly owned sites must be developed as 100% affordable housing.

IV.6 Require new commercial developments and large employers, hospitals, and educational institutions to help meet housing demand generated by job growth.

Evaluate feasibility of utilizing a portion of existing or future growth in fees and taxes generated by large employers to fund affordable housing on an ongoing- basis, in order to complement the one-time jobs housing linkage fees assessed on developers of commercial space.

Comment: None

Encourage and provide opportunities for large commercial developments to build housing or dedicate land in lieu of their jobs housing linkage fee.

Comment: Tying an affordable housing requirement to commercial developments is encouraged. REP has not determined whether it is acceptable to allow a land dedication in lieu of paying a jobs housing linkage fee.

Provide paths for large employers to contribute funding in partnership with non- profit developers to provide homeownership opportunities.

Comment: REP does NOT support this proposal which then creates a quid pro quo for nonprofit developers to support these employers' expansions and development ambitions. Employers should pay fees to the city, and nonprofit developers should then apply for those funds.

Maintain the jobs housing linkage program and adjust the fee levels based on an updated nexus study on a regular basis.

Comment: This seems like a good idea, as long as the updates happen on a regular basis, and the process is transparent and not influenced by lobbying by the businesses that pay, or might have to pay the fee.

Explore expanding jobs housing linkage fees to large employer institutional developments (medical and educational) who are currently not subject to jobs housing linkage fees.

Comment. Yes. And expand the jobs housing linkage fees to large employers that might have multiple locations - each of which has just a few employees, but in the aggregate have hundreds or thousands of employees in San Francisco such as certain formula beverage and food service and retail businesses.

Pursue partnerships such as institutional master plans where large employer institutions that are not subject to job housing linkage fees (hospitals and educational institutions) to plan for the housing demand of their employees (such as the 2021 Memorandum of Understanding with the University of California, San Francisco).

Comment: We do not understand the rationale for excluding large employer institutions from jobs housing linkage fees. Why have an MOU with these institutions? Why not require them to pay a jobs housing linkage fee?

IV.7 Address the impediments to constructing approved housing that is already approved, especially large master plans and development agreements such as Treasure Island, Candlestick Park, Hunters Point Shipyard, Parkmerced, HOPE SF projects, Schlage Lock.

Comment: It is not up to the Planning Department to facilitate construction of market rate housing. Equitable outcomes necessitate the government doing

everything it can, mobilizing all resources, to facilitate construction of 100% affordable housing. If developers have received entitlements, and are not able to move those projects forward into construction, the city should have a program for purchasing those sites so they can be developed as 100% affordable housing.

Explore public-private partnership solutions for front-ending the necessary funding for infrastructure investments, such as direct City investment in infrastructure, allocation of public financing for infrastructure improvements, or issuance of other public debt to fund infrastructure improvements.

Comment: Public private partnerships always favor the private, for-profit entity. These lead to outcomes that work directly against equity. The infrastructure is required to add value to private, for-profit enterprise rather than providing equitable outcomes where people with low incomes benefit from the new infrastructure investment. No private (for-profit) entity is interested in equitable outcomes- they will only pursue a public-private partnership where they stand to profit from the actions of government.

Advocate for regional and State funds through the existing infrastructure bank or other paths to help finance the infrastructure needs of large urban infill and redevelopment projects.

Comment: We do not understand this strategy. What is an "existing infrastructure bank"? What "other paths to help finance..." are there? Please clarify so we can evaluate what this strategy is proposing.

IV.8 Maximize the use of existing housing stock for residential use by discouraging vacancy, short-term use, and speculative resale.

Explore legislating a vacancy tax for residential units that stay empty for long periods of a year or used as secondary or vacation homes.

Comment: A tax requires a ballot measure while a fee can be implemented legislatively. It would be best to explore both possible strategies.

Explore regulatory paths, including a tax or other regulatory structures, for speculative resale of residential units, particularly those which seek to extract value out of evicting tenants, or rapid reselling to more lucrative markets.

Comment: This proposal is confusing. A tax is not a "regulatory path"- so it does not make sense to "explore regulatory paths, including a path or other regulatory structures". It would be better to have a taxation strategy, and another strategy that looks at regulatory paths and structures- and to be clear about what those regulatory paths and strategies might be so we can evaluate their equity impacts. On a conceptual level, however, diminishing or disincentivizing speculative, extractive activities seems to makes sense.

Continue to improve compliance, enforcement, and restrictions on short-term rentals

Comment: This makes sense, but Planning still has not implemented the Intermediate Length Occupancy program. ILOs are causing a larger impact on gentrification, speculation and displacement than STRs at this point because there is no enforcement of the caps and restrictions.

IV.9 Preserve the affordability of unauthorized dwelling units while improving safety and habitability.

Provide more paths for legalizations through financial support such as low- interest or forgivable loans for property owners.

Comment: Yes. And include outreach to homeowners so they are aware of the program.

Update the Conditional Use findings requirements for removal of unauthorized dwelling units to account for tenancy, and to identify alternative findings to the current financial hardship analysis to measure the cost burden of legalization.

Comment: None

Provide more paths for legalization by removing requirements that are not critical for health or safety (such as minimum ceiling heights) and would help reduce the costs of legalization.

Comment: No. Minimum ceiling heights should remain required.

IV.10 Encourage provision of the maximum number of units when existing housing stock is proposed for major expansions or demolition. NO

Continue to apply the requirements of State Law to replace any affordable or rent-controlled units demolished with permanently affordable units at equivalent affordability rates of the unit prior to demolition (SB330).

Comment: We do not support codifying SB 330 into the Housing Element 2022. SB 330 expires in 2025. This would be terrible for tenants who will be displaced without adequate protections, or provisions including relocation compensation, or somewhere to move to.

Equivalent affordability rates does not mean at the same affordable (rent controlled rent).

Pursue code and policy changes to encourage new housing projects and major expansion projects build to maximum allowable unit density and discourage major expansions of existing single-family homes where additional units are otherwise permitted.

Comment: This is the antithesis of good planning- and also works against equity goals. Pursuing the proliferation of market rate units and tenant displacement works directly against equity. Increasing market rate housing production only does one

thing- it increases the stock of unaffordable housing. It does nothing to improve affordability or equity.

[RETURN TO THE TOP](#)

5. POLICY #5: Increase housing choices for the city's diverse cultures, lifestyles, abilities, family structures, and income levels.

V.1: Promote and facilitate aging in place for seniors and multi-generational living.

- **Create or support financing programs that help low and moderate income homeowners upgrade their homes for age-related disability issues or build ADUs to age in the same building.**
Comment: None
- **Increase permanently affordable senior housing along transit corridors to improve mobility of aging adults and seniors.**
Comment: None
- **Identify and address the challenges faced by residential care facilities to prevent their loss, such as increasing flexibility in how the use is defined under the Planning Code.**
Comment: None
- **Support and explore expanding the Home Match Program to match seniors with people looking for housing that can provide in-home care support in exchange for affordable rent.**
Comment: This program needs to be carefully managed in order to safeguard seniors against elder abuse- financial and/ or physical.

V.2: Prevent the outmigration of families with children and support the needs of families to grow.

- **Encourage provision of child-friendly amenities within new buildings through tools such as a design review checklist.**
Comment: Development of any design review checklist(s) must be led by BIPOC and low-income residents.
- **Allow flexibility in the development of ground floor rooms in Single Family Homes to accommodate changing family needs such as additional bedrooms, full bathroom, or laundry.**
Comment: None
- **Continue the multi-bedroom unit mix requirements**
Comment: It's unclear what these requirements are since there is no reference. Therefore, we are unable to evaluate this strategy.
- **Support and incentivize housing, especially permanently affordable housing with multiple bedrooms for families, near existing high-rated public schools.**

Comment: There should be no incentivizing of market rate housing. The market can take care of itself. Permanently affordable family housing near public schools is critical, but we shouldn't be prioritizing "high-rated" schools. We should encourage equitable investment in all our schools, and support our families' children attending them and succeeding.

- **Collaborate with the SFUSD to identify priority in the school assignment process for low-income families and those living in permanently affordable housing.**

Comment: These decisions should be led by BIPOC and low income residents.

V.3: Retain and increase the moderate and middle-income households through building permanently affordable workforce housing.

- **Continue to support educator housing programs and seek to expand its application to other public-sector essential workers such as transit operators and hospital workers.**

Comment: We should prioritize permanently affordable housing accessible to a range of incomes rather than creating enclaves by employment sectors. The market will not provide affordable housing. We need a land use plan that recognizes this and plans strategically for affordable housing - price restricted housing.

- **Pursue new partnership models to allow non-City financing of moderate and middle income homeownership through parallel development of smaller sized lots that are scattered (such as Habitat for Humanity models).**

Comment: It's unclear what a "new partnership" model is that's being referenced. The Habitat model is clear- that's for homeowners who both are physically able to provide much of their own construction labor, and are also able to pay the mortgage for their new home. But we cannot comment on this strategy because the partnership concept is not clear.

- **Pursue partnership models to purchase privately-owned entitled sites where construction may be stalling.**

Comment: Same as the prior strategy- it is not clear what a "partnership model" is and how that addresses feasibility issues for projects that have stalled.

- **Continue funding to the First Responders Down Payment Assistance Loan Program and the SFUSD Educators Down Payment Assistance Loan Program.**

Comment: None

V.4: Facilitate small multi-family buildings as a prominent housing type that private development can deliver to serve middle income households.

- **Identify and promote construction types, financing and design that would make small multi-family buildings feasible.**

Comment: Why would Planning expend resources to help developers build more market rate housing? If our housing policies and strategies are truly centering equity, all resources would be focused on developing strategies for producing affordable housing.

- **Identify and adopt incentives that could make small multi-family buildings possible, such as exemptions from some fees, modified inclusionary requirement, streamlined approval and demolition review.**

Comment: Why would Planning expend resources to help developers build more market rate housing? If our housing policies and strategies are truly centering equity, all resources would be focused on developing strategies for producing affordable housing. As noted above, streamlining and fee exemptions are disempowering to communities and lead to perpetuation of inequitable outcomes.

- **Transition to using building form and scale (eg Height and bulk requirements) and unit minimums to regulate development instead of lot-based unit maximums in the low-density zoned residential districts in High Opportunity Neighborhoods.**

Comment: We are not understanding how "unit minimums" would be applied. Is this a strategy to make sure that developers don't develop 9 units to avoid inclusionary requirements? We are also not clear which parts of the city are targeted by the language "low-density zoned residential districts in High Opportunity Neighborhoods", so it is impossible for us to evaluate this strategy.

- **Identify certain community benefits that would allow streamlined approval of small multi-family buildings in High Opportunity Areas such as units serving middle-income households, affordable housing fees, or ground floor space for neighborhood serving community facilities or businesses.**

Comment: Market rate housing will never be affordable, or at least not permanently affordable. Market rate, for-profit developers operating without any price restrictions will always charge as much as they can. There should be no streamlining or relaxation of fees or BMR obligations. This strategy shifts even more power away from BIPOC and low income San Franciscans and gives more power and profit to for-profit developers which is unacceptable.

V.5: Promote group housing as an entry-level housing option for moderate income households, particularly single-person households.

- **Allow conversion of existing single-family homes to group housing units.**

Comment: The REP Coalition rejects strategies that encourage new group housing or conversions to group housing until there is an inclusive, BIPOC and low income community led conversation about what group housing actually is, and its impacts on our communities.

- **Set minimum quality of life standards for group housing such as access to common open space.**

Comment: The REP Coalition rejects strategies that encourage new group housing or conversions to group housing until there is an inclusive, BIPOC and low income community led conversation about what group housing actually is, and its impacts on our communities.

- **Allow group housing as a principally permitted use where residential use is allowed.**

Comment: The REP Coalition rejects strategies that encourage new group housing or conversions to group housing until there is an inclusive, BIPOC and low income

community led conversation about what group housing actually is, and its impacts on our communities.

V.6: Continue to support and expand the Accessory Dwelling Unit (ADU) program.

- **Continue to streamline the permit process through interagency coordination (eg Roundtable Review) implement an integrated online permitting system to support permit streamlining and government transparency.**

Comment: It is not clear what a "roundtable review" is, who it involves, who it empowers, but streamlined permitting seems to cancel the voices of BIPOC and low income communities and works against equity and transparency.

- **Provide advanced notice to existing tenants when adding an ADU in a building, minimize the conversion of existing shared spaces and amenities such as in-building laundry, and ensure the Rent Ordinance provides protections if such removals take place.**

Comment: It's unclear whether this strategy is recommending changes to the Rent Ordinance or if it is just asking that the Rent Board process reduction in services or unlawful eviction complaints (which they already do). This strategy is confusing and unclear, but it seems to want to protect tenants from having their parking or storage or other common area uses taken away?

- **Create an affordable ADU program to serve low-income households.**

Comment: As long as these ADUs are permanently affordable, price restricted, this seems like a great strategy.

- **Encourage Junior ADUs as an effective and low-cost way of adding habitable space within existing single-family homes...**

Comment: It's unclear how small JADUs are. These units should meet habitability standards. They should also be restricted as permanently affordable, price restricted units, otherwise, over time, landlords will increase the prices of these units to the point where they are no longer "affordable" for low income households.

- **Advocate for State legislation to provide more flexibility for detached ADUs in denser cities with smaller lots.**

Comment: What is a "denser city"? Isn't this the plan for San Francisco? Or are other cities incorporated into this strategy? And what's a "smaller lot"? Smaller than what? Please clarify this strategy so we can understand it and comment on it.

- **Continue to expand public outreach for the ADU program including virtually accessible information and in-language materials.**

Comment: None

V.7: Strengthen homeownership programs to allow upward mobility for families

- **Evaluate opportunities for greater wealth building within the City's existing homeownership programs.**

Comment: Wealth building through property is one of the reasons we've gotten to this point of BIPOC and low income communities being displaced by for-profit development and speculation. We need to start looking at homes as providing stability and anchoring communities. Wealth creation then happens through being

paid a decent wage, and not having that wage siphoned off by extraordinary housing costs.

- **Advocate for State Legislation that would allow for scaled Homeowners Association fees for BMR homeowners in mixed income buildings in order to ensure equal access to shared building services and amenities at equitable prices.**

Comment: This is an extremely important strategy, to advocate for State legislation that allows for scaled HOA fees for BMR homeowners. But, to be clear, the reason this is important is not so low income homeowners can go to the gym. The reason this is important is that the HOA fees make the monthly payments so high that low income purchasers of BMR units cannot afford BMR ownership units. BMR ownership units are typically a farce, because the sales prices are set to comply with the BMR program, but the HOA fees are so high that qualifying households are still unable to purchase the units. It's not about being able to go to the gym for a lower monthly fee; it's about being able to have an affordable home.

- **Include scaled fees for any building services or amenities in rental or homeownership projects with Below Market Rate households.**

Comment: None

- **Continue to provide legal representation and other support services that are culturally competent for BMR unit owners and residents to avoid foreclosures and/or address discrimination.**

Comment: None

- **Create an exception to the requirement for first-time homebuyers of BMR units allow households to purchase another BMR unit and sell their current unit in cases where household size changes or another reasonable accommodation is required, in order to respond to changing housing needs.**

Comment: None

[RETURN TO THE TOP](#)

6. POLICY #6: Promote neighborhoods that are well connected, healthy and rich with community culture.

Policy VI.1: Facilitate neighborhoods where proximity to daily needs promote social connections, support the City's sustainability goals, and advance a healthy environment.

- **"Incentivize and support new housing developments that include affordable and essential neighborhood serving uses such as grocery stores, childcare centers, healthcare clinics on the ground floor through programs such as streamlined approval for community benefits, or rental subsidies."**

Comment: We cannot rely on private development to provide the necessary components of complete and healthy neighborhoods. Private development at a minimum should already be required to provide community serving uses, there should be no additional incentives or streamlining for community benefits or rental subsidies. And "community benefits" should not be predetermined, but should be

responsive to the needs of BIPOC and low income communities. The network of cultural districts should also be empowered to lead on these decisions.

- **Support mixed-use buildings during regulatory review process and encourage commercial space or other compatible uses on the ground floor.**

Comment: BIPOC and low income communities, and especially the network of cultural districts should be empowered to establish what ground floor uses should be encouraged and should lead the "regulatory review process".

- **Incentivize new permanently affordable housing developments to include below market rate commercial leases for community-based organizations serving the neighborhood community.**

Comment: BIPOC and low income communities, and especially the network of cultural districts should be empowered to establish prioritization of commercial and services uses.

- **Plan for and dedicate funding for pedestrian and bicycle infrastructure and safety improvements to encourage walking and biking when accessing to daily needs.**

Comment: None

- **Create and fund an interagency working group to plan and design for walkable neighborhoods and proximity to daily needs.**

Comment: This must also be led by advocates for seniors, people with disabilities, youth and families.

- **Expand and allow neighborhood serving uses, such as retail, restaurants, and hair salons within areas that are primarily residential especially on corner parcels.**

Comment: BIPOC and low income communities, and especially the network of cultural districts should be empowered to establish prioritization of commercial and services uses. As we have seen very clearly during the pandemic, we need to encourage public health clinics that are physically and culturally/ linguistically accessible especially in BIPOC and low income areas across the city.

- **"Improve flexibility on allowing home-based businesses and activities and work from home."**

Comment: This should be more thoroughly discussed - what does this look like in the context of planning, development, and approvals? How will this be sensitive to and inclusive of non traditional, culturally distinct, or informal work and the associated permission required to conduct business at home?

Policy VI.2: Ensure transportation investments and new housing are planned in parallel to advance well-connected neighborhoods and equitable access to transit.

General Comments to this Policy:

- a. Upzoning and removing density controls do not provide more "housing choices." These tactics create more unaffordable luxury market-rate housing that does not meet the needs of current residents, especially the needs of BIPOC and low income residents.

b. With the increase in ride-sharing, especially during COVID when there has been a significant dip in transit ridership, the city must study the transit patterns of wealthy residents. Are occupants of new market-rate housing going to be waiting for a crowded bus, or use ride-sharing services? 100% affordable housing near transit infrastructure must be prioritized.

c. There is no current transit infrastructure that can support the type of “transit oriented development” that is being proposed. There is not even a plan in place to increase transit capacity to meet even current levels of demand. Increasing the burden on transit and other city infrastructure without the capacity to meet it is bad city planning.

- **Increase housing choice through changes to height limits, removal of density controls and other zoning changes to improve feasibility of multi-family buildings along SFMTA Rapid Lines.**

Comment: Removing density controls works against the goal of increased family housing along transit lines as stated elsewhere. We are already seeing how removing density controls leads to proliferation of micro-units and group housing which are tiny, unaffordable units that are not family friendly. It is confusing that this strategy refers both to removing density controls and "multi-family" buildings. These are two entirely different typologies.

- **Establish a goal of building 50% of the regional housing targets at each income level to be built in High Opportunity Neighborhoods within the next two RHNA cycles (by 2038) through zoning changes, streamlining approvals and encouraging use of state and local density programs.**

Comment: As stated above, REP is against any streamlining, or other strategies that disempower BIPOC and low income communities while empowering for-profit developers who will use whatever advantage conferred to them to build more unaffordable housing.

- **Plan for and dedicate funding to transportation infrastructure improvement to support areas slated for increased housing choice.**

Comment: What is an area that is "slated for increased housing choice"? This isn't defined anywhere, but seems to be a euphemism for areas that will be zoned for greater density of market rate housing. In order to build a more equitable city, development along and proximate to transportation infrastructure must be all permanently affordable.

- **Plan and dedicate funding for improved transit services by enhancing operating revenues for the SFMTA.**

Comment: None

- **Prioritize transit service improvements, such as increasing frequency of service, in Priority Geographies and Environmental Justice Communities to support equitable mobility.**

Comment: We question the methodology that has targeted this strategy to Priority Geographies.

- **Pursue interagency coordination to plan for improvements to transit, pedestrian and bike infrastructure and service, and providing those improvements before housing projects are completed.**

Policy VI.3: Advance equitable access to high-quality amenities, and resources as part of a healthy and equitable environment and in parallel with planning for increased housing.

- **Plan for community facilities citywide, such as parks, rec centers, schools, libraries in a manner that secures equitable resources in Priority Geographies, Environmental Justice Communities, and areas slated for growth, building on processes such as the Community Facilities Framework, Interagency Plan Implementation Committee.**

Comments:

- a. Access to public parks, rec centers, and schools is essential to a healthy and complete neighborhood. However, this objective is directly countered by the proposed upzonings, removal of density controls, and deregulation of planning's processes. This is seen for example in the South of Market where housing production is greatly increased, yet there is no concurrent increase in parks, rec centers, school and other necessary amenities. Privately Owned Public Open Spaces (POPOS) don't count as providing "equitable access to high-quality amenities" as BIPOC and low income residents are not in control of how these spaces are designed or used, and either feel excluded or are excluded in practice by the office or luxury housing developments they're associated with.
- b. Private development should not be allowed to shadow existing parks, rec center open spaces, or schoolyards.
- c. Allocating resources for vulnerable communities to pursue and leverage cooperative approaches to entrepreneurship.
- d. How will "high-quality amenities" be defined? If they are truly "equitable" it would seem that BIPOC and low income communities and the network of cultural districts would define what "high-quality amenities" means.

- **Pursue interagency coordination to facilitate planning for and providing equitable access to community facilities.**

Comments: No additional comments

Policy VI.4: Advance equitable access to a healthy environment through improved air quality, and resilience to natural hazards and climate change impacts, particularly in Environmental Justice Communities.

Comments: These proposed design standards must incorporate input from BIPOC and low income communities and the network of cultural districts.

Policy VI.5: Apply urban design principles to ensure that new housing enables neighborhood culture, safety, and experience, connects naturally to other neighborhoods, and encourages social engagement and vitality.

Comments:

- David: is making me think about how gentrification works visually, Question about the phrase “The private development process must be opened up and led by communities on the ground. “ and what “open up means”. Who has the power to shape those decisions and how do we broaden up that process, how do we make it as much grass roots as possible
- Hernan: If we think about the Mission, a lot of people have moved out and the current residents are not the same residents who used to be here 5 years ago, they are not the same as the natives. When saying safety is a double edge sword and is usually at the expense of one community. Ex: article on the undocumented community and how if you were undocumented you were worthy of being tortured/suffering, the idea that someone “looks” stereotypically undocumented deems them of mistreatment, so when they say safety what does that mean
- Francisco: how are we structuring ourselves to get our members to be active participants in this process.
- Also discussed - how is “safety” defined and for who when creating urban landscape, who can participate in what spaces given society stereotypes
 - a. Urban design should be culturally relevant and responsive to the existing community and cultures.
 - b. All aspects of development, including design, should be led by residents and community members. The private development process must be opened up and led by communities on the ground.

Policy VI.6: Sustain the dynamic and unique cultural heritage of San Francisco’s neighborhoods through the conservation of their historic architecture and cultural uses.

Comments:

- a. Cultural districts must be incorporated and supported, including the implementation of the Cultural Heritage, Housing, and Economic Sustainability Strategies (CHHESS).
- b. The city must evaluate policies, plans, developments, and projects against the goals of historic cultural communities, and cultural districts, to ensure that no harm is being inflicted on existing communities.
- c. Intangible cultural heritage and history must also be incorporated as part of the Planning review process.

[RETURN TO THE TOP](#)

From: Kimia Haddadan, Housing Element 2022 Update Project Manager

To: The Race & Equity in All Planning Coalition

Date: September 17, 2021

Thank you for your detailed comments on the Draft Housing Element Goals, Policies, and actions, June 8, 2021, and for the chance for an honest and genuine conversation on Tuesday, Sep 14. Our team has thoroughly reviewed your comments and wanted to share our brief reflections on four themes we identified. Please note that your detailed comments will be incorporated into our analysis and synthesis of all public input we have received as part of 22 focus groups, 20+ community conversations, 5-7 housing policy group discussions, and other letters and written comments. Staff will be spending most of September and October analyzing all the detailed input. This process will involve coding the input to identify themes of topics, as well as challenges and needs broken down by various communities of color and vulnerable groups engaged. The input summary report will also include how each theme of input will be incorporated into updates of policies and actions.

We look forward to continuing our conversation with your group, and a genuine collaboration to ensure that we adopt a housing plan truly centered in racial and social equity in 2023.

1. Key priorities for collaboration

- **Equitable distribution of 100% affordable housing**
 - *“Ensure that there is equitable investment and 100% affordable housing development in all districts, so that certain communities are not at a disadvantage because their neighborhoods don’t get a lot of 100% affordable housing built.”*
 - *“How can Planning and REP work together to convene strategic meetings with MOHCD to create an aggressive land banking and small sites acquisition program to meet the city's goals for increasing stability and affordability?”*
- **Expand local sources of funding**
 - *“The Low Income Housing Tax Credit program has been devastating for tenants, and has extraordinarily high fixed costs leading to developments needing to be at least 75 units in size before they are financially feasible. This excludes most sites in the city from affordable housing development. In order to expand the possibilities for developing new affordable housing in every neighborhood, we need to generate significant sources of local revenue, and use the LIHTC only on larger sites that yield sufficient units.”*
 - *“Bonds require ⅔ vote to pass as do other dedicated sources of new revenue. They are worthwhile pursuing, but can be challenging to pass. Designing these revenue measures and prioritizing their uses need to be led by BIPOC and low income communities.”*
 - *“The budget for permanently affordable housing should be as large as possible (maximum instead of “minimum”) in the 10-year Capital Planning.”*
- **Targeting infrastructure improvements**
 - *“Improving infrastructure typically leads to increased land and housing speculation, leading to displacement of BIPOC and low income residents. How will we ensure stability and affordability for existing BIPOC and low income residents so they can be the*

beneficiaries of these community improvements? Public investments must be accompanied by strong anti-displacement protections, in order to prevent speculation and gentrification.”

- **Increase funding for CBOs serving people of color**
 - *“We believe a reparations framework is necessary here. This area should also include community development organizations and organizations doing community planning work. Where will this funding come from? Will Planning work with REP, the Board of Supervisors and the Mayor to identify a revenue generating strategy, or a strategy for allocating existing funds for these purposes? There should be a specific standard for increase in funding, for example, increase funding x10 for these investments”*
- **Priority Geographies/High Opportunity areas**
 - *“Avoid policies that concentrate/focus on upzoning, permit streamlining and other development incentives disproportionately in communities of color and low income communities at risk of or facing gentrification and displacement pressures.”*
 - *“The term Priority Geographies is a term that is “imposed” and has not been thoroughly vetted. It assumes that it includes all and is agreed upon by vulnerable communities.”*
 - *“Has the community signed off on these priority geographies? What communities and neighborhoods are missing? Why is eliminating displacement limited to priority geographies? How will vulnerable pockets of people outside of priority geographies be protected? Example: Half of the Latino Cultural District is not even covered. Chinatown? Westside?”*
 - *“Priority Development Areas contradict sensitive communities”*
 - *“No market rate housing in sensitive communities.”*
 - *“High Opportunity” is not a competent measure of safety - “Highest Resource” coupled with exempting current UC Berkeley Urban Displacement Project “Sensitive Communities” is an at least improved level of safety to build MR housing.”*

Reflection

We agree with many of the comments in the REP letter. We welcome specific and concrete suggestions to be incorporated into the actions to further advance these general comments.

In our meeting on Tuesday (Sep 14) we discussed your concerns about priority geographies and high opportunity areas in depth. Some highlights of our conversations are:

- We agree with the shortcomings of the terminology used for “High Opportunity Areas”. Many of the neighborhoods outside of these areas (and within priority geographies) have valuable community assets and opportunities. We welcome your input on better terminology.
- The purpose of defining these geographies is to advance equity to prioritize investment and resources to communities who have been the target of discrimination for decades. Without prioritizing, equitable outcomes are not easily achievable.
- With the limitations of Fair Housing Law, identifying geographies are the most effective way for advancing equity for communities of color. If we prioritize very large areas, it’s the same as not prioritizing.
- Priority geographies is one of the many geographies we are using. Some policies rely on the Cultural Districts. The draft also recognizes that there are vulnerabilities within high opportunity

areas. For this purpose, the draft includes actions recommending increased investment in anti-displacement programs in areas undergoing displacement (referring to the UDP displacement and gentrification map).

- The High Opportunity Areas is a geography defined by the State, with input from equity research leaders such as the Othering and Belonging institute. This is not to say that it is an homogenous area, yet still clearly distinct from from SoMa or Bayview or Mission. These areas match the areas of the city where new housing has not been built, including minimal Affordable Housing, and generally align well with historically redlined areas of the city.
- It will not be helpful to polarize our communities. We need to recognize the resources, the visions and the possibilities in each area.
- The draft includes actions to continue the production of affordable housing in priority geographies, with an emphasis on deeper affordability (See the last bullet for these policies and actions). AT THE SAME TIME, The HE recommends targeting units and investments within High Opportunity Areas for two main reasons, first to reduce the burden of change resulting from concentration of new development in priority geographies (areas with higher concentration of low-income households and low-income communities of color), and second to provide housing choices for low-income households and people of color to live in neighborhoods with high quality amenities (parks, schools, grocery stores, etc).
- Racial and social equity impact analysis: We are starting to scope an analysis of racial and social equity impacts of the Housing Element proposed policies and actions. This analysis can look at other geographies such as sensitive communities or areas, areas undergoing displacement and gentrification, or areas of segregation and exclusion.
- As part of the meetings next step, we agreed to highlight policies and actions that aim to prioritize investment to priority geographies, open up housing choices for low-income households in High Opportunity Areas, and also recognize the pockets of high displacement risks. You can see some of those listed below. We recognize that major policy shifts and directions are sometimes buried under many policies and actions and may not be quite clear. We aim to bring more clarity to the language in the next draft so that these policy directions are identified more clearly and strongly.
 - *Policy III.1 Eliminate community displacement of American Indian, Black, and other People of Color in Priority Geographies.*
 - *Action a- Dedicate a minimum budget for permanently affordable housing in Priority Geographies within the 10-year Capital Planning to support funding for planned affordable housing in these areas and with a goal of 50% of RHNA permanently affordable housing targets within the next two cycles (by 2038) in Priority Geographies.*
 - *Policy III.2: Expand investments in Priority Geographies to advance equitable access to resources while ensuring community stability.*
 - *Action c- Increase funding for community-based organizations serving American Indian, Black, and other People of Color, and Priority Geographies for anti-displacement services, such as legal services, code enforcement outreach, tenant counseling, mediation, and housing-related financial assistance.*
 - *Policy III.3: Prioritize the City's acquisition and rehabilitation program to serve Priority Geographies and neighborhoods with higher rates of eviction and displacement.*

- *Action a- Prioritize purchases for the acquisitions and rehabilitation program that serve extremely low income and unhoused populations.*
 - *Action b- Increase capacity building investments for non-profits in neighborhoods on the west side of the city with high rates of evictions and displacement.*
- *Policy III.8: Enable low and moderate-income households particularly American Indian, Black, and other People of Color to live and prosper in High Opportunity Neighborhoods through increasing units that are permanently affordable.*
 - *Action e- Establish a goal of dedicating 50 percent of the City’s permanently affordable housing budget within 10-year capital planning cycles for High Opportunity Neighborhoods while dedicating a minimum budget to support funding for planned affordable housing in Priority Geographies.*
- *Policy I.6: Elevate direct rental assistance as a primary strategy to secure housing stability and reduce rent burden.*
 - *Action d- Target this assistance to Vulnerable Groups and those who live in Priority Geographies, and areas with higher rates of displacement.*

2. Inclusive process, accountability, and representation of American-Indian, Black, and other Communities of Color

- *“The Housing Element shouldn’t just say that metrics will be developed but actually spell them out following an authentic community vetting process. How will Planning work with REP to create this community-led process?”*
- *“Who gets to decide who community leaders are? [policy II.2]”*
- *“We question the legitimacy of appointed advisory bodies that have not been subject to vetting by the community. REP organizations have deep roots in our respective communities and are authentic voices among others to represent the city’s underserved populations. [policy II.2]”*
- *“The REP coalition has gone to great lengths to include all our various communities and all the stakeholders that are concerned with equity in planning and we are uniquely positioned to represent our own interests. Having a parallel process of seeking representative voices that is carried out by Planning raises serious questions about whether Planning is truly interested in equity or more concerned with a process that they can control. [Policy II.3] “*
- *“This should be a given but it does relate to oversight of the planning process. This oversight is not defined here but should be the primary means of ensuring accountability to this endeavor, and therefore, the most important aspect of a race and equity policy. If the task of determining milestones and assessing performance is at the discretion of Planning then we are not changing any of the practices that have historically harmed our communities. If Planning’s measuring stick is incremented by microns while ours is incremented by meters, then we have incompatibly different perspectives on outcomes. [policy II.4 measure racial and social equity in planning processes] “*

- *“How can REP and Planning work together to create processes that honor the voices and vision of BIPOC and low income communities to determine how these sites are developed?” [with regards to public sites]*

Reflection

We were truly touched hearing your intentions for genuine collaboration as stakes are too high to work against each other. As discussed more in depth at our meeting on Tuesday (Sep 14), we appreciate REP’s bringing many community voices together and look forward to working more collaboratively.

Embracing community voices to influence our democratic institutions: We recognize that a limitation of our democracy is that the popular will is not adequately responsive to the needs of marginalized communities including America-Indian, Black, and other communities of color. In order to truly advance racial and social equity, we respond to this limitation by investing in engagement, leadership development, capacity building and partnerships with community organizations in order to amplify the voices of people who might not otherwise be heard - so the City can make better and more just decisions. The goal is to augment the structure to achieve true racial and social equity, rather than replace democratic decision making with an alternative.

Paths to increase accountability- The draft Housing Element would benefit from a much clearer set of proposals for concrete and practical ways that representatives of historically marginalized communities can exert ongoing and meaningful control over Planning Department decisions that will impact their communities. We are seeking new paths or tools to improve accountability for the policies and actions of the Housing Element. This could include more frequent priority setting and monitoring of implementation. We invite REP coalition to engage and shape paths to improve the City’s accountability towards racial and social equity.

3. Addressing private investments

- *“Since SF has over-produced market rate housing through the prior RHNA period, the only equity approach would be to focus housing production on 100% affordable strategies. Market rate housing increases housing and land speculation and yields only upward pressure on housing prices.”*
- *“It is not up to the Planning Department to facilitate construction of market rate housing. Equitable outcomes necessitate the government doing everything it can, mobilizing all resources, to facilitate construction of 100% affordable housing.”*
- *“#1: The assumption that increasing housing production increases affordability. There is no evidence that this strategy has ever worked. This current policy is not designed to support the city’s current population. Rather, it intends to replace current residents with those who are increasingly affluent.”*
- *“Comment: Typically, if developers cut their development costs, they don't pass those savings on in the form of reduced rents or sales prices. Rather, they pocket the difference as profit. If Planning is going to expend city resources to enable cost efficiencies in the development industry, it must demand long term price concessions in return.”*
- *“As stated above, there should be no "streamlined" approval for market rate housing. This strategy works against equity goals and outcomes.”*

- *“Streamlining approvals means taking power and agency away from communities, especially BIPOC and low income communities, and therefore, work directly against racial and social equity.”*
- *“No streamlined approval of new market rate housing. No pre-identification of “community benefits”. These should be part and parcel of a project- and not a condition leading to streamlined approval.”*
- *“Ministerial review should only be available for 100% affordable housing.” AND “Communities are not in favor of removing community engagement through state pre-emptions.”*
- *“Publicly owned sites, regardless of location, must be 100% affordable.” “All publicly owned sites must be developed as 100% affordable housing. For every public site we sell to a for profit developer for market rate housing, we will need to purchase new sites at market rate for affordable housing. This is an incredibly inefficient use of public resources. If the concern is not having enough money to develop all those affordable housing units, then consider those developments on large public sites as being phased developments.”*
- *“Why is affordable housing only focused on “High Opportunity Neighborhoods”? Were these neighborhoods defined by American Indian, Black and other People of Color? Prioritize 100% affordable housing throughout San Francisco to achieve desegregation, affordability and stability.”*

Reflection

We discussed more in depth at our meeting on Tuesday (Sep 14), the role of market-based solutions in the current draft. We are getting many concerns from private developers and City staff about the limited number of policies focused on private development compared to previous elements. Out of approximately 50 policies, and 250 actions, the majority focus on affordable housing, supportive housing, or publicly funded housing programs (tenant protections, supportive services, reparations, etc). Only 1/3 of policies and actions focus on market-based strategies. Of which, many aim to make market rate housing affordable to middle-income households. And many of them would also increase affordable units or reduce their cost of construction. Still, we need to guide private development, how those investments occur, and who they serve. Other points we wanted to further highlight include:

Legal Requirements- Local jurisdictions are required to comply with RHNA for all income levels. Housing Element law requires cities to find adequate sites for development for each of those income categories (including above-moderate) and to remove development constraints for those sites.

Legal consequences for lack of compliance- Failure to have a compliant Housing Element goals and policies will result in loss of San Francisco’s eligibility for affordable housing funds. Not meeting the targets under each of the income categories under RHNA to a certain threshold would allow projects to use SB 35 for ministerial approval. If San Francisco does not accommodate above moderate-income housing, those projects may become eligible for SB 35 approval.

Preidentified community benefits- We understand the value of community organizing in identifying community benefits on a project by project basis. We also recognize the costs associated with extended period of deliberation for each development project. We recognize that the draft policies and actions do not provide a clear direction on the process. We look forward to your input on how community

organizing, and specifically American-Indian, Black, and other communities of color, can lead processes to define these community benefits. We are seeking new paths or tools to improve accountability for the policies and actions, as well as metrics to evaluate the racial and social equity impacts, for which the discussion of pre-identified community benefits could also be a part of.

Affordability to Middle-income households- The draft policies and actions aim to direct privately built housing to serve middle-income or even moderate-income households instead of only targeting high and very high-income households. The draft is considering many ways that this level of affordability could be possible without requiring substantial local funds be spent on maintaining and building back the middle class in San Francisco. Without available State funds for moderate and middle-income households, deed restricted units affordable to moderate and middle-income are quite expensive for the city and could take away funds from building housing for the more vulnerable, low, very-low, and extremely-low income households. The draft Housing Element is seeking strategies to reduce costs of construction, through streamlined approval amongst other ways, while at the same time monitoring to ensure middle-income households are in fact served and/or other identified community benefits are met.

4. Affordable housing programs, services, and wealth building.

- *“ [DALP] Ownership is absolutely essential, for short- and long-term stability. However, the concept of wealth creation through real estate is one of the causes of growing inequality and displacement. Using the DALP and other assistance for BIPOC and low-income San Franciscans to be able to purchase homes will lead to greater long term stability, but we should be prioritizing long term affordability as well- not just for the initial purchaser, but for subsequent owners as well. Then, providing services to help these homeowners build their wealth through means other than through their homes will provide a greater long term benefit for both the homeowners and the community at large.”*
- *“We do not understand this strategy which is focused solely on homeownership for "the Black community" and "mixed-use buildings".*
- *“Wealth building through property is one of the reasons we've gotten to this point of BIPOC and low income communities being displaced by for-profit development and speculation. We need to start looking at homes as providing stability and anchoring communities. Wealth creation then happens through being paid a decent wage, and not having that wage siphoned off by extraordinary housing costs.*
- *[supportive housing streamlining, IV.1]“Comment: Communities are not in favor of removing community engagement through state pre-emptions.”*
- *What about that model [RAD] would help to preserve affordability? Bring in Low Income Housing Tax Credits (LIHTCs)? That seems unacceptable as it represents a privatization of public housing, the inclusion of private equity, and all the affordability and management problems that LIHTCs Present. ”*
- *[HOPE SF] “Any increases in density on these publicly owned sites should be 100% Affordable”*

- *“These neighborhood preference programs have not lived up to their promise. Too few neighborhood residents are able to benefit from new affordable housing units.”*
- *“We should also not be prioritizing master leasing [SROs]. It's a much better investment to purchase SROs to be owned by nonprofits rather than paying master leases to for-profit owners that have no long-term commitment to affordable, stable housing for low income tenants.”*
- *“There shouldn't be an expansion of the Senior Operating Subsidy to provide public subsidies to developers. These units should be priced at lower levels so extremely low and very low income seniors can actually afford them.”*
- *“Instead of focusing resources on emergency shelter, we need to be providing permanent, supportive housing for all.”*
- *“Rental assistance is great but should not be a "primary strategy" for housing stability or for reducing rent burden. Rental assistance is primarily a way to subsidize landlords' profits.”*

Reflection:

- Community partners representing American Indian, Black, and other communities of color have requested to prioritize many of these programs. For example, homeownership has been strongly emphasized in discussions with American-Indian and Black communities especially as forms of reparations.
- Some of the strategies are necessary as short and mid-term solutions (ex. rental assistance, senior operating subsidy, temporary shelter, master leasing). In the next update, the actions will be tagged in terms of the timeframe so that the longer-term (and often more costly) solutions can be more easily identified.

From: [Nancy Wuerfel](#)
To: [Haddadan, Kimia \(CPC\)](#); [Tong, Reanna \(CPC\)](#)
Cc: aeboken@gmail.com
Subject: Re: QUESTION ABOUT Housing Element 2022 Update: Community Conversations
Date: Thursday, July 8, 2021 6:16:45 PM

Hi Kimia,

Since the CGJ report was released in 2019, there have been several BOS meetings supporting the CGJ recommendations that I have submitted comments for, along with comments on the long range expansion plans of UCSF at Parnassus Heights (my public comments on the MOU were submitted to and coordinated by Planning staff), along with numerous comments to the SFPUC commissioners, and published articles. So I have tried my best to make my concerns known in writing.

The issue of connecting pipelines and hydrants and UNLIMITED water to actually allow major fires to be suppressed everywhere in the city and to **protect all the new building** in the city is never discussed as a topic. There is no overview of how the entire firefighting infrastructure is put together and how it all works: We have 1) the potable water for the little white low pressure hydrants on every block, 2) the non-potable and seawater auxiliary water supply system (AWSS) for the big fat high pressure hydrants - but only in the NE and E Central parts of the city, 3) the developer's infrastructure for auxiliary water delivery, but without adding new water sources to feed into the existing AWSS, 4) developers installing great sprinkler systems without considering where the sprinkler water will come from after an earthquake breaks the supply lines, 5) Parkmerced project is planning on using Lake Merced water for fire fighting -- while the SFPUC and Fire department have declared that all of Lake Merced is to be the primary source of firefighting water for the entire westside (D4, D1, D7) and is planning now on designing the pipeline, 6) Stonestown redevelopment may be looking at Lake Merced too, 7) etc.

I realize this is a large topic involving multiple city departments, but I believe Citywide Planning is the place where this discussion should be held and the updated Housing Element is the vehicle to integrate policies that will be woven together to preserve the city's housing. The Planning Department is structured for multilateral, long range planning and decision making on how to expand (and pay for) our complex infrastructure requirements, not the SFPUC or DPW or the Fire Department. It is old fashioned to task any

single city department with this important responsibility to coordinate our assets to save our future.

Thanks for the links. Let me know if you have other questions.

Best,
Nancy Wuerfel

-----Original Message-----

From: Haddadan, Kimia (CPC) <kimia.haddadan@sfgov.org>
To: Tong, Reanna (CPC) <reanna.tong@sfgov.org>; Nancy Wuerfel <nancenum1@aol.com>
Cc: aeboken@gmail.com <aeboken@gmail.com>
Sent: Thu, Jul 8, 2021 4:56 pm
Subject: Re: QUESTION ABOUT Housing Element 2022 Update: Community Conversations

Hi Nancy, my apologies I forgot to include the links, here's what's under Goal

VI: <https://www.sfhousingelement.org/goal-6>

And here's the link for the entire plan: <https://www.sfhousingelement.org/first-draft-plan>

Let me know if you have any other questions. I'll circle back with you once I connect with the SFPUC staff. Have you connected with them directly on this topic?

From: Nancy Wuerfel <nancenum1@aol.com>
Sent: Wednesday, July 7, 2021 4:34 PM
To: Haddadan, Kimia (CPC) <kimia.haddadan@sfgov.org>; Tong, Reanna (CPC) <reanna.tong@sfgov.org>
Cc: aeboken@gmail.com <aeboken@gmail.com>
Subject: Re: QUESTION ABOUT Housing Element 2022 Update: Community Conversations

Hi Kimia,

Thanks for your reply. I cannot find the draft plan you refer to anywhere online. Can you please send it to me so that I can review your suggestions?

Next, I attach a copy of the 2019 Civil Grand Jury report that describes the issues around the fires that follow earthquakes. For your convenience, I have copied below some excerpts from the initial pages of the report. The SFPUC is working on some of the CGJ recommendations, but the new Housing Element can play a major role in protecting the city's existing and

future housing by requiring new developments to build access to unlimited seawater sources for firefighting and delivered through expansion of the independent Auxiliary Water Supply System that will not contaminate drinking water mains. As the city grows, so does the need to grow the firefighting infrastructure AND to access the inexhaustible surrounding seawater to protect all of San Francisco. Our potable water stored locally should be reserved for human uses and sanitation.

2018-2019 Civil Grand Jury Report - ACT NOW BEFORE IT IS TOO LATE:
AGGRESSIVELY EXPAND AND ENHANCE OUR HIGH-PRESSURE EMERGENCY
FIREFIGHTING WATER SYSTEM

EXECUTIVE SUMMARY excerpts

San Francisco is one of the most vulnerable cities in the world, and certainly in the United States, to the risk of fire following an earthquake. In 1906, the City suffered tremendous destruction and devastation from the fires that followed a major earthquake. Over 3,000 people died and approximately 28,000 buildings were destroyed. In 1995, the 6.9-magnitude Kobe, Japan earthquake ignited over 100 fires, with several large conflagrations and major fire damage. We know the question is when, not if, another major earthquake will strike San Francisco and ignite numerous fires.

The Civil Grand Jury believes it is essential that we take prompt and aggressive action to expand and enhance our defenses against the inevitable fires following an earthquake before it is too late. All parts of the City – north and south, east and west, rich and poor, downtown and residential neighborhoods – deserve to be well protected against this catastrophic risk.

Today, the City has a seismically safe high-pressure Auxiliary Water Supply System (AWSS) -- separate and distinct from the low-pressure municipal water supply system (MWSS) - that provides excellent firefighting protection to parts of the City. However, large parts of the City, such as the outer Richmond, outer Sunset, and Bayview/Hunters Point, among others, do not have a high-pressure AWSS and are not nearly as well protected.

San Francisco is by far the most densely populated large city in California and is the second most densely populated large city in the country.⁸ With mostly wood construction in many areas, this dense City remains at significant risk.

B. AWSS BACKGROUND AND CURRENT STATUS excerpts

After the 1906 earthquake and its devastating fires, the City built an independent emergency water supply for firefighting, known as the AWSS. The AWSS is a separate, non-potable

emergency firefighting water supply system that at present consists of approximately 135 miles of high-pressure (HP) pipelines, 230 cisterns, two above-ground storage tanks, a reservoir, and two salt-water pumping stations.

C. PROBLEM STATEMENT excerpts

Certain parts of the City, such as the northeast quadrant, are well protected against the risk of fires following an earthquake. These well-protected areas have a multi-sourced, redundant, Emergency Firefighting Water System (EFWS), including the HP AWSS. Unfortunately, other parts of the City are protected only by the low-pressure MWSS and by cisterns, which are not. The problem addressed in this report is how to ensure that all parts of the City – north and south, east and west, rich and poor, downtown and residential neighborhoods – are well protected from fires following earthquakes before it is too late.

The Civil Grand Jury makes the following recommendations, among others which are more fully discussed herein:

- The City should be prepared to fight fires in all parts of the City in the event of a repeat of a 1906 size earthquake;
- The City should aggressively develop a high-pressure, multi-sourced, seismically safe emergency water supply for those parts of the City that don't currently have one, with a target completion date of no later than 2034.

Please let me know if I can provide you with more information.

Best,
Nancy Wuerfel

-----Original Message-----

From: Haddadan, Kimia (CPC) <kimia.haddadan@sfgov.org>
To: Tong, Reanna (CPC) <reanna.tong@sfgov.org>; Nancy Wuerfel <nancenum1@aol.com>
Cc: aeboken@gmail.com <aeboken@gmail.com>
Sent: Wed, Jul 7, 2021 11:39 am
Subject: Re: QUESTION ABOUT Housing Element 2022 Update: Community Conversations

Hi Nancy,

Thanks for your comments and insight on high pressure water pipeline. I will check in with our SFPUC colleagues to expand my understanding on this topic and figure out how we can incorporate policy ideas around this in the Housing Element 2022 Update.

In the meantime, Goal VI in the draft plan is where most of the references to infrastructure

improvements are made, particularly Policy VI.4. Policy VI.2 mostly focused on transportation infrastructure. In our next update we can incorporate references to other infrastructure needed to accompany growth as well.

Many thanks and let me know if you'd like to talk on the phone on this topic further.

best,
Kimia

Kimia Haddadan, Senior Housing Policy Planner
Community Equity Division

San Francisco Planning
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Direct: 628.652.7436 | www.sfplanning.org
[San Francisco Property Information Map](#)

Due to COVID-19, San Francisco Planning is not providing any in-person services, but we are operating remotely. Our staff are [available by e-mail](#), and the Planning and Historic Preservation Commissions are convening remotely. The public is [encouraged to participate](#). Find more information on our services [here](#).

From: Tong, Reanna (CPC) <reanna.tong@sfgov.org>
Sent: Friday, July 2, 2021 10:38 AM
To: Nancy Wuerfel <nancenum1@aol.com>
Cc: aeboken@gmail.com <aeboken@gmail.com>; Haddadan, Kimia (CPC) <kimia.haddadan@sfgov.org>
Subject: RE: QUESTION ABOUT Housing Element 2022 Update: Community Conversations

Hi Nancy,

My colleague, Kimia (also on this email), would be the best person to respond to your question about Infrastructure in the document. Kimia is out of the office this week and should be able to answer your question or identify other staff on the team to help respond upon her return next week.

Thank you,
Reanna

From: Nancy Wuerfel <nancenum1@aol.com>
Sent: Friday, July 2, 2021 10:15 AM
To: Tong, Reanna (CPC) <reanna.tong@sfgov.org>
Cc: aeboken@gmail.com; Haddadan, Kimia (CPC) <kimia.haddadan@sfgov.org>
Subject: Re: QUESTION ABOUT Housing Element 2022 Update: Community Conversations

Hi Reanna,

Thank you for this reply. I appreciate your sharing my comments with the team. Can you please tell me now where I can find any reference to INFRASTRUCTURE in the current documents and comments? If you do not have this information, please tell me who I should ask for the INFRASTRUCTURE references.

Many Thanks,

Nancy Wuerfel

-----Original Message-----

From: Tong, Reanna (CPC) <reanna.tong@sfgov.org>

To: Nancy Wuerfel <nancenumber1@aol.com>

Cc: aeboken@gmail.com <aeboken@gmail.com>; Haddadan, Kimia (CPC) <kimia.haddadan@sfgov.org>

Sent: Fri, Jul 2, 2021 9:52 am

Subject: RE: QUESTION ABOUT Housing Element 2022 Update: Community Conversations

Good morning, Nancy,

I've shared your comments with the rest of the Housing Element team to note down and consider how to incorporate them into the Housing Element Update. We do appreciate you taking the time to share them with us.

Best regards,
Reanna

From: Nancy Wuerfel <nancenumber1@aol.com>

Sent: Thursday, July 1, 2021 11:23 AM

To: Tong, Reanna (CPC) <reanna.tong@sfgov.org>

Cc: aeboken@gmail.com

Subject: QUESTION ABOUT Housing Element 2022 Update: Community Conversations

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Ms. Tong,

I am a member of SPEAK. You have asked for input from us. I cannot find ANY reference to the meaning of and plan for "increased resources for INFRASTRUCTURE to advance racial and social equity" in the updated Housing Element. You mention it in your outreach letter, and that is the last I have seen on this topic - see statement below.

Please send me the exact wording anywhere in your documents and the context in which INFRASTRUCTURE is defined and what it means for this

revision.

I will be very clear on why I ask you for these details. The Housing Element MUST include reference to having sufficient INFRASTRUCTURE to deliver water to fight fires to any large development of housing. *NO! The SFPUC is not requiring citywide INFRASTRUCTURE to provide additional underground high pressure pipelines for unlimited non-potable water from seawater to be delivered to these new developments to fight fires.* Without new auxiliary water supply lines being built, all new housing is subject to catastrophic fires following earthquakes and other major ignitions such the recent SOMA fires at 14th Street.

Clearly, the purpose of the Housing Element is to provide housing. Building housing without PRESERVING this housing is a false promise to improve people's housing. We live in earthquake country, surrounded by four major EQ faults, and surrounded by unlimited seawater which is NOT currently protecting the southern and western neighborhoods from major fires. **This means that there is NO racial and social equity in these unprotected neighborhoods without the SAME level of unlimited auxiliary water protection and infrastructure as is in the eastern and northern parts of the city!**

Please do not pass the buck off to any other city department to protect housing from destruction by fires because the PLANNING HOUSING ELEMENT failed to require equal access to unlimited water for fire protection via underground high pressure pipelines to the entire city . YES! This is the Housing Element is the correct vehicle to ensure that housing built is also housing protected from fires.

Please add my comments to the official responses from the public. If I can provide you with any additional information, please let me know.

- Increase resources within [Priority Geographies](#) for acquisition and rehabilitation, tenant protections, homeownership, community facilities and infrastructure to advance racial and social equity ."

Sincerely,

Nancy Wuerfel
SUNSET/PARKSIDE DISTRICT

From: [MPIC - Zoning & Planning Committee](#)
To: [Tong, Reanna \(CPC\)](#)
Cc: [Miraloma Park Improvement Club](#); [Joan van Rijn](#)
Subject: 2022 Draft Housing Element_Response from the Miraloma Park Improvement Club Zoning and Planning Committee
Date: Tuesday, August 17, 2021 11:10:29 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Reanna,

On behalf of the Zoning and Planning Committee of the Miraloma Park Improvement Club, I'm submitting our response (pasted below) to the 2022 Draft Housing Element. Please let me know if you have questions and if we can be of help.

Best regards,

Karen Breslin, Chair
 Zoning and Planning Committee
 Miraloma Park Improvement Club
 350 O'Shaughnessy Boulevard
 San Francisco, CA 94127
www.miralomapark.org

Miraloma Park Improvement Club Zoning and Planning Committee Comment Re: the 2022 Draft Housing Element 6 Policies

The Zoning and Planning Committee of the Miraloma Park Improvement Club appreciates the considerable effort made by the Planning Department to engage San Franciscans in the 2022 Housing Element development process. In attempting to redress housing inequities in San Francisco, the 6 Policies of the Draft 2022 Housing Element align with current social justice imperatives.

But because the Policies' appropriateness to govern planning decisions depends upon implementation, without understanding the specific ways in which the Policies might result in changes both in the Planning Code and in Planning Department practices, it is difficult to comment meaningfully on them. We note, however, that the comments on the 6 Policies submitted by the Racial Equity in Planning Coalition (REIPC) raise many helpful points and questions regarding implementation and could serve as guideposts for further consideration of the Policies to the benefit of the City as a whole. MPIC concurs especially with the following REIPC responses:

- Draft Housing Element Policies should promote significantly increased construction of affordable, low income, and supportive housing via increased reliance on non-profit housing organizations and decreased reliance on for-profit developers and via engaging in multi-department collaboration to identify suitable sites.
- Low income communities/communities of color should determine who represents their interests and should have a major voice in determining policies affecting their communities.
- Streamlining or other strategies disempower low income communities and communities of color, while empowering for-profit developers. [These strategies have the potential to exclude all communities from planning decisions impacting them.]
- All neighborhoods must benefit from high quality design.

- REIPC opposes policies that promote up-zoning, permit streamlining, and other development incentives disproportionately in communities of color and low income communities at risk of or facing gentrification and displacement pressures. [Such policies can dramatically alter neighborhood environments without allowing meaningful community input.]
- Access to public parks, recreation centers, and schools is essential to a healthy and complete neighborhood. REIPC finds this objective to be directly countered by the proposed up-zonings, removal of density controls, and deregulation of planning's processes.



San Francisco Planning

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MEMO TO THE PLANNING COMMISSION

HEARING DATE: April 7, 2022

March 25, 2022

Case Number: 2019-016230CWP
Project: Housing Element 2022 Update
Staff Contact: Kimia Haddadan – 628-652-7436
Kimia.haddadan@sfgov.org

Recommendation: None – Informational Item Only

BACKGROUND

The Housing Element 2022 Update (2022 Update) is San Francisco's first housing plan that is centered on racial and social equity. It will include policies and programs that express the city's collective vision and values for the future of housing in San Francisco. This plan will identify priorities for decision makers, guide resource allocation for housing programs and services, and define how and where the city should create new homes for San Franciscans, or those who want to call this city home. This plan will need to accommodate the creation of 82,000 units by 2031, a target set by State and Regional Agencies that has been tripled compared to the city's current targets.

The California Department of Housing and Community Development (HCD) requires that each City prepares a housing plan every eight years, and it is a requirement to be eligible for state affordable housing funds. The plan preparation is led by the Planning Department in coordination with multiple city agencies, and the resulting General Plan element will be a legislated document adopted by the Board of Supervisors and signed into Ordinance. It does not change land use controls or zoning and does not allocate budget but would guide or direct those decisions

The 2022 Update is a significant update to the existing element that was updated in 2014 because:

- The City has clear commitment to advance racial and social equity in San Francisco.
- The City is shifting towards small and mid-rise housing for our diverse communities across all neighborhoods, particularly along transit corridors.
- San Francisco's share of Regional Housing Needs Allocation targets have increased from 25,000 units (2014-2022) to 82,000 units (2023-2031).
- New State laws require local jurisdictions to Affirmatively Furthering the Fair Housing through:

- Addressing exclusion and discrimination
- Creating housing access in high resource neighborhoods
- Bringing opportunity to segregated and underserved neighborhoods
- New State laws¹ also require local jurisdictions to address environmental justice through incorporating environmental justice policies to address the unique or compounded health risks.

Since the last update, the Planning Department pursued multiple initiatives that evaluated and analyzed housing needs and strategies in collaboration with community partners. In May 2020, SF Planning launched the public process for the Housing Element Update 2022 with a summary of key ideas informed by these initiatives. This public process is one of the most substantial community outreach and engagement processes led by the Department to date. Three phases of community outreach and engagement have since been completed.

To date, the Department has provided informational updates on the progress of shaping this plan at the following Planning Commission hearings:

May 28, 2020	Kick-off Phase I outreach and release of key ideas from recent housing initiatives
Apr 22, 2021	Kick-off of Phase II outreach and release of Draft 1 2022 Update
Oct 14, 2021	Preliminary findings from Phase II outreach
Jan 27, 2022	Kick-off of Phase III outreach and release of Draft 2 2022 Update

This memo contains information about: (1) the purpose of the hearing; (2) the Housing Element documents, which includes the housing plan and the supporting reports; (3) a summary of Phase III public input and corresponding revisions to the 2022 Update policies and actions.

1. Purpose of the hearing

The hearing on April 7, 2022 will be the fifth informational hearing on this project at the Planning Commission. The purpose of this hearing is to present (1) findings from Phase III and final round of outreach and engagement, (2) draft 3 of goals, objectives, policies, and actions, and (3) key findings from supporting reports.

2. Housing Element Documents

The following documents are required as part of the State Law requirements for housing elements, including:

- *Housing Element 2022 Update, Draft 3*: The city's housing plan including goals, objectives, policies and actions.
- *Housing Needs Assessment and Assessment of Fair Housing*: The report includes detailed data and analysis of San Francisco's population and employment trends; existing housing characteristics; equity analysis including displacement, fair housing, and environmental justice challenges; and overall housing needs, including special needs groups.
- *Sites Inventory Report and Rezoning Program*: The report identifies specific sites or parcels that are

¹ Senate Bill 1000, passed in 2016

available for residential development or are in the process of being made available (i.e. planned) for residential uses via rezones or specific plans.

- *Analysis of Government and Non-Government Constraints Report:* The report provides an analysis of potential and actual governmental and non-governmental constraints upon the maintenance, improvement, or development of housing for all income levels, including zoning, the availability of financing, the price of land, and the cost of construction.
- *Evaluation of 2014 Housing Element Report:* The evaluation provides an assessment of the appropriateness and effectiveness of the objectives, policies, implementation the programs listed in the 2014 Housing Element.
- *General Plan Consistency Analysis and Draft Amendments:* The memo outlines the 2022 Update's consistency with the other elements of the San Francisco General Plan and outlines any General Plan updates to other elements that may be required to maintain consistency amongst all policies.

Publications of these required reports on March 25th serves as a 30-day notice required by State Law to seek public input on the contents of these reports. After this public input period, the Department will submit these reports along with the Draft 3 of goals, objectives, policies, and actions to HCD for their first review. The attached Housing Element 2022 Update Highlight includes a brief summary of the findings from each of the documents listed above.

3. Outreach and Engagement

Overview of Engagement Process: three phases

The engagement process for the 2022 Update incorporates three phases of outreach and engagement. After vetting key ideas with the community in Phase I, the project team reviewed draft housing policy and related actions with residents, community and government leaders, and housing experts and advocates in Phase II. During Phase III of outreach and engagement, the project team demonstrated how community input was reflected in revised policy and further refined critical ideas such as the reparative framework for housing.

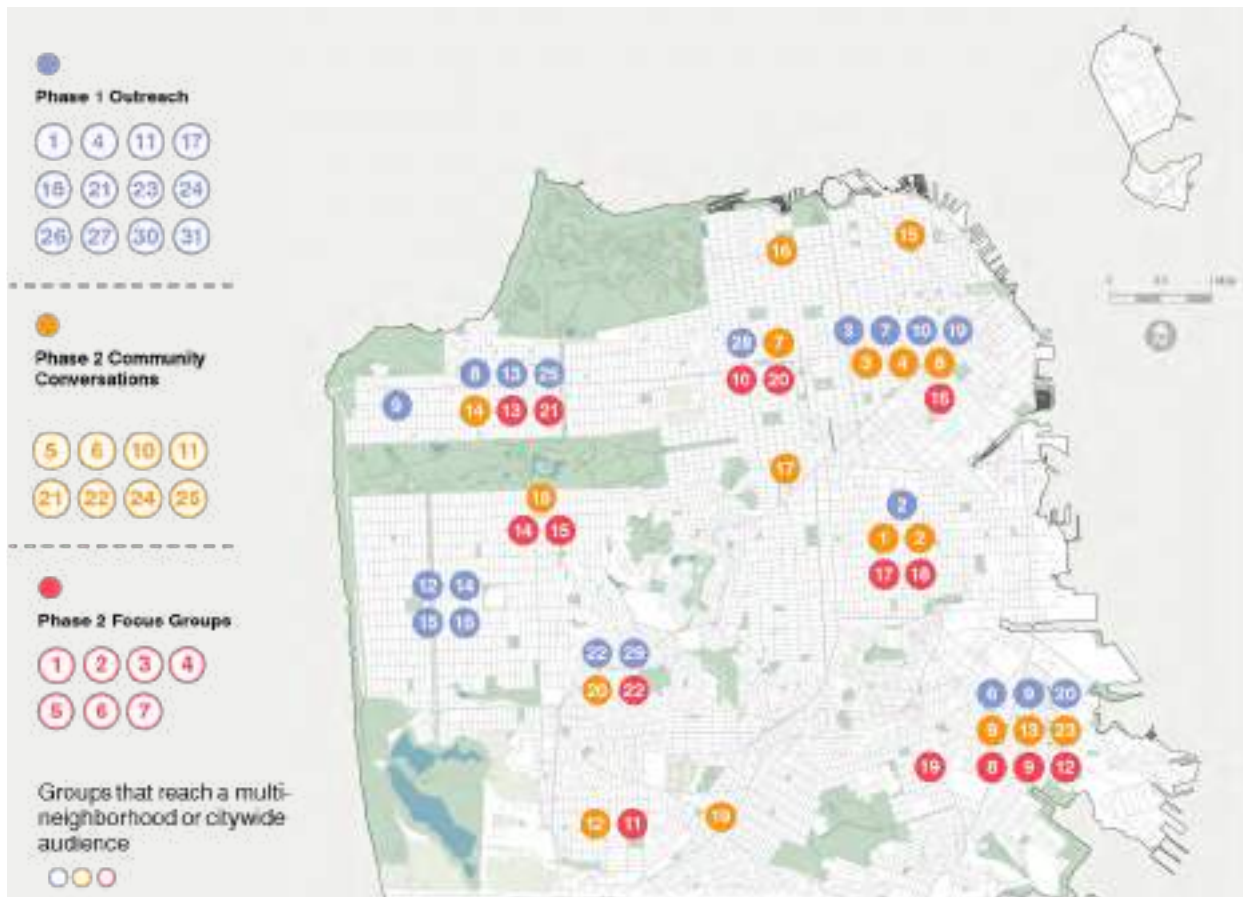
May- Dec 2020	Phase I outreach – Vetting Key Ideas with the Community
Apr- Sep 2021	Phase II outreach – Refining Policies Together
Jan- Mar 2022	Phase III outreach – Refining Policies & Verifying Public Input Findings

Outreach moving forward will focus on sharing information about the draft 2022 Update content and adoption process and facilitating discussions with community and government leaders to prepare for its implementation. Methods of outreach have included:

- 20+ focus groups with vulnerable populations co-hosted or co-facilitated by community-based organizations
- 65+ community hosted community conversations, listening sessions, and presentations
- 2 Housing Policy Group discussion series (12 meetings total), including representatives of 27 organizations
- 4 Planning Commission and 2 Historic Preservation Commission hearings
- Online input through the Digital Participation Platform, along with informational tools such as policy

- navigation tools
- A survey administered online and in person, completed by 1,631 respondents

Figure: Phase I and II Outreach and Engagement Map and List



	Phase I	Phase II Community Conversations	Phase II Focus Groups
1	Planning Commission*	Latino Task Force	UCSF Alliance Health Project*
2	MAP 2020	Latino Task Force	Senior & Disability Action*
3	SOMA Planning 101	SF Youth Commission	Senior & Disability Action*
4	MOHCD Working Group*	Larkin Street Youth Services	International Hotel Manilatown Center*
5	BMAGIC	Senior & Disability Action*	American Indian Cultural District*
6	District 10 CBO	MegaBlack*	Castro LGBTQ+ Cultural District*
7	St. Francis CAC	Mo'MAGIC	SF Rising*
8	District 1 Townhall	Tenderloin People's Congress	BMagic & 3rd St YCC
9	Richmond Community Coalition	BMAGIC	African American Arts and Cultural District
10	SPUR Digital Discourse	HRC Roundtable*	Booker T Washington Community Center
11	Housing Element Overview*	HRC Roundtable*	I.T. Bookman Community Center
12	District 4 Virtual	OMI Community Collaborative	CYC Bayview
13	District 1	Bayview-Hunter's Point	CYC Richmond (Cantonese-speaking)
14	Sunset Forward	Planning Association for the Richmond	Wah Mei School & AWRC (Cantonese-speaking)
15	Sunset Forward	North Beach Neighbors	Wah Mei School
16	Sunset Forward	Golden Gate Valley Neighborhood Association	Tenderloin People's Congress (Cantonese-speaking)
17	SF YIMBY*	Duboce Triangle Neighborhood Association	Mission Food Hub (Spanish-speaking)
18	MOHCD*	Mid-Sunset Neighborhood Association	Mission Food Hub (Spanish-speaking)
19	Tenderloin Housing Clinic La Voz Latina	Cayuga Neighborhood Improvement Association	Family Connections Centers (Spanish-speaking)
20	BMAGIC	Coalition for San Francisco Neighborhoods	Japantown Cultural District
21	English Listening Session*	SF League of Conservation Voters*	Richmond Neighborhood Center
22	District 7*	SF YIMBY*	ASIAN, Inc.
23	HRC	Open Door Legal	-
24	Spanish Listening Session*	SPUR*	-
25	Richmond Senior Center*	Building Trade Public Policy Committee*	-
26	Chinese Listening Session*	-	-
27	Spanish Listening Session*	-	-
28	Fillmore/Western Addition	-	-
29	District 7	-	-
30	HEARD*	-	-
31	HEARD*	-	-

*groups that reach a multi-neighborhood or citywide audience

The Department published detailed summaries of public input for each of the first two phases and they can be found here: Phase I Summary <https://www.sfhousingelement.org/phase-i-public-input-summary> and Phase II Summary <https://www.sfhousingelement.org/phase-ii-public-input-summary>

This memo also serves as the input summary report for phase III of outreach and engagement, which completes the three phases of community outreach and engagement for the Housing Element 2022 Update.

Overview of Phase III outreach and engagement

Phase III of public outreach and engagement began in January 2022 with the publication of Draft 2 and the Phase II Public Input Summary. After informational hearings at the Planning and Historic Preservation Commissions, staff reached out to community partners from Phase II to ask them for assistance in verifying our analysis of the public input that they helped to gather and reviewing the policy refinements that were drafted in response to their community's input. Staff also reached out to organizations that had either hosted previous community conversations or expressed interest in learning about the Housing Element.

Staff targeted Phase III outreach to groups and individuals that were not as well represented in previous efforts, including community members working or residing in SoMa and Chinatown, and community members identifying as or working with transgender people, public housing residents, and organized labor. Staff also continued to prioritize engagement with American Indian and Black community leaders and organizations. In total, nearly 60 organizations were actively recruited for engagement, resulting in 15 community presentations and/or discussions and several interviews. Most events were structured as project updates and targeted policy discussions. Staff also conducted one additional Chinese language focus group with Chinatown residents living with families in Single Room Occupancy hotels in order to fill a gap in direct knowledge from this key demographic group.

Groups engaged during Phase III:

- | | |
|--|---|
| 1. African American Reparations Committee | 9. Japantown Land Use Committee |
| 2. African American Reparations Committee - Economic Empowerment Sub-Committee | 10. Latino Task Force |
| 3. All Cultural District Meeting | 11. MegaBlack |
| 4. American Indian Cultural District | 12. REP Coalition |
| 5. BMAGIC | 13. Richmond Service Organizations |
| 6. Chinatown Focus Group with SRO Families | 14. SF Labor Council |
| 7. District 4 Youth & Families Network | 15. SoMa Pilipinas Filipino Cultural District |
| 8. Excelsior Collaborative | 16. Tenderloin People's Congress |

Overview of Commission Comments

At the January Planning Commission hearing, commissioners expressed a desire to see more measurable goals, and clearer direction on how to achieve the city's RHNA targets, including how to secure adequate funding. Commissioners asked for more specifics to clarify the nature of proposed streamlining measures and how the plan would comply with state laws. The commission discussed the need for transportation improvements and adequate community services to keep pace with densification of the west side. The commission also discussed

how the department would transition from building the housing plan to implementing the housing plan. The commission expressed some concerns that the plan is too aspirational and that it needs to be grounded in the constraints created by the existing housing market and funding structures. Further details related to commissioner comments are highlighted under each topic below.

At the February Historic Preservation Commission hearing, commissioners expressed that the racial and social equity lens is essential and wanted to see related policies related to repairing the harms of government discrimination prioritized. They also wanted to see added specificity to policies related to advocacy, accountability, housing cost stabilization, and community empowerment as well as more specificity on implementation processes. There was support for the inclusive and holistic approach to housing, recognizing its role in social and cultural connection. They expressed interest in learning more specifics about how communities will be protected from displacement.

Phase III Public Input and Corresponding Draft 3 Revisions

Below staff has provided summarized key public input by theme and noted how Draft 3 responds to the input. Please refer to the attached Revised Policy and Action Table for a full accounting of how the draft changed between January and March.

Reparations Framework

Public Input:

One of the key topics discussed during Phase III was how to strengthen the 2022 Update's ability to advance reparations for communities and groups impacted by discriminatory government action. This topic has been an important theme in many conversations with stakeholders throughout the project, including both commissions, and it was discussed at length with the following stakeholders during Phase III: American Indian Cultural District; African American Reparations Committee; MegaBlack community convening; Dream Keeper Initiative staff at MOHCD; and Human Rights Commission staff.

A significant concern amongst these stakeholders about the reparations framing in Draft 2 was the fact that it applied only to homeownership programs, which would likely create a barrier for low-income households who would not qualify for loans. Some participants also pointed out that not every household is interested in homeownership and that there should be a form of reparations offered to renters as well. Others pointed out that high-income households may also be excluded from this program and that income level should not determine if a person is eligible for reparations. Some participants, such as the American Indian Cultural District, argued for a universal priority being created for their community members in all housing assistance programs in order to rectify the unfulfilled obligations of the government to assist American Indians as part of the 1950s relocation program. They also recommended framing the "dedication" of land to American Indians as cited under Policy 12 in a more culturally humble manner and distinguishing between the nature of reparative acts for their community versus others harmed by discriminatory government actions. Some committee members and community members from the Reparations Committee convenings suggested that the Housing Element should advocate for reparations that go beyond direct housing assistance to include freedom from local property taxes, streamlined business application or developer application review, or the donation of land to impacted communities for community-directed development.

Through these discussions, stakeholders also distinguished between reparative actions that are intended to directly redress harm to an individual or community and actions that are intended to correct systems that

maintain or exacerbate the racial disparities that have resulted from previous discriminatory actions. Draft 2, Policy 5 was an example of this latter type of reparative action, which was intended to address the disparities in allocation of below market rate (BMR) units but that did not argue that programmatic changes were necessary to provide a direct for of repair to impacted communities. Similarly, Draft 2, Policy 12 was intended to address the disproportionate displacement of communities impacted by government discrimination; however, it did not directly frame those actions as reparations. Some stakeholders also recommended that housing need should be addressed in actions calling for reparative actions, with higher priority assigned to higher need candidates. For example, one interviewee suggested that reparative programs should prioritize the unhoused or marginally housed Black San Francisco population before San Francisco residents that are housed but need assistance in securing market-rate housing or former San Francisco residents who are currently housed outside of the city.

Draft 3 Revisions:

Policies related to a reparations framework in the Final Draft were expanded to policies 5 and 12 so that more people within communities directly harmed by government discrimination could benefit, including lower-income households seeking homeownership assistance and households seeking below market rate rental units. These communities will also generally benefit by directing investment to cultural anchors and increasing access to culturally significant land and spaces.

Under Policy 5, the city would now create and pilot programs to increase access to below market rate units for harmed communities and would expand and fund community capacity for housing programs and investments for American Indian residents, in addition to previous actions. Under Policy 11, regarding homeownership, the city would now seek to reduce income eligibility as a barrier to access homeownership for harmed communities, would extend the homeownership program for Black communities to other harmed communities upon completion of the pilot, and would prioritize American Indian residents for housing opportunities. And, under Policy 12, the city would now identify opportunities to restore access to land for traditional cultural uses and to invest in spaces for the American Indian community to participate in traditional cultural practices and convene community gatherings, would identify opportunities to donate or dedicate land for use by Black-led, community- serving organizations, and would fund the development of cultural spaces that serve harmed communities.

Housing Access, Quality, and Choice

Public Input:

Improving access to safe and dignified housing that meets the specific needs of people of color, seniors, people with disabilities, families, immigrants, LGBTQ+ people and other vulnerable groups was another area of concern that stakeholders continued to elevate. This was echoed by both commissions. The department received approximately 30 messages through the online portal from individuals associated with Golden Gate Regional Center asking that the needs of people with disabilities be centered in the draft plan. Staff also heard from stakeholders with families living in Chinatown SRO hotels about the specific needs of their community (language access, adequate public transportation, deep affordability, access to childcare and schools, access to cultural services and institutions) and how this severely limits their housing choices to areas in proximity to Chinatown where their daily needs are best served. Stakeholders at the Latino Task Force convening also spoke to the struggles their community faces in accessing the housing lottery due to application criteria that create barriers for applicants with no credit or banking history, with seasonal or intermittent income, or with intergenerational households. And they also spoke about the need for increased neighborhood preferences to allow residents to remain in the neighborhood while accessing BMR units.

The American Indian Cultural District cited similar difficulties for their community and recommended that agencies should address program access barriers by increasing city agency staff presence in communities to share program information and report on progress towards meeting community specific needs. The cultural district and other stakeholders advocated for increased support for community-based organizations that provide housing stability support with cultural humility, and they spoke about the need for centralized and consolidated resource hubs where a person could access a range of housing information and assistance. The district and other stakeholders also spoke to the need for more housing types that meet the needs of multi-generational households that have space and amenities for children, working-age adults, seniors and persons with disabilities. Similarly, stakeholders pointed out that it can be a barrier to accessing affordable housing if one is applying as a multi-generational household. Regarding the needs of families, SRO residents in Chinatown and others have spoken of the need for affordable housing with adequate space and amenities for children.

Lastly, Office of Transgender Initiatives (OTI) staff provided feedback on the specific needs of transgender and LGBTQ+ people in safely accessing housing assistance and underscored that transgender people often experience multiple layers of vulnerability based on race, income, limited access to medical care, lack of documentation, lack of familial support, and other factors. For these reasons, OTI staff advocated for more specific actions to support housing for the transgender community.

Draft 3 Revisions:

On balance, policies and actions in Draft 3 were revised to increase the specificity of actions and to better describe certain barriers to housing, such as lack of documentation for immigrants or transgender people. Globally, when the plan previously called for programs or resources to be directed to “areas vulnerable to displacement” the plan now calls includes “populations and areas...”. Under Policy 5, staff expanded actions related to Certificates of Preference (COP) to study COP holders needs and preferences. Under Policy 7, aimed at increasing investments in permanently affordable housing that are specific to neighborhoods that serve as entry points to recently arrived residents, an action was added “to study and identify programs and building types that respond to the needs of recently arrived immigrants to incorporate into permanently affordable housing investments that are concentrated in the neighborhoods in which they initially settle, such as Chinatown, the Tenderloin, the Mission, and other gateway neighborhoods,” recognizing that location can be more critical for the safety and success of these populations than for others.

Several actions were added to increase housing access for transgender people in recognition of the severe disparities in housing access and safety experienced by this group and their safety and discrimination concerns with access existing systems. Under Policy 8, an action was added to support the San Francisco Ending Trans Homelessness Plan to end homelessness for transgender people. Under Policy 9, policies were added to expand short term medical recovery housing programs for unhoused transgender people so that transgender people can access medical care that requires stable housing and to allocate resources to population-specific programs outside of the Homelessness Response System

Lastly, the specific needs of low-income families in housing type and assistance were further addressed under Policy 27 to prioritize the construction of housing that supports multi-generational living and under Policy 28 to establish programs to assist in relocate them from SROs and overcrowded living conditions.

Accountability

Public Input:

The need to increase accountability and to clarify actions intended to achieve this objective arose in many discussions with stakeholders in Phase III. Stakeholders at the convenings hosted by the African American Reparations Committee, MegaBlack, Latino Task Force, the District 4 Youth and Families Network, the REP Coalition and others noted that there is a lack of trust in the government's willingness or ability to implement the draft policies and that a clear structure for accountability to communities and oversight of decision making are necessary. This was supported by requests for key milestones and metrics to measure how the city is serving vulnerable communities. Stakeholders also spoke to the need to acknowledge existing community-led planning initiatives, such as MAP2020 or Sunset Forward, and follow through on related city commitments. District 4 residents, Richmond residents, the American Indian Cultural District and others were especially eager to understand the funding needs and mechanisms required to meet the policies regarding increased production of affordable housing. This echoed input from the Planning Commission at the January hearing to include more measurable goals and how policies, such as those calling for new funding advocacy, will result in the increase in funds required to meet the need.

Draft 3 Revisions:

On balance, policies and actions in Draft 3 were revised to increase the specificity of actions. The department also aims to define potential targets or performance outcomes that San Francisco should expect to include for each of its key housing programs in the Racial and Social Equity analysis of the Housing Element and then to incorporate those into the draft prior to adoption. This analysis also aims to provide benchmarks for anti-displacement investments, such as determining the total number of permanently affordable housing units that would need to be created or preserved to offset or mitigate involuntary displacement for low- and moderate-income households caused by future housing production or infrastructure improvements, of certain size or scope.

Specific actions were added or strengthened under Policy 14 in response to public input. Actions call for the city to "identify and fund liaisons to support the housing needs and priorities of American Indian, Black, and other people of color, and other disadvantaged communities within key City agencies such as MOHCD, and Planning; such liaison should provide regular check-ins with community at centralized community spaces and reporting on program performance." Actions also call for the inter-agency Housing Element implementation committee to convene equity-focused community bodies, such as the African American Reparations Committee, the Community Equity Advisory Council, or Cultural Districts, to inform reporting and decision-making related to the city's budgets and workplans for housing equity. The goals of these changes are multifold: to empower community voices in decision-making; to increase transparency in resource allocation decisions; to increase communities' access to city staff and decision-makers; to increase staff's awareness of on-the-ground community conditions and needs; and to provide overall better information, coordination, and service to communities that have been historically marginalized in government processes.

Implementation (Rezoning, Streamlining and Demolition)

Public Input:

The need to clarify actions related to critical areas of implementation, including rezoning, streamlining, and demolition review, arose in discussions with stakeholders in Phase III. The Planning Commission, Labor Council representatives, market-rate and affordable housing developers, and others also wanted to hear more specifically how streamlining would be achieved and how residential demolition review may change to facilitate necessary development on the westside. Residential developers expressed the significant risk associated with

additional time and uncertainty in the entitlement and permitting process and how it burdens housing projects. They stressed that long and unpredictable timeframes towards Planning entitlement and permitting beyond Planning added considerable risk and costs that increase the need for higher returns on housing units, exacerbating the output of housing units oriented towards top earners. Recommendations included increasing ministerial permitting and allowing it through local programs, reducing conditional use authorizations by focusing their need for unique conditions rather than common processes like residential demolition, lot consolidation, and use changes towards residential; reducing discretionary actions around subjective processes like design guidelines in favor of objective standards; and revising CEQA review to be more like how it is implemented in other Bay Area municipalities where less triggers high levels of analysis. They also suggested continued streamlining and consolidation of interagency reviews to avoid conflicts and delays. Broader land use changes included elimination of lot-based density requirements in favor of form-based zoning.

Draft 3 Revisions:

With the analysis afforded by the *Housing Needs Assessment and Assessment of Fair Housing, Sites Inventory Report and Rezoning Program*, and *Analysis of Government and Non-Government Constraints Report*, the department determined that rezoning would be necessary to ensure capacity that will meet San Francisco's RHNA targets while affirmatively furthering fair housing. Therefore, Policy 20 now calls for a rezoning program that increases the opportunity for mid-rise multi-family buildings along transit corridors, allows increased density through form-based zoning for small multi-family buildings near transit throughout Well-Resourced Neighborhoods.

The plan has also been revised to create more clarity about the nature of streamlining measures intended to facilitate affordable housing and community serving development. Policy 19 includes actions to reduce costs of building permanently affordable housing by minimizing project-by-project outreach and engagement and expanding ministerial review for smaller parcels. Policy 25 actions would reduce development constraints by reducing neighborhood notification requirements where community-informed community benefits are provided, allowing Department approval instead of Planning Commission approvals for increased affordability, or through CEQA streamlining or ministerial approval with adoption of Housing Sustainability Districts within Well-resourced Neighborhoods outside of areas vulnerable to displacement. This policy would also support low-income homeowners by reducing review and notification requirements of the Planning Code for small permits such as rear additions or small expansions.

Recognizing that some demolition will be necessary to create more multi-family housing, Policy 26 actions would remove conditional use processes for demolition single-family or multi-unit buildings that are not tenant occupied and without history of tenant evictions, that are not a historic resource, and where units are proposed to increase. It would also create objective regulations that prohibit demolition of tenant occupied units, unless the number of units is increasing by at least 200%, tenants are provided with full relocation compensation, replacement units are offered to tenants at the same rental rate prior to demolition and comply with State Law to replace any affordable or rent-controlled units demolished with permanently affordable units at equivalent affordability rates.

Geographic Approaches to Policy

Public Input:

Staff received additional input about the various geographical approaches to housing policies described in the draft plan. Stakeholders at the District 4 meeting expressed uncertainty that the policies targeted for Well-

Resourced Neighborhoods would be sufficient to direct sufficient affordable housing production to those areas. And the REP Coalition expressed concerns with how [Priority Equity Geographies](#) and [Well-resourced Neighborhoods](#) are defined, who is left out, and what is allowable within these geographies. They felt that these geographies may pit communities against each other, and that vulnerable communities should be leading these conversations about how to address housing needs in their communities.

Draft 3 Revisions:

On balance, policies and actions in Draft 3 were not revised to change any proposed geographical framing. Policy 18 was modified to ensure that Cultural Districts overlapping with Priority Equity Geographies were incorporated when tailoring zoning changes to these areas and the needs of American Indian, Black, and other communities of color. Given that the geographies have been reviewed throughout community engagement phases II and III, and the fact that the plan includes policies that call for community empowerment in zoning change decisions in Priority Equity Geographies and increased accountability to communities of color and vulnerable groups regardless of location, the department believes that the plan adequately address the desire to ensure vulnerable communities' opportunities to shape future housing legislation, zoning and development projects. Furthermore, the plan also includes policies related to the Displacement and Gentrification map and the Cultural Districts geographies, which allows it to better target anti-displacement policies.

Displacement

Public Input:

Several stakeholders continue to express concern about the plan's ability to stop involuntary displacement. The REP Coalition recommended changing policies 20 and 26, as they were viewed as promoting gentrification, displacement, and evictions through expansion of market-rate housing through rezoning, and height and density increases.

Draft 3 Revisions:

Policy 21 anticipates the potential displacement pressures that could be created by zoning changes, development projects and infrastructure projects, and it requires that the city "identify levels of investments to prevent displacement according to the needs of each community and each neighborhood" based on the forthcoming Racial and Social Equity Analysis of the plan. Staff heard the concerns about Policy 21 being vague and has attached the Draft Scope of Work for Racial and Social Equity Analysis of the Housing Element 2022 Update that will bring more specificity to the anti-displacement measures necessary for implementation of this plan.

Summary of Final Draft 2022 Housing Element Policies Revisions

In brief, Draft 3 of the 2022 Update:

- Expanded the reparations framework to include not only homeownership programs but also the allocation of below market units, investment in cultural anchors and access to land, while adding more actions intended to redress the impacts of discriminatory government actions.
- Increased the number of actions related in improving transparency and accountability in housing distribution and management systems, including the inter-agency Housing Element implementation committee's engagement with equity-focused community bodies and designation of community liaisons at key agencies such as Planning and MOHCD.

- Refined policies intended to increase the quality, variety, and distribution of affordable housing accessible to vulnerable populations such as seniors, people with disabilities, transgender and LGBTQ+ people, transitional aged youth, immigrants, and others.
- Clarified that a rezoning program is necessary to create adequate capacity for additional mid-rise and small multi-family housing types in [Well-resourced Neighborhoods](#) to meet the requirements of the Regional Housing Needs Allocation and Affirmatively Furthering Fair Housing.
- Clarified the nature of streamlining measures that may be taken to reduce development constraints that lead to improved housing affordability and choice or to support low-income homeowners in rehabilitating or expanding their homes.
- Clarified policy direction on preservation and demolition of existing housing.

NEXT STEPS AND ADOPTION SCHEDULE

This third draft will be sent to the State Department of Housing and Community Development for their review and comments along with the supporting reports. Publications of these required reports on March 25th serves as a 30-day notice required by State Law to seek public input on the contents of these reports. After this public input period, the Department will submit these reports along with the Draft 3 of goals, objectives, policies, and actions to HCD for their first review. The Department is also embarking on a Racial and Social Equity Impact analysis for the Housing Element policies. The draft Environmental Impact Report is scheduled to be published on April 20, 2022, and the corresponding hearing at the Planning Commission will be held on June 9, 2022. An initiation hearing for the General Plan Amendment will be scheduled for the Planning Commission in Fall 2022, followed by adoption hearing and certification of EIR in January 2023. The State mandate for a fully adopted Housing Element in San Francisco is May 2023. Failure to meet this deadline has significant implications for affordable housing funds, as well as potential significant fines, as outlined in the next section.

In sum, the following key dates must be met:

- **Mar 25 – Apr 30, 2022:** Minimum 30-day public review of Draft 3 goals, objectives, policies, and actions and supporting reports
- **Apr 20, 2022:** Draft Environmental Impact Report Publication
- **May 10, 2022:** Submittal to HCD for minimum 90-day review period from HCD with comments expected in the summer
- **Jun 9, 2022:** Draft Environmental Impact Report Planning Commission Informational Hearing
- **Now – Sep, 2022:** Racial and Social Equity Impact Analysis
- **Fall 2022:** Second submittal to HCD for review with comments expected within 90 days; Initiation hearing for the General Plan Amendment
- **Dec 31, 2022:** Expiration of 2014 Housing Element, beginning the 120-day grace period for Housing Element adoption and HCD certification of 2022 Update
- **Jan 2023:** Adoption hearing for 2022 Update and certification of EIR
- **May 2023:** State deadline for a fully adopted Housing Element 2022 Update



Consequences of Failure to Comply with the State Law

In April 2021, California’s Housing and Community Development (HCD) department issued guidance to cities and counties about the consequences of falling short in adopting or otherwise complying with previously adopted housing elements. HCD is authorized “to review any action or failure to act by a local government (that it finds) inconsistent with an adopted housing element or housing element law. This includes failure to implement program actions included in the housing element. HCD may revoke housing element compliance if the local government’s actions do not comply with state law.” And because housing elements are a mandatory part of a city or county’s General Plan, a noncompliant housing element could also impact its General Plan, potentially invalidating it as well. Localities in this situation are subject to a range of penalties or consequences, including loss of affordable housing and transportation funds as well as:

- **Legal Suits and Attorney Fees:** Local governments with noncompliant housing elements are vulnerable to litigation from housing rights’ organization, developers, and HCD.
- **Loss of Permitting Authority:** Courts may suspend the locality’s authority to issue building permits or grant zoning changes, variances, or subdivision map approvals.
- **Financial Penalties:** Courts can fine jurisdictions up to \$100,000 per month, and if they are not paid, multiply that by a factor of six.
- **Court Receivership:** Courts may appoint an agent with all powers necessary to remedy identified housing element deficiencies.
- **Streamlined Ministerial Approval Process:** Non-compliant jurisdictions are now subject to less rigorous “ministerial” approvals in order to hasten the production of housing.

Related Efforts

The Housing Element 2022 Update will initiate a holistic update to the General Plan. The Housing Element update is one part of a series of proposed amendments to the General Plan intended to modernize the City's

land use policy document. The other updates underway include updates to the Safety and Resilience Element to add climate resilience, a complete update of the Transportation Element consistent with the interagency ConnectSF Program, and an incorporation of Environmental Justice policies into the General Plan, consistent with both state law and the Commission's equity resolution number 20738.

Required Commission Action

This item is being presented for informational purposes only. No formal action by the Planning Commission is required.

Recommendation: None – Informational Item Only

Attachments:

- A. Housing Element 2022 Update Highlights
- B. Housing Element 2022 Update, Draft 3 Goals, Objectives, Policies and Actions
- C. Revised Policy and Action Table
- D. Draft Housing Needs Assessment Report
- E. Draft Sites Inventory Report / Draft Sites Inventory [digital copy](#)²
- F. Draft Analysis of Government and Non-Government Constraints Report
- G. Draft Evaluation of 2014 Housing Element Report
- H. Draft General Plan Consistency Memo
- I. Draft Scope of Work for Racial and Social Equity Analysis of the Housing Element 2022 Update
- J. Written Comments and Responses

² <https://www.sfhousingelement.org/node/1104>

Appendix F: Evaluation of the 2014 Housing Element

FINAL DRAFT - DECEMBER 2022

Prepared as Part of the
San Francisco Planning Department's

Housing Element Update 2022



San Francisco
Planning

Contents

Appendix F: Evaluation of the 2014 Housing Element	1
Housing Element Update 2022.....	1
Contents.....	2
Introduction.....	5
Progress in Meeting the Regional Housing Needs Allocation (RHNA).....	6
Production by Neighborhood and Zoning Type	11
Review of the 2014 Housing Element Objectives, Policies and Programs	15
Issue 1. Adequate Sites.....	16
Effectiveness of Objective 1: Overview.....	17
Effectiveness of Key Related Programs	18
Appropriateness of Objective 1	27
Review of Implementation Programs for Objective 1 from 2014 Housing Element.....	28
Issue 2. Conserve and Improve Existing Stock.....	35
Effectiveness of Objective 2: Overview.....	36
Effectiveness of Key Related Programs	37
Appropriateness of Objective 2	42
Review of Implementation Programs for Objective 2 from 2014 Housing Element.....	43
Effectiveness of Objective 3: Overview.....	47
Effectiveness of Key Related Programs	48
Appropriateness of Objective 3	55
Review of Implementation Programs for Objective 3 from 2014 Housing Element.....	56
Issue 3. Equal Housing Opportunities	59
Effectiveness of Objective 4: Overview.....	60
Effectiveness Key Related Programs.....	61
Appropriateness of Objective 4	64
Review of Implementation Programs for Objective 4 from 2014 Housing Element.....	65
Effectiveness of Objective 5: Overview.....	69
Effectiveness of Key Related Programs	70
Appropriateness of Objective 5	81
Review of Implementation Programs for Objective 5 from 2014 Housing Element.....	82

Effectiveness of Objective 6: Overview.....	86
Effectiveness of Key Related Programs	87
Appropriateness of Objective 6	94
Review of Implementation Programs for Objective 6 from 2014 Housing Element.....	95
Issue 4. Facilitate Permanently Affordable Housing	97
Effectiveness of Objective 7: Overview.....	98
Effectiveness of Key Related Programs	99
Appropriateness of Objective 7	106
Review of Implementation Programs for Objective 7 from 2014 Housing Element.....	107
Effectiveness of Objective 8: Overview.....	111
Effectiveness of Key Related Programs	111
Appropriateness of Objective 8	112
Review of Implementation Programs for Objective 8 from 2014 Housing Element.....	113
Effectiveness of Objective 9: Overview.....	116
Effectiveness of Key Related Programs	116
Appropriateness of Objective 9	120
Review of Implementation Programs for Objective 9 from 2014 Housing Element.....	121
Issue 5. Remove Constraints to the Construction and Rehabilitation of Housing	122
Effectiveness of Objective 10: Overview.....	123
Effectiveness of Key Related Programs	124
Appropriateness of Objective 10	129
Review of Implementation Programs for Objective 10 from 2014 Housing Element.....	131
Issue 6. Maintain the Unique and Diverse Character of San Francisco's Neighborhoods	133
Effectiveness of Objective 11: Overview.....	134
Effectiveness of Key Related Programs	135
Appropriateness of Objective 11	140
Review of Implementation Programs for Objective 11 from 2014 Housing Element.....	142
Issue 7. Balance Housing Construction and Community Infrastructure	145
Effectiveness of Objective 12: Overview.....	146
Effectiveness of Key Related Programs	146
Appropriateness of Objective 12	149
Review of Implementation Programs for Objective 12 from 2014 Housing Element.....	150

Issue 8. Prioritizing Sustainable Development	153
Effectiveness of Objective 13: Overview	154
Effectiveness of Key Related Programs	154
Appropriateness of Objective 13	156
Review of Implementation Programs for Objective 13 from 2014 Housing Element.....	158
Housing Needs of Special Populations	162
Housing for Seniors and People with Disabilities	162
Housing for Families with Children	162
Housing for People Experiencing or At Risk of Homelessness	163
Housing for Extremely Low and Low-Income Households	163
Housing for Transgender, Non-Binary/Gender Non-Conforming, and LGBTQ+ People	164
Housing for Persons with HIV/AIDS	164

Introduction

As part of the Housing Element update process, California Government Code Sections 65588(a) and (b) require an evaluation of San Francisco's existing Housing Element that was adopted in 2014. The evaluation consists of three sections: 1) an overview of the 2014 Housing Element's goals, objectives, and policies; 2) a summary of San Francisco's housing production during the 2014-2022 reporting period, as well as the City's affordable housing preservation efforts and tenant stabilization programs; and 3) an evaluation of the overall progress and implementation of the Housing Element.

The evaluation includes an assessment of the appropriateness and effectiveness of the objectives, policies, implementation the programs listed in the 2014 Housing Element. By examining past policies and objectives, as well as evaluating the implementation of programs initiated during the reporting period, the Housing Element can illustrate the success and redress challenges posed by policies and objectives that may no longer apply to the current context. An evaluation of the implementation of programs is presented at the end of each Objective.

Progress in Meeting the Regional Housing Needs Allocation (RHNA)

The State Department of Housing and Community Development (HCD) and the Association of Bay Area Governments (ABAG) set San Francisco’s fair share of the regional housing need for the 2015 to 2023 reporting period at 28,870 units. The 2014 *Housing Element* suggested that in order for the City to be truly successful in achieving the type and amount of housing targeted by the Regional Housing Needs Allocation (RHNA), a full partnership with the state and region is required. The 2014 Housing Element emphasized the need for state and regional funding to prioritize San Francisco’s share of statewide housing and affordability challenges, when allocating funds for affordable housing and public infrastructure to meet RHNA targets.

Table 1 breaks down the final RHNA allocations for San Francisco by the Area Median Income (AMI) of units. According to the allocated targets, Very Low to Moderate-Income housing production altogether (16,333 units) should exceed Above Moderate Housing Production (12,536 units).

Table 1. San Francisco Regional Housing Needs Allocation, 2015 - 2023

	<i>Very Low</i>	<i>Low</i>	<i>Moderate</i>	<i>Above Moderate</i>	<i>Total</i>
Units	6,234	4,639	5,460	12,536	28,869

In accordance with HCD instructions, progress is measured as unit additions authorized for construction (this means unit losses from demolitions or alterations are not included). San Francisco authorized 26,861 units from 2015 to 2021. Table 2 summarizes San Francisco’s progress toward RHNA goals for 2015 to 2021 by AMI of units. The unit gain reflects the cumulative efforts of a range of public agency programs and private investment throughout the city. The City is authorizing an average of 2,837 units per year (not including unit losses). If this continues for 2022, San Francisco will have met the overall RHNA target number set for the City. However, the City has fallen significantly short of authorizing and producing the Very Low to Moderate-Income housing (less than 120 percent AMI) RHNA targets. In contrast, authorization and production of Above Moderate-Income housing surpasses its RHNA target. Currently, authorized units for less than 120 percent AMI stand at 8,035 units, compared to 18,826 for Above Moderate AMI, which is 150 percent of the RHNA target for Above Moderate-Income housing.

Table 2. San Francisco Regional Housing Needs Allocation Progress Summary, 2015 - 2021

<i>Household Affordability</i>	<i>Housing Goals</i>	<i>Authorized Units</i>	<i>Deficit</i>	<i>% Progress</i>	<i>Completed Units</i>
Very Low-income (<50% AMI)	6,234	2,688	3,546	43%	2,657
Low-income (50%-80% AMI)	4,639	2,500	2,139	54%	2,317
Moderate Income (80%-120% AMI)	5,460	2,847	2,613	52%	1,817
Above Moderate (> 120% AMI)	12,536	18,826	0	150%	22,220
Total	28,869	26,861	8,298	71%	29,011

*Includes units legalized under Ord. 43-14, and all ADUs.

Source: SF Planning, Authorized Permits

If accounting for the loss of existing units through demolitions, mergers, and conversions, San Francisco produced 25,734 net new units from 2015 to 2021. Table 3 summarizes the number of total net units produced by income levels.

Table 3. San Francisco Units Authorized for Construction, 2015 - 2021¹

<i>Year</i>	<i>Very Low-income</i>	<i>Low-income</i>	<i>Moderate Income - Deed Restricted</i>	<i>Moderate Income - Non Deed Restricted*</i>	<i>Above Moderate</i>	<i>Total Net Units</i>
2015	370	336	83	57	3,237	4,083
2016	427	81	103	143	1,888	2,644
2017	259	447	163	225	3,535	4,629
2018	411	452	72	352	3,300	4,578
2019	309	352	120	565	3,203	4,546
2020	577	439	126	291	1,732	3,161
2021	248	338	220	327	960	2,093
Total	2,601	2,445	887	1,960	17,855	25,734

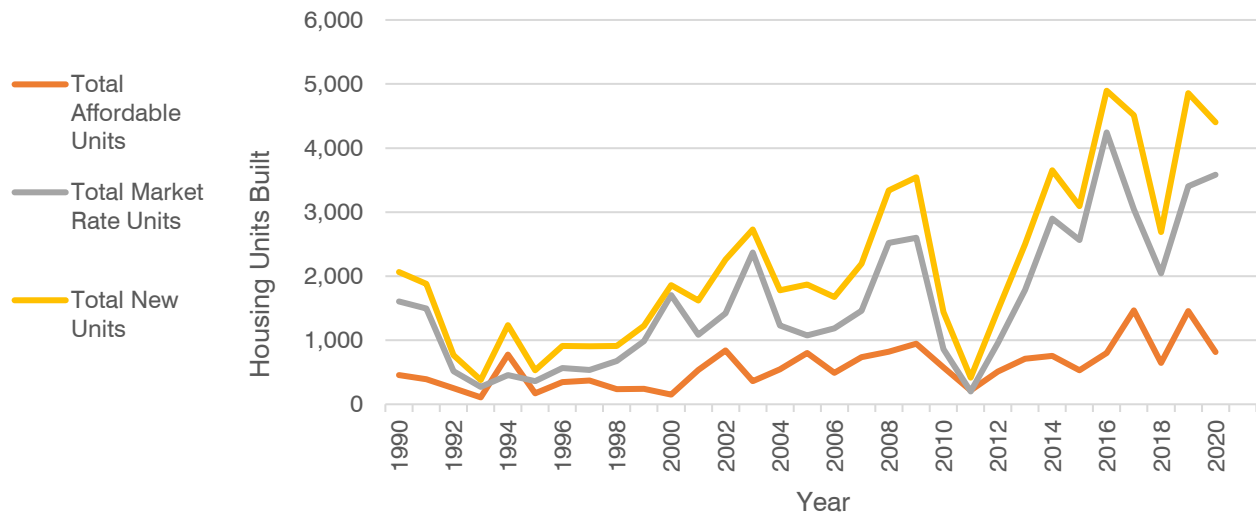
Source: SF Planning, Authorized Permits

Net production grew from an annual average of 1,765 units from 2007 to 2014, to 3,999 units from 2015 to 2021 (Table 4). Net housing production from 2015 to 2021 accounted for 50 percent of housing production from the last 20 years (2002 to 2021). Affordable units produced from 2015 to 2021 (6,791 units) accounted for 23 percent² of total affordable housing production.

¹ Table numbers to be verified

² Percentage to be verified

Figure 1. Housing Production and Affordability, 1990 - 2020



Source: SF Planning Analysis of Department of Building Inspection Data

Units authorized for new construction have also been increasing in recent years after a severe drop during the recession of 2008 to 2009 that also affected production. Alterations to existing buildings have generally yielded about 370 units per year while demolitions have averaged about 90 units per year.

Table 4. Net Housing Units Added and Units Authorized for Construction, 2015 - 2021

Year	Units Authorized for Construction	Units Complete from New Construction	Units Demolished	Units Gained or Lost from Alterations	Net Change in Number of Units
2015	4,083	2,435	25	503	2,913
2016	2,642	4,895	30	212	5,077
2017	4,629	3,954	18	182	4,118
2018	4,587	2,309	53	316	2,572
2019	4,549	4,402	139*	373	4,636
2020	3,165	3,957	352**	438	4,043
2021	2,093	4,081	12	564	4,633
Totals	25,748	26,033	629	2,588	27,992

*Sunnydale HOPE-SF project demolished 112 units for replacement

**Alice Griffith HOPE-SF project demolished 250 units for replacement

Source: SF Planning Department Analysis of Department of Building Inspection Data.

Note: Net Change equals Units Completed less Units Demolished plus Units Gained or Lost from Alterations.

The greatest deficiency for the reporting period continues to be in the production of very low-income housing (<50% AMI), where the City achieved just 43 percent of its target. While ADUs account for part of moderate-income housing production, the city fell short of its target (52%). San Francisco Planning’s *Affordable Housing Funding, Production, and Preservation* white paper shares that the primary obstacle to

the production of moderate-income housing in high land cost markets such as San Francisco is that local, state, and federal funding targets lower income households, who are at greater financial need. Though moderate-income households can afford higher rents than lower income households, they often cannot afford rents that can pay for the high cost of new development in San Francisco. The Low-Income Housing Tax Credit (LIHTC) program and other state and federal funding sources do not serve moderate-income households. As a result of high costs and lack of state and federal subsidy, production of units affordable at moderate incomes can require more local subsidy to produce than a low-income unit.

San Francisco's affordable housing expenditures are heavily focused on the production and preservation of 100 percent affordable housing projects that serve households earning 80 percent or less of AMI. 100 percent affordable housing represents two thirds of new affordable units built in San Francisco from 2006 to 2018. The City's Inclusionary Housing Program generated one third of new affordable units built in San Francisco since 2006.

On average, the City's Inclusionary Housing Program generated one third of new affordable units built in San Francisco since 2006. The production of inclusionary units picked up in 2011, as the economy recovered from the Great Recession and market rate residential development increased. The city produced an average of 941 affordable units per year from 2015 to 2021, compared to an average 334 units in the 1990s. The other major affordable housing program, 100 percent affordable housing, represented two thirds of affordable units built in San Francisco from 2006 to 2018.

Table 5. New Affordable Housing Construction by Income Level, 2015 - 2021³

<i>Year</i>	<i>Extremely Low-income</i>	<i>Very Low-income</i>	<i>Lower Income</i>	<i>Low Income</i>	<i>Moderate Income</i>	<i>Total Affordable Production</i>	<i>% of Total Production</i>
2015	0	213	0	66	250	529	17%
2016*	120	128	0	364	190	802	16%
2017	0	562	0	221	184	967	23%
2018	45	285	0	251	208	789	29%
2019	0	413	0	506	368	1,287	27%
2020	13	215	0	156	331	715	16%
2021	13	567	0	528	287	1,495	31%
Total	191	2,383	0	2,092	1,818	6,584	24%

Source: SF Planning Department, Mayor's Office of Housing and Community Development
 *New Affordable Housing Construction numbers for the year 2016 to be verified

Total affordable production including inclusionary programs since 2015 was 6,584 units, roughly 24 percent of all new housing. Census data shows 15,000 more units added than City data, which may be due to estimate error, may in part be due housing transferred to civilian use in the Presidio and Treasure Island, or may be due to unpermitted units not seen in City data.

³ Table numbers to be verified

Increases in the amount of affordable housing produced and preserved aligns with periods of economic growth and greater funding. Inclusionary housing, funded by market rate developments and included in a mixed income building, has typically provided hundreds of units per year. In addition, the City's inclusionary housing policy generates millions of dollars in funding for 100 percent affordable housing developments through the in-lieu fee payment option. Generally, 100 percent affordable production built with public subsidy tends to contribute more affordable housing annually than inclusionary production, with inclusionary affordable production surpassing 100 percent affordable production in 2015, 2016, and 2020.

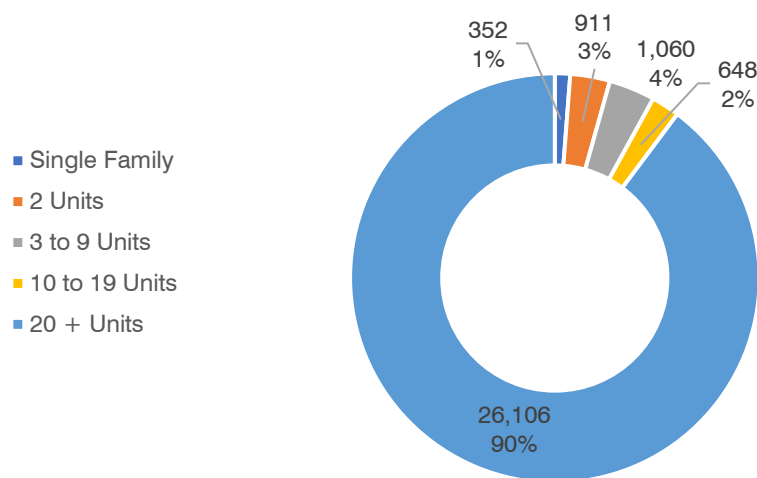
Table 6. Affordable Production by Inclusionary and 100% Affordable Status, 2015 - 2021

Year	Inclusionary Units	100% Affordable	Total
2015*	286	190	286
2016	449	288	737
2017	421	946	1,367
2018	163	341	504
2019	405	874	1,279
2020	480	208	688
2021	355	855	1,210
TOTAL	2,559	3,702	6,261

Source: SF Planning Department, Mayor's Office of Housing and Community Development
 *Affordable Production numbers for the year 2015 to be verified

The significant majority of units build from 2015 to 2021 was in buildings of 20 units or more.

Figure 2. Gross Housing Production by Building Size, 2015 - 2021



Source: SF Planning Analysis of Department of Building Inspection Data

Production by Neighborhood and Zoning Type

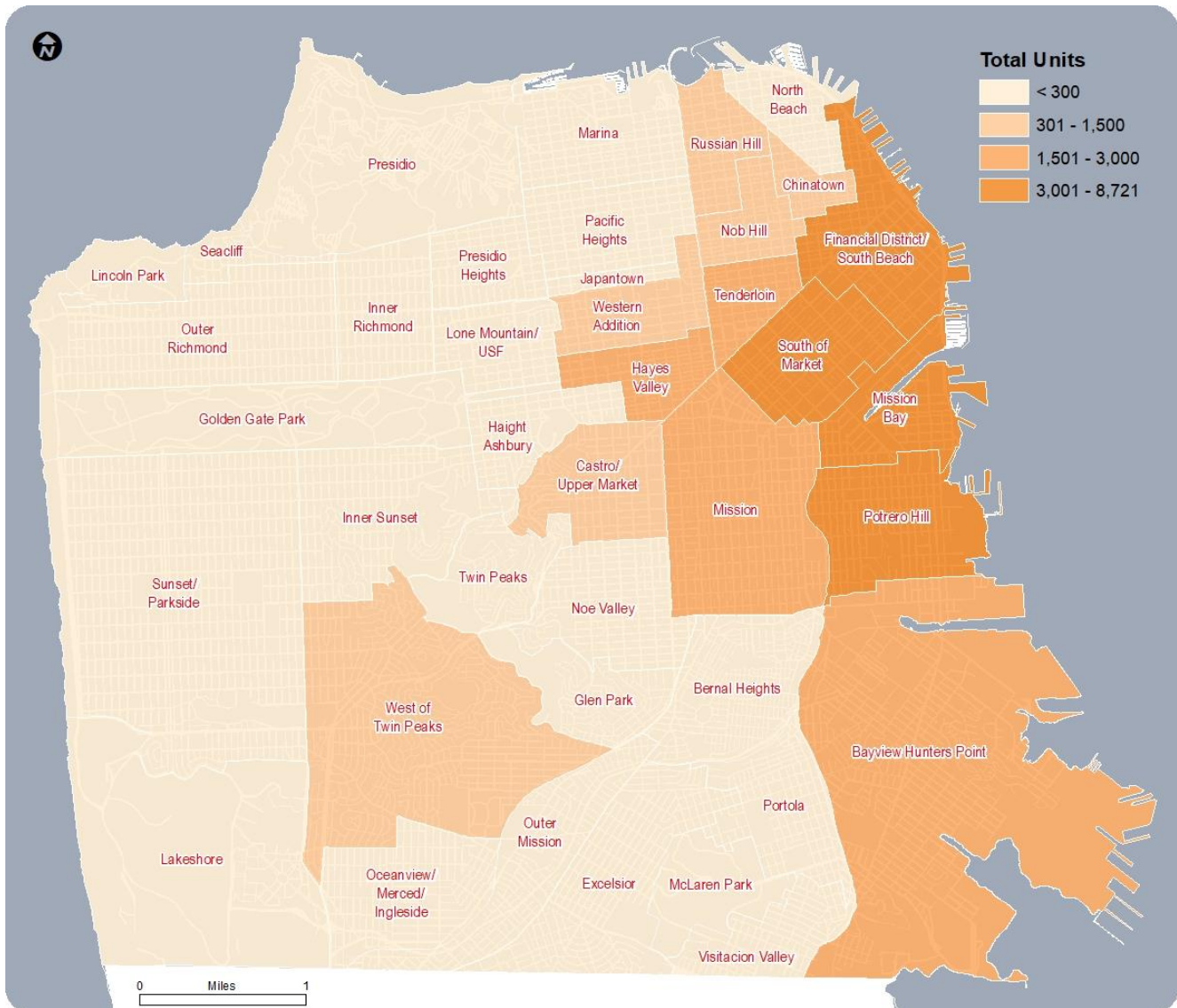
Housing production, both market rate and affordable, has been extraordinarily concentrated in just a few neighborhoods that allow multifamily housing with 85 percent of new housing built in just eight neighborhoods: Downtown/ South beach, SoMa, Mission Bay, Potrero Hill/ Dogpatch, Bayview Hunters Point, the Mission, Tenderloin, and Hayes Valley. These neighborhoods are also where 82 percent of the city’s affordable housing has been built. Many of these neighborhoods are also where former rail yards, shipyards, warehouses, industrial sites, or freeway rights of way have fallen into disuse and the city had changed zoning to allow multifamily housing and other uses. Development is more common in these areas in part because multifamily housing is often restricted in many of the city’s other residential neighborhoods.

Table 7. New Housing Added by Neighborhood, 2005 - 2019

<i>Analysis Neighborhood</i>	<i>Net Units</i>	<i>Affordable Units</i>	<i>% Total Net Units</i>	<i>% Affordable Units</i>
Financial District/South Beach	8,735	1,098	21%	10%
South of Market	7,008	1,967	17%	18%
Mission Bay	6,526	1,498	16%	14%
Potrero Hill	3,062	288	7%	3%
Bayview Hunters Point	2,654	1,479	6%	14%
Mission	2,463	829	6%	8%
Tenderloin	2,451	1,134	6%	10%
Hayes Valley	2,032	554	5%	5%
Western Addition	986	489	2%	5%
Nob Hill	669	50	2%	0%
All other neighborhoods	4,478	1,430	11%	13%
	41,064	10,816		

Source: 2020 Q4 Housing Completes data

Figure 3. Map of Housing Production by Neighborhood, 2005 - 2019



Source: SF Planning Analysis of Department of Building Inspection Data

The majority of housing production occurs in areas with “form-based” density controls, where rules regarding height and bulk, open space, percentage of multi-bedroom units, and other regulations determine the number of units allowed in a building rather than an absolute limit per lot. San Francisco has created various “form-based” zoning districts, such as Urban Mixed Use (UMU) and Neighborhood Commercial Transit (NCT), in recent decades through area plans. In addition, most of the City’s Downtown commercial, former redevelopment areas, and large site master plan development agreements use form-based zoning rather than restrictions on the number of units per lot or by square footage to determine how many homes can be built. From 2005 to 2019, 79 percent of all housing and 62 percent of affordable housing is has been built in form-based districts, including Commercial and Redevelopment areas though these zoning types cover just 17 percent of the City’s total residentially zoned land. In contrast, single family (RH-1) and two family (RH-2) zoning cover nearly 60 percent of the

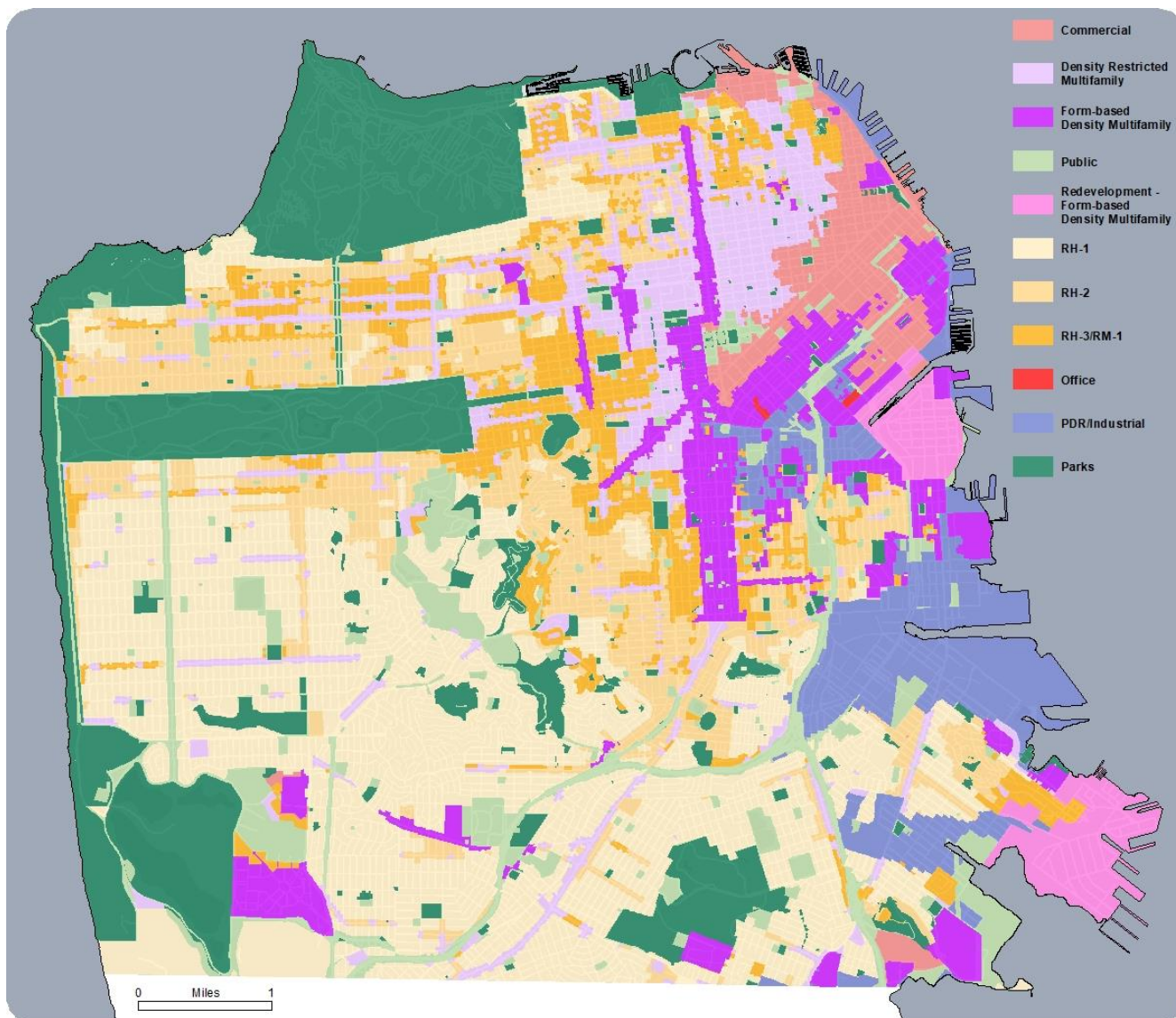
City's residential land and yet just 3 percent of all new housing and 6 percent of affordable housing is built in these areas.

Table 8. Housing Production by Zoning Categories, 2005 - 2019

<i>Zoning Category</i>	<i>Net Units</i>	<i>Affordable Units</i>	<i>% Total Units</i>	<i>% Affordable Units</i>	<i>% Residential Land</i>
Form-based Density Multifamily	18,218	3,649	44%	34%	7%
Commercial	8,842	1,851	22%	17%	5%
Redevelopment - Form-based Density Multifamily	5,244	1,140	13%	11%	5%
Density Restricted Multifamily	4,532	1,862	11%	17%	12%
RH-3/RM-1	1,769	940	4%	9%	11%
RH-2	932	540	2%	5%	18%
RH-1	244	62	1%	1%	41%
PDR/Industrial	750	413	2%	4%	0%
Public	533	359	1%	3%	0%
Total	41,064	10,816			

Source: DataSF "Housing Inventory Data" dataset

Figure 4. Map of San Francisco Zoning



Source: SF Planning

Review of the 2014 Housing Element Objectives, Policies and Programs

The 2014 *Housing Element* placed greater emphasis on meeting housing demand as employment opportunities increased and affordable housing for extremely low, very low-, low-, and moderate-income households. The City's housing values shared in the 2014 Housing Element were to 1) Prioritize permanently affordable housing; 2) Recognize and preserve neighborhood character; 3) Integrate planning of housing, jobs, transportation, and infrastructure, and 4) Cultivate the city as a sustainable model of development.

The following summary of past objectives and policies is organized by the eight issues identified in the 2014 Housing Element:

Issue 1. Adequate Sites

Issue 2. Conserve and Improve Existing Stock

Issue 3. Equal Housing Opportunities

Issue 4. Facilitate Permanently Affordable Housing

Issue 5. Remove Constraints to the Construction and Rehabilitation of Housing

Issue 6: Maintain the Unique and Diverse Character of San Francisco's Neighborhoods

Issue 7: Balance Housing Construction and Community Infrastructure

Issue 8: Prioritizing Sustainable Development.

Some policies and programs specifically address the housing needs of special populations. These populations include Extremely Low-income and Very Low-Income Households, Families with Children and Large Families, Persons with HIV/AIDS and Terminally Ill Patients, Students, Transgender and LGBTQ+ People, Immigrants and Linguistically Isolated People, Elderly/Seniors, People Experiencing and At-Risk of Homelessness, Persons with Disabilities (including Developmental Disabilities). Programs that address the housing needs of special needs populations are indicated as such in the program's description of effectiveness.

Issue 1.

Adequate Sites

The Adequate Site issue area details San Francisco's strategy for increasing the overall net supply of housing. Production of new housing and increasing density of development was the primary strategy.

OBJECTIVE 1: IDENTIFY AND MAKE AVAILABLE FOR DEVELOPMENT ADEQUATE SITES TO MEET THE CITY’S HOUSING NEEDS, ESPECIALLY PERMANENTLY AFFORDABLE HOUSING.

Policy 1.1 Plan for the full range of housing needs in the City and County of San Francisco, especially affordable housing.

Policy 1.2 Focus housing growth and the infrastructure necessary to support growth according to community plans. Complete planning underway in key opportunity areas such as Treasure Island, Candlestick Park and Hunter's Point Shipyard.

Policy 1.3 Work proactively to identify and secure opportunity sites for permanently affordable housing.

Policy 1.4 Ensure community-based planning processes are used to generate changes to land use controls.

Policy 1.5 Consider secondary units in community planning processes where there is neighborhood support and when other neighborhood goals can be achieved, especially if that housing is made permanently affordable to lower-income households.

Policy 1.6 Consider greater flexibility in number and size of units within established building envelopes in community-based planning processes, especially if it can increase the number of affordable units in multi-family structures.

Policy 1.7 Consider public health objectives when designating and promoting housing development sites.

Policy 1.8 Promote mixed use development, and include housing, particularly permanently affordable housing, in new commercial, institutional, or other single use development projects.

Policy 1.9 Require new commercial developments and higher educational institutions to meet the housing demand they generate, particularly the need for affordable housing for lower income workers and students.

Policy 1.10 Support new housing projects, especially affordable housing, where households can easily rely on public transportation, walking and bicycling for the majority of daily trips.

Effectiveness of Objective 1: Overview

During the 2014-2022 cycle, San Francisco pursued rezoning through community plans such as Central SoMA and Market Octavia Amendments (see below for further detail). Housing growth continued to focus within Area Plans, and development agreements primarily on the east side of the city. The City also overhauled policies such as allowing Accessory Dwelling Units and making those controls flexible both for multi-family buildings and in low-density and single-family zoning districts. A local program for implementing State density bonus program, called HOME SF was also passed. San Francisco's ADU

program as well as HOME SF program were used to model expanded state legislation on ADUs and density bonuses adopted throughout California. The City also pursued 100 percent affordable housing projects on Public Land as well as purchasing privately owned sites. As described in the RHNA progress above, these efforts still did not help with fully achieving the city’s affordable housing targets, mostly due to lack of funding compared to increasing costs of construction, rather than adequacy of site capacity. Below key programs and initiatives are evaluated in terms of their effectiveness in achieving this objective.

Effectiveness of Key Related Programs

Major Area Plans and Projects, and Development Agreements

There were numerous area plans, community plans, and development agreements that were adopted prior to and during the 2014 – 2022 reporting period. The resulting plans and rezoning in these areas increase housing capacity for the neighborhoods and the City. As shown in Table 9 below, 38,624 new units are in the pipeline for projects that are under a Development Agreement, nine of which were approved during the 2014-2022 period, and 8,608 of the total units designated as affordable. Table 10 shows that 19,027 units were completed under specific area plans between 2014 and 2020.

Table 9. Pipeline of Entitled Projects, 2020-Q3

<i>Development Agreement/Project Name</i>	<i>Net Units</i>	<i>Affordable Units</i>
Candlestick Park Hunters Point Shipyard Phase II (amended in 2018)	10,007	2,833
Treasure Island	7,676	1,800
Parkmerced	5,679	1,538
Potrero Power Station (approved in 2020)	2,601	780
Pier 70 (approved in 2018)	1,875	600
India Basin (approved in 2019)	1,575	394
Schlage Lock	1,450	123
Hunters Point Shipyard Phase I	1,328	0
Mission Rock (approved in 2018)	1,327	526
Balboa Reservoir (approved in 2020)	1,100	650
Potrero HOPE SF (approved in 2017)	837	313
Sunnydale HOPE SF (approved in 2017)	775	307
3333 California Street (approved in 2019)	744	185
5M (approved in 2015)	688	91
Plumbers Union	579	254
Trinity Plaza	501	74
Mission Bay	293	292
Grand Total	38,624	8,608

Source: Department of Building Inspection (DBI)

Since 2014, the City has adopted the Central SoMa Plan and the Market & Octavia Area Plan Amendments. These plans seek to capitalize on each area's unique assets for current and future residents and strengthen neighborhoods by encouraging new housing in transit-rich areas where neighborhood shops and services are concentrated.

The Central SoMa Plan's goals include space for 32,000 new jobs, 8,800 new housing units (33 percent affordable), transit and public infrastructure improvements, environmental sustainability, and funding for cultural preservation and community services.

The Market & Octavia Area Plan Amendment (also known as "The Hub"), amended the existing Market and Octavia Area Plan to generate more housing and affordable housing units, develop and coordinate designs for streets and alleys, and update the Market and Octavia Community Improvements Neighborhood program with specific infrastructure projects in the Hub area. Housing allowed in the area increased from 8,070 new housing units to 9,710 new housing units following the amendment, a total of 1,640 additional units with 434 affordable units.

The vast majority of new housing development, including affordable housing, is built within areas where an area plan has been adopted as called for in the policies under Objective 1 of the 2014 Housing Element (Policy 1.2). These plans often included changes to zoning to allow more housing. Area plans cover about 24 percent of the city's residential land but nearly 73 percent of all housing and 74 percent of affordable housing in recent years has been built within these plan areas. Area plans allow the Planning Department to work with communities, elected officials, and other city agencies to develop a vision for the long-term growth and evolution of an area including infrastructure, housing, and other key considerations. Area plans have typically involved both zoning changes and General Plan amendments, and master development plans involve both legislative amendments as well as contracts. All of these steps require approval of both the Planning Commission and the Board of Supervisors.

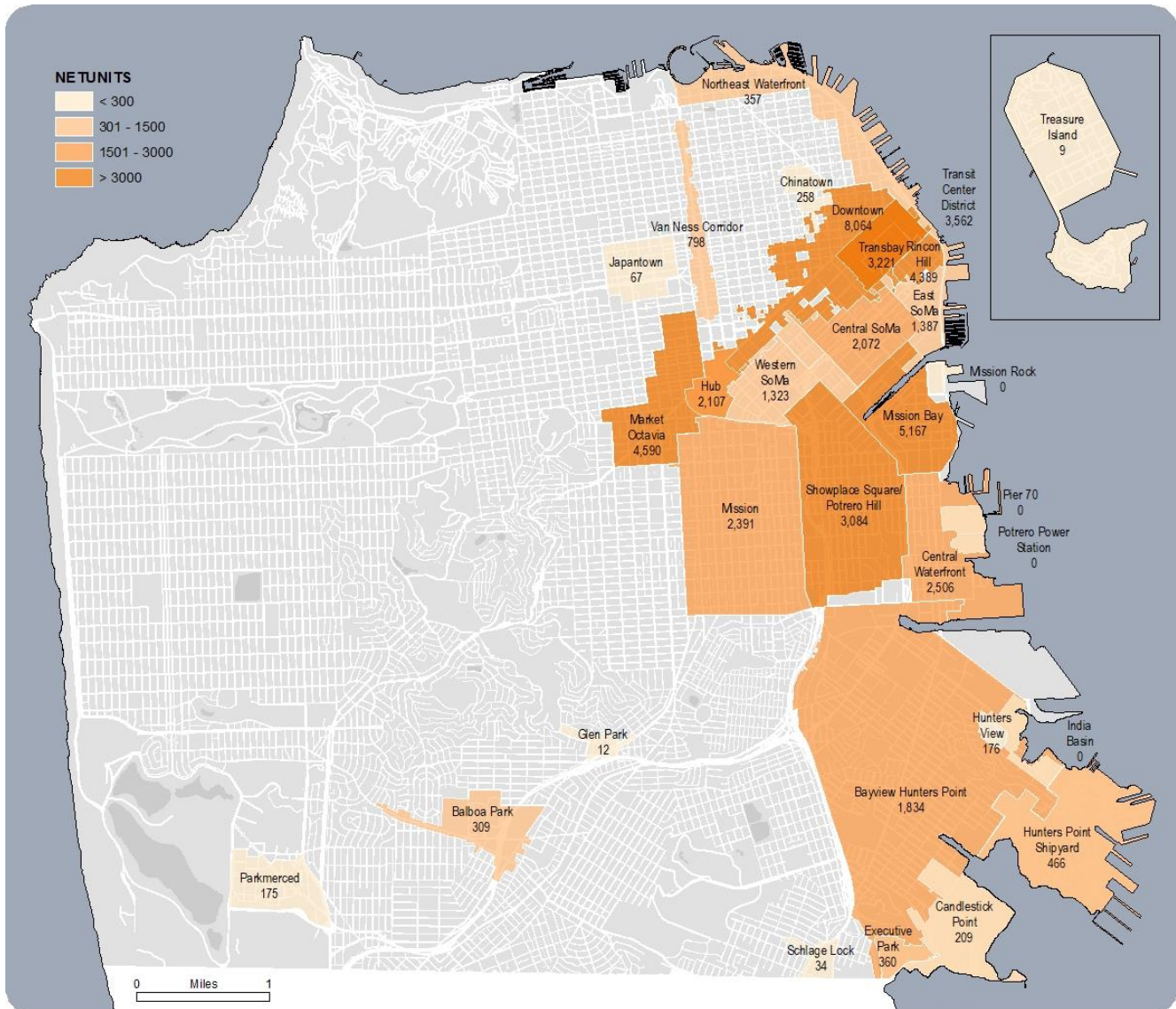
Table 10. Housing Production by Area Plans, 2015 - 2020

<i>Area Plan</i>	<i>Units Produced 2014 - 2020</i>	<i>Est. Net Total Units</i>	<i>Affordable Units</i>	<i>% Total Units</i>	<i>% Affordable Units</i>
Balboa Park (BN)	123	305	99	1%	1%
Bayview Hunters Point	1,152	2,069	1,356	5%	13%
Central SoMa	977	1,857	283	5%	3%
Central Waterfront (EN)	2,063	2,172	283	5%	3%
Chinatown	114	257	213	1%	2%
Civic Center			-		
Downtown	4,022	5,684	1,432	14%	13%
East SoMa (EN)	178	1,347	334	3%	3%
Glen Park	(1)	12	2	0%	0%
Hunters Point Shipyard			-		
Market and Octavia	2,425	3,959	1,023	10%	9%
Mission (EN)	1,127	1,975	692	5%	6%
Mission Bay	2,912	5,684	1,185	13%	11%
Northeast Waterfront	112	304	97	1%	1%
Rincon Hill			-		
Showplace Square/Potrero Hill (EN)	2,509	2,539	546	6%	5%
Treasure Island/Yerba Buena Island	9	9	-	0%	0%
Van Ness Corridor	448	755	66	2%	1%
Western Shoreline			-		
Western SoMa (EN)	857	1,196	460	3%	4%
Area Plan Total	19,027	30,124	8,071	73%	74%
Rest of the San Francisco	-	11,248	2,858	27%	26%

Source: DataSF "Housing Inventory Data" dataset

Note: Figures for "Market Octavia/Downtown" were folded into Market Octavia. Figures for Central SoMa/Downtown were folded into Central SoMa.

Figure 5. Housing Production by Area Plans



Source: SF Planning Department

Public Land for Housing

During the 2014-2022 reporting period, San Francisco prioritized public land for housing development. Driven by Policy 1.3, the City established an inter-agency working group in 2014, comprised of the Office of Economic and Workforce Development (OEWD), Planning Department, Municipal Transportation Agency (SFMTA), Public Utilities Commission (SFPUC), Mayor’s Office, Mayor’s Office of Housing and Community Development (MOHCD) and the Real Estate Division, to help San Francisco address some of its most pressing issues such as housing, transportation, and neighborhood sustainability and resiliency through the re-utilization of selected City-owned properties that have useful characteristics to maximize their use and opportunities for public benefit. The goal is to maintain coordinated development

through community and stakeholder engagement, provide a range of public benefits and innovative strategies that extend beyond the sites themselves, all while still ensuring that owner agencies can further their core missions. San Francisco will continue to identify its public lands that are suitable for housing development as a strategy to help meet its housing needs. Table 11 listed preliminary projects that have been listed under the Public Land for Housing program.

Table 11. Development Projects Under the Public Land for Housing Program

<i>Site/Project Name</i>	<i>Total Estimated New Units</i>	<i>Estimated New Affordable Units</i>	<i>Public Agency</i>
UCSF Parnassus Heights	1,263	1,008	University of California, San Francisco
Mission Rock	1,200	480	Port of San Francisco
Balboa Reservoir	1,100	550	San Francisco Public Utilities Commission
Pier 70	1,100 – 2,150	320	Port of San Francisco
88 Broadway	178	178	Port of San Francisco
La Fénix at 1950 Mission Street	157	157	San Francisco Unified School District
Francis Scott Key Annex Educator Housing	136	136	San Francisco Unified School District
Balboa Upper Yard	131	131	San Francisco Municipal Transit Agency and Bay Area Rapid Transit
4 th and Folsom	71	71	San Francisco Municipal Transit Agency
Potrero Yard*	560	280	San Francisco Municipal Transit Agency
Seawall Lot 330*	850	212	Port of San Francisco

*Proposed and not yet approved

Surplus Public Land

In 2004, San Francisco adopted the Surplus City Property Ordinance to require that surplus public land be identified and evaluated to develop housing for people that are homeless and persons earning 20 percent AMI. The ordinance also established a 13-member Citizens Advisory Committee to recommend property that should be determined to be surplus, property that is suitable for disposition for the purpose of directly assisting people who are homeless, and if surplus land should be sold to raise money for affordable housing development. These actions are supported by Policy 1.3.

In 2015, San Francisco Voters passed Proposition K to streamline the process of identifying surplus public land that could be used for affordable housing and expand the target income levels of housing developments allowed on surplus public lands. Proposition K would allow units built on surplus public land to those with incomes one and a half times the median income or larger. Proposition K also enables the City to require that 15 percent of units be made affordable to those earning 55 percent AMI and 18 percent of units be affordable to those with incomes equal to or less than 120 percent AMI for any developments that were built on sold surplus public land. Several other provisions are included to facilitate the city’s prioritization of affordable housing on surplus public land.

The Surplus Land Program has received some criticism by housing advocates stating that the list of properties provided to the public has been very limited and that City is not utilizing the program to its full capacity. Under the program, certain local government agencies are exempt from reporting on its portfolio of surplus land. High development costs and lack of available funding for City agencies like the Mayor’s Office of Housing and Community Development present challenges for the City to build affordable housing on surplus public land. In the 2018 list of San Francisco's Surplus Property released by the Real Estate Division, all three properties were reviewed by MOHCD deemed unsuitable for housing.

Table 12 lists the properties within MOHCD’s portfolio that occupy surplus public and new affordable units that have been planned, currently in the pipeline, under construction or that have been completed.

Table 12. Properties within SF MOHCD's Portfolio on Surplus Public Land since 2014

<i>Project/Site Location</i>	<i>Total New Affordable Units</i>	<i>New MOHCD-Funded Affordable Units</i>	<i>Public Agency</i>
Planned			
Laguna Hospital	140	140	San Francisco Public Health Department
Moscone Garage	100	100	San Francisco Office of Community Investment and Infrastructure
Potrero Yard	100	100	San Francisco Municipal Transit Agency
Pipeline			
Parcels R, S & U (Central Freeway)	64	64	San Francisco Department of Public Works
1530 43 rd Ave (Francis Scott Key Annex)	136	136	San Francisco Unified School District
482 Geneva Ave (Balboa Park Upper Yard)	131	131	San Francisco Municipal Transit Agency and Bay Area Rapid Transit
266 4th St	71	70	San Francisco Municipal Transit Agency
Balboa Reservoir	550	100	San Francisco Public Utilities Commission
Under Construction			
1190 4 th St	150	150	Insufficient Data
280 Beale St	69	69	CalTrans
255 Fremont	119	119	CalTrans
88 Broadway	125	125	Port of San Francisco
735 Davis St	53	53	Port of San Francisco
1068 Mission St	256	256	Insufficient Data
Treasure Island	1,474	1,474	San Francisco Office of Community Investment and Infrastructure
HOPE SF			
Alice Griffith	248	0	San Francisco Housing Authority
Hunters View	119	72	San Francisco Housing Authority

<i>Project/Site Location</i>	<i>Total New Affordable Units</i>	<i>New MOHCD-Funded Affordable Units</i>	<i>Public Agency</i>
Potrero Annex and Terrance	385	155	San Francisco Housing Authority
Sunnydale-Velasco	269	229	San Francisco Housing Authority
Completed			
255 Broadway	74	74	San Francisco Office of Community Investment and Infrastructure
1100 Ocean Ave	70	70	San Francisco Department of Public Works
588 Mission Bay Blvd North	198	198	Insufficient Data
La Fénix at 1950 Mission St	157	157	San Francisco Unified School District
2060 Folsom St	127	127	Insufficient Data

State Density Bonus Program

The State's Density Bonus (SDB) Law grants increases in density, incentives/concessions, and waivers from development standards in exchange for providing affordable housing on site (Policy 1.6). Because housing development projects of 10 units or more are required to provide affordable housing through the inclusionary housing program, more developments have taken advantage of SDB to add more units or expand the height or bulk of a development in exchange for the affordable housing they provide. Over 55 projects with over 6,000 total units and 1,851 affordable units have proposed to use SDB and 10 projects have received building permits. 100 percent affordable housing developments have also used SDB to add units and increase the size of the affordable development. The SDB Law provides a density bonus specifically for 100 percent affordable housing projects, which allows for three stories of height above the height limit, decontrolled density, four incentives/concessions and unlimited waivers from development standards.

Accessory Dwelling Units

In 2014 San Francisco kicked off a series of changes in local control that fully reversed the City's position in adding ADUs as well as unauthorized units. As called for in Policy 1.5, the City moved from not allowing ADUs and calling for removal unauthorized units to encouraging ADUs in many different ways and prohibiting removal of unauthorized units except in specific health and safety circumstances. San Francisco has passed and adopted numerous ordinances to increase housing capacity by allowing additional on-site units in existing residential structures. In 2014 the Board of Supervisors passed several pieces of legislation around Accessory Dwelling Units (ADUs). One ordinance, approved in April 2014, waives some restrictions for homeowners in and around the Castro Neighborhood Commercial District who wish to add a dwelling unit within the existing building envelope. Another, passed soon after, created an amnesty program for illegal dwelling units that were created before January 1, 2013.

In 2016, the Planning Code was amended to allow San Francisco's Accessory Dwelling Unit Program to be applied citywide in areas that allow residential use. The program also reduces some Planning Code requirements to make it possible for property owners to add ADUs. On August 31, 2018, Mayor London Breed issued Executive Directive 18-01 to accelerate the approval of ADUs.

This has expanded the ability of property owners to add accessory dwelling units (ADUs) to existing residential properties, resulting in hundreds of additional homes and a few thousand in the pipeline. Although the Accessory Dwelling Unit Program has added to the City's housing stock, there remains challenges to its full potential. Homeowners of single-family homes are offered financial incentives to construct ADUs, especially if the unit is kept equal to or less than 120 percent AMI. However, recent data suggests that owners of single-family homes are not accessing these incentives. The City can study why these owners are not accessing the financial incentives to build ADUs. For example, the City can examine if qualification requirements pose a barrier for owners of single-family homes. Table 13 illustrates the number of ADUs that were filed, approved, and completed from 2015-2020.

District 4 Supervisor Gordon Mar, SF Planning, and ASIAN, Inc. are partnering on a pilot ADU program, intended to provide incentives and encourage the adding of ADUs in the Sunset District as an affordable source of housing. Residents of District 4 are eligible to apply for technical assistance to assess the potential of adding an ADU to their property.

Table 13: Accessory Dwelling Units (ADUs), 2015 – 2021

	2015	2016	2017	2018	2019	2020	2021	Grand Total
<i>Filed</i>	1	39	133	141	273	630	166	1,383
<i>Approved</i>	10	9	67	223	457	205	164	1,135
<i>Completed</i>	1	4	20	82	166	126	204	603

Source: SF Planning Department Analysis of Department of Building Inspection Data.

Inclusionary Housing Program

In 1992, the Planning Commission adopted guidelines for applying the City's Inclusionary Affordable Housing Policy, planning for a full range of housing needs as called for in Policy 1.1. This policy required housing projects with 10 or more units that seek a Conditional Use (CU) permit or Planned Unit Development (PUD) to set aside a minimum of 10 percent of their units as affordable units. In 2002, the Board of Supervisors legislated these guidelines into law and expanded the requirement to all projects with 10 or more units. In condominium developments, the inclusionary affordable ownership units would be available to households earning up to 100 percent of the Area Median Income (AMI); below market inclusionary rental units are affordable to households earning 60 percent or less of AMI. If a housing project required a conditional use permit, then 12 percent of the units would need to be made available at the same levels of affordability.

In 2006, the inclusionary requirements were increased to 15 percent if units were constructed on-site, and to 20 percent if constructed off-site and is applicable to projects of five units or more. In 2013, the inclusionary requirements were changed back to projects with 10 or more units and the on-site requirement went back down to 12 percent. In August 2017, the inclusionary requirements were changed to 12 percent of on-site units for projects with 10 to 24 units, and 18 percent on-site for rental projects with 25 units or more and 20 percent on-site for ownership projects with 25 units or more.

The 405 inclusionary units built in 2019 represented a 149 percent increase from the 163 inclusionary units that were built in 2018. The number of inclusionary housing units built in 2019 is also 17 percent above than the five-year annual average of 345 units. The total number of inclusionary units that constructed from 2015-2019 was 1,724.

For projects within the Mission Planning Area, North of Market Residential SUD (Tenderloin), and SoMa NCT (6th Street), the inclusionary requirements are as follows: 25 percent on-site for rental, 27 percent on-site for ownership in projects with 25 or more units. These increases apply to new projects without an environmental evaluation initial study on or after January 12, 2016.

Local 100% Affordable Housing Bonus Program (AHBP)

In 2016, San Francisco established the 100% Affordable Housing Bonus Program (AHBP). In addition to other local density bonus program and bonus programs offered by the state of California, the AHBP includes special incentives for 100 percent affordable housing developments. These incentives include allowing up to 3 stories above the existing height limits and extended entitlements of up to 10 years. This opportunity to increase flexibility in number of units for the project meets Policy 1.6. The AHBP applies to multiple zoning areas except for RH-1 (parcels with one housing unit per lot in Residential, House Character Districts) and RH-2 (parcels with two housing units per lot in Residential, House Character Districts). Certain area plans are also excluded from the local AHBP as they have recently adopted comprehensive plans.

Housing Opportunities Mean Equity - San Francisco (HOME-SF)

In 2017, San Francisco passed legislation establishing HOME-SF, one of the City's local density bonus programs and meets the intent of Policy 1.6. HOME-SF applies only in areas where multifamily housing is allowed but the number of units is restricted by density limits including RH-3, RM, and NCD zoning districts. In exchange for lifting density restrictions, projects are required to provide more affordable housing than they otherwise would under local inclusionary housing requirements. Projects can also add more stories to the project in exchange for additional affordable units. So far 21 HOME-SF projects have been proposed with 686 total units and 177 affordable units.

In 2018, HOME-SF was modified to include a provision that requires HOME-SF projects to receive a site or building permit within 36 months of receiving entitlements. HOME-SF is an optional program for developers constructing mixed-income in certain areas of San Francisco.

Rezoning Neighborhood Commercial (NC) Districts

Since 2014, the City has adopted new programs and zoning districts to increase the density allowed on a lot. HOME-SF and the rezoning of Neighborhood Commercial (NC) districts to Neighborhood Commercial Transit (NCT) districts support Policy 1.10. HOME-SF and NCT districts regular the number of units by height/bulk, open space, setback, and exposure requirements as opposed to regulating by the area of the lot. This program meets the intent of Policies 1.6, 1.8, and 1.10.

In 2015, the Divisadero Street Neighborhood Commercial (NC) District and Fillmore Street Neighborhood Commercial District were both rezoned the Neighborhood Commercial Transit Districts. This rezoning removed density limits for the zoning districts. The Planning Commission had found that rezoning would

allow for greater density along major transit corridors in the city and help the City meet its current and future housing demands.

Institutional Master Plans

The City requires that large institutions create Institutional Master Plans (IMPs) whose purpose are to provide the public with information regarding institutional operations including future expansion, construction, and property acquisition. This supports Policy 1.9. Although IMPs are informational only and do not explicitly require that institutions provide housing for its students or workers, the process has directly contributed to increasing the amount of housing large institutions must plan to accommodate demand.

During the 2014-2022 reporting period, there were 14 IMPs completed and 6 updates to existing IMPs. The following institutions included student housing components in their planned, under construction, or completed IMPs:

- Academy of Art University – 1,807 beds
- California College of the Arts – 990 beds
- Golden Gate University – 0 Beds (Mentions a need for student housing but currently does not have housing available for students)
- San Francisco Art Institute – 560 beds
- San Francisco Conservatory of Music – 420 beds
- San Francisco State University – Net increase of 500 Beds
- University of California, Hastings College of the Law – net increase of 252-770 units
- University of California, San Francisco – Net Increase of 1,263 units
- University of San Francisco – Net Increase of 606 beds
- University of the Pacific, Arthur A. Dugoni School of Dentistry – 0 beds (Mentions a need for student housing but currently does not have housing available for students)

Inclusionary Housing Program

The City's Inclusionary Affordable Housing Policy helps facilitate permanently affordable housing in new developments, increasing housing opportunities for a range of needs (Policy 1.1). The inclusionary requirements increase every few years. Currently, the requirements are set at 12 percent of on-site units for projects with 10 to 24 units, 18 percent on-site for rental projects with 25 units or more, and 20 percent on-site for ownership projects with 25 units or more.

Read more about the Inclusionary Housing Program and its progress as a key related program listed for Objective 4.

Appropriateness of Objective 1

Objective 1 and its underlying policies reinforced concentration of housing growth on the east side of the city, which are also areas with the highest concentration of low-income and communities of color. This Objective directed an inequitable distribution of growth in the city, away from areas with high quality

parks, neighborhood resources, neighborhoods with higher-income residents. This growth pattern left the burdens and pressures of change only in certain neighborhoods, and on low-income households of color. Modifications to these policies are needed to identify adequate sites in historically exclusionary areas of San Francisco to be equal to that of areas historically carrying the weight of housing production in the city. In addition, policies should be modified to direct the City, and the State, to pursue significant funding increases to support building permanently affordable housing either on publicly owned land or non-profit ownership of land.

Review of Implementation Programs for Objective 1 from 2014 Housing Element

<i>Name of Program</i>	Planning staff shall provide data to the Planning Commission through the Quarterly Residential Pipeline Dashboard on the expected unit type and income level of any proposed projects or area plans under review, the cumulative ratio of affordable and inclusionary housing to market rate housing, including how such units would address the City's fair share of the Regional Housing Needs. The Department will work to include information about new jobs created in the city by wage. The Department will also summarize available sales price data for new housing as a part of the Quarterly Residential Pipeline Dashboard to help the Planning Commission, planning staff and the public understand trends in housing prices of new construction.
1	
<i>Effectiveness</i>	Staff includes a table in each commission approved case report indicating projects approved relative to RHNA targets. The Department updates this data on a quarterly basis in coordination with the quarterly pipeline report.
<i>Appropriateness</i>	Continue
<i>Lead Agency</i>	Planning Department
<i>Funding Source</i>	Annual work program
<i>Schedule</i>	Ongoing

<i>Name of Program</i>	Planning shall continue to make data on housing production available to the public through the annual Housing Inventory, including breaking out housing production trends by income level for all Planning Districts and adopted Area Plans, and increase its notification and distribution to neighborhood organizations.
2	
<i>Effectiveness</i>	The Planning Department releases the Housing Inventory on an annual basis. The report is posted to the department's website [https://sfplanning.org/project/housing-inventory] and hard copies are distributed to public libraries and other interested parties.
<i>Appropriateness</i>	Continue
<i>Lead Agency</i>	Planning Department
<i>Funding Source</i>	Maintain in annual work program
<i>Schedule</i>	Continue existing efforts

Name of Program	3 All agencies subject to the Surplus Property shall annually report surplus property to the DRE/Assessor's Office, for use by MOH in land evaluation. MOH shall continue evaluating surplus publicly-owned land for affordable housing development potential. To the extent that land is not suitable for development, MOH shall sell surplus property and use the proceeds for affordable housing development for homeless people consistent with the Surplus Property Ordinance (this should all be together and mirror the ordinance).
Effectiveness	A Budget and Legislative Analyst's Office report completed in Spring 2012 at the request of Supervisor Mark Farrell, found that required annual surplus property reports have not been prepared since 2007. The same report inventoried city-owned properties from ten City departments, finding just two of the 15 properties transferred to MOHCD for affordable housing were being used for that purpose. A subsequent Civil Grand Jury report similarly concluded that publicly-owned surplus properties were not being optimized and issued a set of recommendations for putting them towards greater use. In the 2018 list of San Francisco's Surplus Property, all three properties were reviewed by MOHCD deemed unsuitable for housing. The Real Estate Division monitors Surplus City-Owned property: http://civilgrandjury.sfgov.org/2012_2013/Optimizing_Use_of_Publicly-Owned_Real_Estate_5-29-13-3.pdf and https://sfgov.org/ccsfqsa/realestate/documents .
Appropriateness	Continue
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Maintain in annual work program
Schedule	Continue existing efforts

Name of Program	4 MOH shall continue to actively pursue surplus or underused publicly-owned land for housing potential, working with agencies not subject to the Surplus Property Ordinance such as the SFPUC, SFUSD and MTA to identify site opportunities early and quickly. City agencies shall continue to survey their properties for affordable housing opportunities or joint use potential, and OEWD and MOH will establish a Public Sites Program that will assist in identifying opportunity sites and priorities for affordable housing development.
Effectiveness	The Planning Department, in coordination with OEWD, SFMTA and a number of other City agencies, is currently developing an inter-agency working group to holistically address public site development throughout the city. For more information: http://commissions.sfplanning.org/cpcpackets/Public_Sites_Framework.pdf . A number of affordable housing projects have resulted from the Public Lands for Housing Program: Balboa Reservoir, 4th and Folsom (266 4th Street), 1950 Mission Street, and Balboa Park Station Upper Yard.
Appropriateness	Continue
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Maintain in annual work program
Schedule	Continue existing efforts

Name of Program	Consistent with the SFMTA's Climate Action Plan, MTA shall continue Transit-Oriented Development efforts, including identifying large MTA sites (rail, storage and maintenance yards) that can serve as potential housing sites and working with MOH and the private sector towards their development.
5	
Effectiveness	Construction on the Phelan Loop & Public Plaza, a large SFMTA site that will soon feature a 72-unit affordable housing development, was completed in Fall 2012 SFMTA's 'Real Estate and Facilities Vision for the 21st Century' report, published January 15, 2013, identifies three priority sites for TOD potential: Presidio South, Upper Yard and Potrero. The Upper Yard broke ground in October 2020 for a 100 percent affordable housing development. SFMTA launched planning for modernization and development of Potrero Yard in 2018. https://www.sfmta.com/sites/default/files/The%20SFMTA%E2%80%99s%20Real%20Estate%20and%20Facilities%20Vision%20for%20the%2021st%20Century_0.pdf
Appropriateness	Modify. Continue the program to identify large MTA sites that can serve as potential housing sites, working with MOHCD and private sector towards their development, and direct the City and State to pursue significant funding increases to support building permanently affordable housing on these sites.
Lead Agency	Municipal Transportation Authority
Funding Source	Annual work program
Schedule	Ongoing

Name of Program	To further smaller scale TOD opportunities, Planning and MTA shall evaluate smaller surplus MTA-owned sites (typically surface parking lots) and identify barriers towards their redevelopment, such as Planning Code issues, neighborhood parking needs and community sentiment.
6	
Effectiveness	SFMTA's 'Real Estate and Facilities Vision for the 21st Century' report, published January 15, 2013, identifies and analyzes the agency's smaller surplus properties for potential development.
Appropriateness	Modify. Continue the program to support housing opportunities on surplus publicly-owned sites, and direct the City and State to pursue significant funding increases to support building permanent affordable housing on sites.
Lead Agency	Municipal Transportation Authority, Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program	The Office of Community Investment and Infrastructure (OCII) continues its efforts in former redevelopment areas as planned.
7	
Effectiveness	SFRA has been disbanded as of March 1, 2012. The Office of Community Investment and Infrastructure, the successor agency, continues to work with MOHCD to provide affordable housing in former redevelopment areas and produces an Annual Housing Production Report. https://sfocii.org/annual-housing-production-report
Appropriateness	Continue. The HE update may consider including specific policies and actions that support the implementation of OCII's efforts.
Lead Agency	Office of Community Investment and Infrastructure
Funding Source	Maintain in annual work program
Schedule	Continue existing efforts

<i>Name of Program</i>	Planning, OCII and MOEWD shall implement long range processes.
8	
<i>Effectiveness</i>	<p>The Central SoMa Plan, which was completed in 2018, is expected to deliver nearly 16 million square feet for new housing and jobs, over \$2B in public benefits, including: 33 percent affordable housing, \$500M for transit, substantial improvements to open space, streets, and environmental sustainability, and funding for cultural preservation and community services.</p> <p>Over the past reporting period, these other following projects have been completed: Candlestick/Hunters Point Shipyard, Japantown, Glen Park, Parkmerced Transbay</p> <p>Much of the resulting housing growth has been concentrated on the city's east side, placing pressures of change only in certain neighborhoods and on low-income households of color.</p>
<i>Appropriateness</i>	Modify. City agencies should implement long range plans, as opposed to processes. The HE update may also consider including specific policies and actions that support the implementation of Planning, OCII, and OEWD's long range processes. These plans should also be modified to: 1) identify adequate sites in historically exclusionary areas of fSan Francisco to be equal to that of areas historically carrying the weight of housing production in the city, and 2) direct the City and State to pursue significant funding increases to support permanently affordable housing either on publicly owned land or non-profit ownership of land.
<i>Lead Agency</i>	Planning Department
<i>Funding Source</i>	Maintain in annual work program
<i>Schedule</i>	Ongoing

<i>Name of Program</i>	Planning shall publish its work program annually, citing all community planning processes that are to be initiated or are underway. This annual work program shall be located on the Department's website after it is adopted by the Board of Supervisors.
9	
<i>Effectiveness</i>	<p>In addition to publishing the annual work program, the Department has posted a complete list of all of its active plans and projects, which can be found here: https://sfplanning.org/community-planning</p> <p>For the latest report, please see: https://commissions.sfplanning.org/cpcpackets/FY2022%20PC%20Budget%20Presentation%2006.1.20.pdf</p>
<i>Appropriateness</i>	Modify. This continues to be an ongoing program for the Planning Department. To deepen this work, consider language that centers work program and housing around racial and social equity.
<i>Lead Agency</i>	Planning Department
<i>Funding Source</i>	Stonestown, Freedom West, Treasure Island Job Corps, Railyards, Plaza East
<i>Schedule</i>	Ongoing

Name of Program 10	At the initiation of any community planning process, the Planning Department shall notify all neighborhood organizations who have registered with the Planning Department on its Neighborhood Organization List and make continued outreach efforts with all established neighborhood and interest groups in that area of the city.
Effectiveness	The Department's Communications staff maintains a complete and up-to-date list of neighborhood organizations throughout the city. For more information: https://sfplanning.org/resource/neighborhood-group-organizations
Appropriateness	Modify. Continue this process and consider strengthening the outreach by including language to suggest additional outreach opportunities beyond the Neighborhood Organization List and emphasizing a process of racial and social equity.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 11	At the conclusion of any community planning process, the Planning Commission shall ensure that the community project's planning process has entailed substantial public involvement before approving any changes to land use policies and controls.
Effectiveness	The Planning Commission continues to hear public comment on projects and make decisions based on a project's level of public involvement. For a recent example, see the Mission Action Plan 2020 (MAP2020), which includes specific reference to the project's extensive public process, as well as the written support the document received from local stakeholders. https://sfplanning.org/project/mission-action-plan-2020
Appropriateness	Modify. Consider including metrics or specific language for to determine the threshold level of "substantial public involvement" and adding an emphasis on racial and social equity in public involvement.
Lead Agency	Planning Commission
Funding Source	Annual work program (part of outreach for community planning process budget)
Schedule	Implement at the beginning of every community planning process.

Name of Program 12	A Planning shall continue to require integration of new technologies that reduce space required for non-housing functions, such as parking lifts, tandem or valet parking, into new zoning districts, and shall also incorporate these standards as appropriate when revising existing zoning districts.
Effectiveness	Per Planning Code Sec. 151.1(g)(1)(B)(i): For projects with 50 dwelling units or more, all residential accessory parking in excess of 0.5 spaces per unit shall be stored and accessed by mechanical stackers or lifts, valet, or other space-efficient means that reduces space used for parking and maneuvering and maximizes other uses. Beyond new technologies, the City has eliminated a minimum parking requirement for all new developments, reducing the space required for non-housing functions.
Appropriateness	Modify. As the City progresses toward its Transit-First policy, emphasis on parking technologies should shift to spaces within housing for sustainable trip choices, such as bicycle parking.
Lead Agency	Planning Department
Funding Source	Annual work program (part of outreach for community planning process budget)
Schedule	Implement at the beginning of every community planning process.

Name of Program 13	When considering legalization of secondary units within a community planning processes, Planning should develop design controls that illustrates how secondary units can be developed to be sensitive to the surrounding neighborhood, to ensure neighborhood character is maintained.
Effectiveness	The Department now has a program to allow secondary units to be developed citywide. The following page includes design standards and eligibility requirements, as well as guidance on the process for approval: https://sfplanning.org/project/accessory-dwelling-units
Appropriateness	Delete. The Accessory Dwelling Unit (ADU) program includes design standards and guidelines for adding and legalization of ADU's. Additionally, the City is shifting urban design policies toward enabling cultural and identity expression, architectural creativity and durability, and fostering neighborhood belonging. This program is not applicable.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 14	Planning shall continue to impose requirements under the Jobs Housing Linkage Program, and shall work with new or expanding commercial and institutional uses to plan for the related housing need they generate. The fee structure should also be reviewed regularly to ensure that developers continue to contribute adequately to the costs created by the demand for housing caused by their projects, while not damaging project feasibility.
Effectiveness	The Jobs-Housing Linkage Program Fee Schedule, last updated December 1, 2019, is available here: https://sfplanning.org/sites/default/files/resources/2020-12/Impact_Fee_Schedule_2020.pdf
Appropriateness	Modify. In addition to continuing the Jobs Housing Linkage Program, encourage developers to build housing or dedicate land in lieu of paying fees.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 15	Planning continues to consult SFDPH on the Sustainable Communities Index for large planning processes that include large changes in infrastructure. Recent examples include the Western SoMa Community Plan and Health Services Master Plan.
Effectiveness	SF Planning continues to consult SFDPH on the Sustainable Communities Index for large planning processes that include large changes in infrastructure. Recent examples include the Western SOMA Community Plan and the ongoing update to the Healthcare Services Master Plan.
Appropriateness	Modify. Continue this program and include a process of community engagement in planning for the public health needs related to large changes in infrastructure.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 16	Planning shall continue to implement City requirements for Institutional Master plans (Section 304.5 of the Planning Code) to ensure that institutions address housing and other needs, with full participation by the Planning Commission, community and neighborhood organizations, other public and private agencies, and the general public.
Effectiveness	See Institutional Master Plans as a Key Related Program listed in Objective 1 for a complete list of completed Institutional Master Plans.
Appropriateness	Continue. Consider specifying that housing demands and needs referenced here are for the institutions' employees.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 17	The Planning Department shall require the preparation of an analysis that includes a site survey to identify potential noise-generating uses within two blocks of the project site prior to completion of the environmental review for all residential projects located in areas exceeding 75 Ldn. The analysis shall include at least one 24-hour noise measurement (with maximum noise level readings taken at least every 15 minutes). The analysis shall demonstrate with reasonable certainty that Title 24 standards, where applicable, can be met. If there are particular circumstances about the proposed project site that appear to warrant heightened concern about noise levels in the vicinity, the Department may require the completion of a detailed noise assessment prior to the first project approval action, in order to demonstrate that acceptable interior noise levels consistent with those in the Title 24 standards can be attained.
Effectiveness	Building Inspection implements Title 24 standards as part of the building permit review process.
Appropriateness	Delete. The code already addresses policy intent.
Lead Agency	Planning Department
Funding Source	Not required
Schedule	Ongoing

Name of Program 18	To minimize effects on development in noisy areas, for new residential uses located in areas exceeding 75 Ldn, the Planning Department shall, through its building permit review process, in conjunction with noise analysis, require that open space required under the Planning Code for such uses be protected, to the maximum feasible extent, from existing ambient noise levels that could prove annoying or disruptive to users of the open space. Implementation of this measure could involve, among other things, site design that uses the building itself to shield on-site open space from the greatest noise sources, construction of noise barriers between noise sources and open space, and appropriate use of both common and private open space in multi-family dwellings, and implementation would also be undertaken consistent with other principles of urban design.
Effectiveness	CEQA review can no longer assess such impacts per CEQA court decisions.
Appropriateness	Delete. The Planning Department can no longer assess such impacts per CEQA court decisions.
Lead Agency	Planning Department
Funding Source	Not required
Schedule	Ongoing, subject to change in EIR

Issue 2.

Conserve and Improve Existing Stock

Objectives 2 and 3 focus on retaining the existing supply of housing, particularly rental housing, affordable units, and residential units located in commercial and industrial areas and maintaining existing housing in decent condition.

OBJECTIVE 2: RETAIN EXISTING HOUSING UNITS, AND PROMOTE SAFETY AND MAINTENANCE STANDARDS, WITHOUT JEOPARDIZING AFFORDABILITY.

Policy 2.1 Discourage the demolition of sound existing housing, unless the demolition results in a net increase in affordable housing.

Policy 2.2 Retain existing housing by controlling the merger of residential units, except where a merger clearly creates new family housing.

Policy 2.3 Prevent the removal or reduction of housing for parking.

Policy 2.4 Promote improvements and continued maintenance to existing units to ensure long term habitation and safety.

Policy 2.5 Encourage and support the seismic retrofitting of the existing housing stock.

Policy 2.6 Ensure housing supply is not converted to de facto commercial use through short term rentals.

Effectiveness of Objective 2: Overview

Objective 2 policies discourage demolition of sound housing and rental housing stock, under the presumption that existing sound housing is more affordable than new construction. The policies focus on preserving the physical structure rather than preventing tenant displacement. These policies reinforce the Planning Code's emphasis on discretionary decision making for the loss of housing. These requirements control applications that propose the loss of dwelling units by merger, conversion, or demolition by mandating a conditional use authorization in most instances. Except in the case of unsound or unsafe housing, the removal of a dwelling unit requires a hearing before the Planning Commission, and the Commission must consider numerous criteria outlined in Planning Code Section 317 in their decision of whether to grant the demolition, merger, or conversion of a dwelling unit. Section 317 of the Planning Code defines the term *demolition*, which is often in conflict with the Department of Building Inspection's definition of a demolition and captures large remodels that are known as "tantamount to demolition". Since a project that is *tantamount* to a demolition requires a Conditional Use authorization, which results in additional time, costs, and risk, property owners often are intentional in designing their renovation permits in a way that is just under that numeric threshold to avoid the demolition classification. Despite these processes and Planning Code requirements, housing continued to be demolished. The Department does not believe that this policy has preserved the relative affordability of housing in any way; in fact, the construction "gymnastics" that is often required in order to ensure that a project does not trigger a demolition often adds extensive costs to the construction process and also adds additional time and costs through the permitting process as the regulations are complex and often result in multiple rounds of revisions.

For unauthorized units the City reversed course and made demolition of these units more prohibitive and therefore less unauthorized units were removed. This type of housing is generally known to house some

of the most vulnerable and low-income tenants. Prohibiting most unauthorized units from demolition advanced tenant protection and prevented displacement of vulnerable households, although this law continues to be one of the most challenging housing protection laws to implement, as many unauthorized dwelling units require significant upgrade costs, which are often costs that property owners state they cannot afford. San Francisco also passed some of the strictest controls on short term rentals in the country to prevent substantial loss of rental housing to short-term rentals and commercializing of housing. Below key programs and initiatives are evaluated in terms of their effectiveness in achieving this objective.

Effectiveness of Key Related Programs

Demolitions: 360 units were demolished between 2014 and 2019, compared to 950 demolished units from the 2007-2013 reporting period and just over 1,000 demolished units during the 1999-2006 reporting period. Demolitions between 2014-2019 most commonly occurred for buildings with 5+ unit, with 200 units being demolished within this time period and mostly occurring in 2019. Single family buildings were the second most common building type to be demolished, with 89 units being demolished.

Mergers: Planning Code Section 317 requires the Planning Commission to review any proposal to merge dwelling unit, address Policy 2.2. In addition, it establishes criteria to evaluate such proposals and emphasizes the importance of existing units to the City's housing stock. From 2015 to 2021 (during the 2015-2023 reporting period), 48 dwelling units were lost due to a merger with another unit. This is compared to 315 dwelling units lost due to mergers from 1999-2006 and 191 units lost during the previous reporting period from 2007-2013. Similar to units lost by demolition, the units lost via merger has continued to decrease because of policy shifts in San Francisco that prioritize maintaining the existing housing stock.

Legalizations: In 2014, a Unit Legalization legislation was enacted amending the Planning and Building Codes to establish a program for granting legal status to existing dwellings units constructed without the required permits and temporarily suspended the code enforcement process for units in the process for receiving legal status. The program outlines specific requirements property owners must meet in order to have their secondary units legalized. This is a voluntary program that allows property owners to formally register and rent their secondary units in San Francisco assuming all life-safety conditions are met. In mid-2018, the Planning Department introduced a new resource to use at the Planning Information Counter to help planners implement a process to screen for the removal of UDUs. The resource includes common red flags to help planners identify projects that may be potentially removing a UDU. From 2015-2020, there were 370 unit legalizations completed. The drop-in legalized dwelling units in 2020 may have been impacted by the COVID-19 pandemic, which halted and slowed legalization processes.

In 2016, additional legislation (Ordinance No. 33-16) was passed, updating Planning Code Section 317 to cover the loss of unauthorized units and requiring Conditional Use Authorization (CUA) by the Planning Commission for the removal of most housing units, whether authorized or unauthorized. Unauthorized units that are found to have no legal path for legalization are exempt from the Conditional

Use authorization requirement. Prior to this legislation, CUAs were only required for the removal of legal units or other specific circumstances. From 2015 to 2021, 157 residential CUA Demolition applications were filed with the Planning Department. Demolition of single-family homes accounted for 28 of these applications, and 87 of the applications were for demolition of single-family homes to create multi-family homes.

Table 14. Units Lost Through Alterations, Demolitions and Other Types of Loss, 2015 - 2021

<i>Year</i>	<i>Illegal Units Removed</i>	<i>Units Merged into Larger Units</i>	<i>Correction to Official Records</i>	<i>Units Converted</i>	<i>Total Alterations</i>	<i>Units Demolished</i>	<i>Total Units Lost</i>
2015	100	12	1	3	116	25	141
2016	72	16	12	78	178	30	208
2017	44	4	2	2	52	18	70
2018	31	5	21	1	58	53	111
2019	18	3	0	0	21	139*	160
2020	0	5	0	1	6	352**	358
2021	0	3	0	1	4	12	16
TOTAL	265	48	36	86	435	629	1,064

*Sunnydale HOPE-SF project demolished 112 units for replacement

**Alice Griffith HOPE-SF project demolished 250 units for replacement

Source: SF Planning Analysis of Department of Building Inspection Data, 2021 Housing Inventory

Units demolished have remained below 60 units per year for from 2015 to 2021, except for 2019 and 2020. This increase in demolished units was due to the demolition of existing properties involved in HOPE-SF, Alice Griffith in 2019 and Sunnydale in 2020. Both projects will add more than 1,000 units each, including replacement of the units demolished.

Table 15. Units Demolished by Building Type, 2015 - 2021

<i>Year</i>	<i>Buildings</i>	<i>Units by Building Type</i>				<i>TOTAL</i>
		<i>Single Family</i>	<i>2 Units</i>	<i>3 to 4 Units</i>	<i>5 + Units</i>	
2015	17	15	2	0	8	25
2016	17	14	0	8	8	30
2017	14	11	4	3	0	18
2018	25	22	4	0	27	53
2019	27	9	0	12	118*	139
2020	50	8	2	0	342**	352
2021	9	6	6	0	0	12
TOTAL	159	85	18	23	503	629

*Sunnydale HOPE-SF project demolished 112 units for replacement

**Alice Griffith HOPE-SF project demolished 250 units for replacement

Source: SF Planning Analysis of Department of Building Inspection Data, 2021 Housing Inventory

Table 16. Competed Legalizations of Secondary Units, 2015 - 2021

	2014	2015	2016	2017	2018	2019	2020	2021
<i>Filed</i>	12	29	24	53	77	119	39	75
<i>Approved/Issued</i>	1	17	20	43	59	77	56	257
<i>Complete</i>	0	18	62	70	67	91	62	117

Source: SF Planning Department Analysis of Department of Building Inspection Data.

Office of Short-Term Rentals (OSTR)

San Francisco continues to be a highly desire place for tourism and short-term rentals provide an option for homeowners to generate income from people seeking temporary shelter during their visit. The SF Planning Department defines a short-term residential rental as a rental of all or a portion of a person's home for periods of less than 30 nights.

Prior to 2014, all short-term rentals were prohibited by the City's Planning Code, but enforcement efforts did not focus heavily on short-term rentals at the time. In October 2014, Mayor Ed Lee signed Ordinance 218-14 to allow some residential properties to conduct short-term residential rentals without violating the requirements of the City's Residential Unit Conversion and Demolition Ordinance or the Planning Code. The City experienced a sharp growth in illegal short-term rental activity and began registration of short-term residential rentals in February 2015, allowing for limited short-term rental activity, for hosts who were permanent residents of the eligible residential unit. However, compliance was very limited, and the City continued to conduct enforcement primarily on an individual property basis, with limited impact on reducing the overall number of illegal short-term rentals.

The City later amended the short-term rental rules in 2016, to require hosting platforms to remove illegal listings that were involved in the operation of unpermitted short-term rentals, addressing Policy 2.6. Those rules were challenged in Federal court, and a settlement agreement took effect in 2017 that resulted in the removal of many illegal listings. This included the removal of a significant number of listings that represented full-time and part-time tourist use of rent-stabilized apartments, affordable housing locations, commercial/industrial properties, and high-volume operators in single-family homes. The implementation of the settlement agreement also resulted in a surge of applications to legally host short-term rentals, as hosts found most of their short-term rental revenue curtailed due to de-listing of online offerings for short-term rental activity.

Prior to the settlement agreement that went into effect in 2017, short-term rental platforms were not obligated to ensure that listings were legal and properly vetted. After the settlement agreement went into effect, the City implemented an online registration system to require hosts to register their short-term rentals. The implementation of the agreement gives the City the ability to require hosting platforms to remove listings and cancel pending reservations for individual applications that have been denied. The

settlement agreement allows the City to subpoena a short-term rental platform for more information about a host and the use of the host’s rental if necessary.

There are currently 1,664 valid Short-Term Rental (STR) certificates within the city, meaning that owners are legally certified short-term rental hosts. Prior to 2017, there were over 8,000 listings before regulation took effect. Note that hosts can have multiple listings for the same unit, and sometimes hosts have listings for both rooms and full units rentals within the same unit. Hosts may also have the same listing on multiple platforms. Hosts can also have listings while their short-term rental application is pending with the Office of Short-Term Rentals (OSTR).

Data for the 3 major platforms monitored by OSTR include Airbnb, BRBO/Homeaway, and Booking.com. The number of listings below includes a breakdown of short-term rental listings with either a pending application or a valid STR certificate by platform.

Table 17. STR Certificate Status by Platform 2020

	<i>Pending</i>	<i>Approved</i>	<i>Total</i>
Airbnb	646	1,564	2,210
VRBO	69	126	195
Booking	4	11	15

Source: SF Planning Office of Short-Term Rentals

OSTR tracks data on Airbnb rental type. There are currently 1,389 full units with either pending or approved STR Certificate and 821 rooms (private or shared) with a pending or approved STR Certificate.

Table 18. Airbnb STR Certificate Status Full Unit vs Room Rental 2020

	<i>Pending</i>	<i>Approved</i>	<i>Total</i>
Full Units	413	976	1,389
Rooms	233	588	821

Source: SF Planning Office of Short-Term Rentals

Between 2018-2020 there were a total of 676 STR Enforcement Cases opened. Properties reportedly operating illegally or violating STR rules and regulations are filed and open as STR Enforcement Cases. 2020 had the lowest number of opened Enforcement Cases, possibly related to the pandemic shelter-in-place order.

Table 19. STR Enforcement Cases 2018 - 2020

<i>Year</i>	<i>STR Enforcement Cases Opened</i>
2018	259
2019	330

Source: SF Planning Office of Short-Term Rentals

Publicly Funded Rehabilitation

As of June 2020, the City sponsored the rehabilitation of 29,686 units since 2014, supporting Policy 2.4. Funding from these programs, administered by the Mayor's Office of Housing and Community Development and the San Francisco Redevelopment Agency, enabled the units to be revitalized while retaining affordability.

The HOPE VI program provided federal grants to San Francisco to demolish and rebuild severely deteriorated public housing. This included housing in Mission, North Beach, Bernal Heights, Western Addition, and Hayes Valley. Rehabilitation of these public housing sites have since completed. In 2006, Mayor Gavin Newsom proposed a local version of this program, called HOPE SF, to complete the rehabilitation of San Francisco's remaining public housing located in Bayview-Hunters Point, Potrero Hill, the Western Addition, and Visitacion Valley.

HOPE VI and HOPE SF programs both offered replacement and relocation processes for existing residents. HOPE VI relocated households to make way for mixed-income developments, but not all units were replaced on a one-for-one basis, causing residents to be displaced. With the new HOPE SF program (started in 2010 and estimated to completed in 2034), the City relocated communities to other housing within the same neighborhood and then replaced the units on a one for one basis for households to return to as soon as rehabilitation was complete. For example, residents of the Alice Griffith Public Housing Development were relocated directly from their old units into the newly constructed Alice Griffith Apartments using a special housing lottery preference.

HOPE VI resulted in 1,147 units, decreasing from the original 1,253 units. HOPE SF is expected to replace 1,917 units and add a net new of more than 3,000 units.

Read more about the HOPE SF program and its progress as a key related program listed for Objective 9.

Soft Story and Unreinforced Masonry Buildings

A soft or weak story floor, wood-frame building is a structure where the first story is substantially weaker and more flexible than the stories above due to lack of walls or frames at the first floor. Typically, these buildings contain large open areas for parking or commercial space such as restaurants or convenience stores on the first floor leaving the building highly vulnerable to damage in an earthquake. The City's Mandatory Soft Story Program was created in 2013 to ensure the safety and resilience of San Francisco's housing stock through the retrofit of older, wood-framed, multi-family buildings with soft-story condition, supporting Policy 2.5. As of March 2022, 744 of the 4,941 buildings subject to the Mandatory Seismic Retrofit Program are non-compliant. This is an increase from the 2014 Housing Element because all buildings were required to complete permit work by September 15, 2021.

Property Maintenance Assistance

The Code Enforcement Rehabilitation Fund (CERF) and California Housing Rehabilitation Program (CHRP) continue to assist low-income property owners in repairing code violations that might otherwise

lead to abatement of housing units, addressing Policy 2.4. New CERF loans average four to five per year, and new CHRP loans average 10-15 per year: <https://data.sfgov.org/w/udmf-verx/ikek-yizv?cur=foKcohOD0jx>

Appropriateness of Objective 2

Data on demolition in Table 15 indicates that of 159 buildings demolished since 2014, the majority, 89, were single-family homes. The demolition controls under Objective 2 to a great extent regulate single-family homes, which have been the most expensive and unaffordable type of housing in the city. Demolition policies and controls should distinguish between tenant occupied unit or units that are not tenant occupied and without history of tenant evictions . Policies should more clearly emphasize retaining affordability of rental housing, preventing displacement of tenants, or preserving historic and cultural resources. Restricting demolition of single-family homes is prohibitive to building small multi-unit buildings that could house more of San Francisco's workforce including middle-income households. Policy modifications should emphasize tenant protection, anti-displacement and preserving cultural heritage in balance with allowing for creating more housing within all neighborhoods in the city. The City should continue policies and programs to regulate short-term rentals. In promoting the safety and maintenance standards of homes, policies should be modified to consider inequities in accessing such programs for low-income homeowners. Inequities also are evident in experiencing environmental burden such as air quality or pollution. Policies should be modified to encourage programs that would improve health outcomes especially for most vulnerable households.

Review of Implementation Programs for Objective 2 from 2014 Housing Element

Name of Program 19	The City should develop an effective enforcement program for short term rentals. The enforcement program should serve the existing law’s goal in protecting the housing supply from conversion to commercial hotels. The Planning Department should conduct a study on the impact of short-term rentals on the broader housing supply in the city, focusing especially on neighborhoods with greater levels of short-term rentals. Based on this study and evaluation of the enforcement program, the City shall revisit the law as understanding of these impacts expand.
Effectiveness	The City created a new department to regulate short-term rentals: the San Francisco Office of Short-Term Rentals (https://shorttermrentals.sfgov.org/). In November 2016, the SF Board of Supervisors passed a law placing a number of limitations on short-term rentals. City regulations are likely to continue to change over the coming several years. https://sfplanning.org/office-short-term-rentals
Appropriateness	Modify. With a team of staff now dedicated entirely to short term rentals regulation and enforcement, the program could go a step further by identifying steps to improve enforcement and discouragement of short-term rentals.
Lead Agency	Planning Department
Funding Source	Not required
Schedule	Completed

Name of Program 20	Planning shall continue to implement the recently adopted Planning Code Section 317, which codifies review criteria for allowing housing demolition, conversion, and mergers, amend it when necessary, and shall continue to apply Section 311 of the Planning Code to deny residential demolition permits until approval of a new construction permit is obtained. Planning shall also continue to require that all publicly subsidized housing units be replaced one for one.
Effectiveness	The Department is currently undertaking updates to Planning Code Section 317: http://sf-planning.org/residential-expansion-threshold Data on demolitions, conversions and mergers are included in the annual Housing Inventory report. See Table 8 in the 2021 Housing Inventory for statistics on Units Lost Through Alterations and Demolitions from 2017 to 2021: https://sfplanning.org/sites/default/files/documents/reports/2021_Housing_Inventory.pdf Housing continues to be demolished, despite regulatory processes and Planning Code requirements. However, the majority of these demolitions are to single-family homes, which have been the most expensive and unaffordable type of housing in the city. Demolition of single-family homes can actually result in the construction of small multi-unit buildings that more affordably housing the city’s middle-income households.
Appropriateness	Modify. Consider revising policies to more specifically preserve the affordability of rental units, preventing displacement of tenants, or preserving historic and cultural resources. Demolition controls should distinguish between tenant occupied units or rental units from those that have never been used as rentals, result in an increase in density when demolition is proposed, and replace rent controlled and permanently affordable units.
Lead Agency	Planning Department
Funding Source	Not required
Schedule	Ongoing – existing process

Name of Program	Planning shall continue to require Discretionary Review (DR) for all dwelling unit merger applications.
21	
Effectiveness	Statistics on discretionary review filings for dwelling unit merger applications since 2007 has been compiled and will be discussed in the Housing Element update.
Appropriateness	Continue. Consider modifying language for prioritization or streamlining of certain types of projects that currently require discretionary review.
Lead Agency	Planning Department
Funding Source	Not required
Schedule	Ongoing – existing process

Name of Program	The Department of Building Inspection (DBI) shall continue its earthquake preparedness programs, such as the UMB Loan Program, the Building Occupancy Resumption Program, which allows San Francisco building owners to pre-certify private post-earthquake inspection of their buildings, and the Community Action Plan for Seismic Safety, under which DBI is developing a program which mandates seismic upgrades for “soft-story” buildings.
22	
Effectiveness	An unreinforced masonry building (UMB) is a masonry building, generally made of brick, constructed without the benefit of reinforcement. UMBs have been identified as being hazardous in the event of an earthquake and have a strong likelihood of failing, either by the collapse of walls or the entire building. DBI’s program to rehabilitate these structures is ongoing. See SFDBI's Earthquake Preparedness page: https://sfdbi.org/earthquake-preparedness , and Soft Story Retrofit program page: https://sfdbi.org/softstory .
Appropriateness	Modify. Consider and adjust to inequities in accessing these programs for low-income homeowners.
Lead Agency	Department of Building Inspection
Funding Source	Bond Reallocation
Schedule	Ongoing

Name of Program	The Mayor’s Office, in cooperation with the Department of Building Inspection (DBI), shall pursue programs, both voluntary and mandatory, to promote seismic upgrades for “soft-story” buildings.
23	
Effectiveness	San Francisco's Mandatory Soft Story Program was signed into law on April 18, 2013. To date, DBI has submitted over 4,800 permits and work has been completed for over 2,700 permits. Details of the ordinance are available at http://sfdbi.org/Softstory .
Appropriateness	Modify. The program to promote seismic upgrades through the Soft Story Retrofit program has already been created. This program should now be enhanced to ensure that residents and housing developments participate and receive the support needed for seismic upgrades, with special consideration for equity populations and low-income homeowners.
Lead Agency	Mayor’s Office of Housing and Community Development
Funding Source	Not required
Schedule	Ongoing

Name of Program 24	The Department of Building Inspection (DBI) shall continue to provide educational programs to assist property owners with non-structural improvements that assist in long-term safety, such as securing water heaters and developing household emergency plans.
Effectiveness	SFDBI's educational information is available at http://sfdbi.org/brochures .
Appropriateness	Modify. Expand beyond educational programs to programs that help fund and implement improvements, especially in areas at high risk of impacts from emergencies, and with special consideration for inequities in accessing such programs.
Lead Agency	Department of Building Inspection, Mayor's Office of Housing and Community Development
Funding Source	Annual work program
Schedule	Ongoing (existing program)

Name of Program 25	DBI shall continue to provide and improve public information materials for residents and property owners about best practices and programs to maintain and enhance their home(s), including advertising of funding sources. DBI shall provide language translation of all materials, and shall explore methods of working through neighborhood organizations to expand knowledge about programs.
Effectiveness	SFDBI's educational information is available at http://sfdbi.org/brochures .
Appropriateness	Modify. Expand beyond educational programs to programs that help fund and implement improvements, especially in areas at high risk of impacts from emergencies.
Lead Agency	Department of Building Inspection
Funding Source	Annual work program
Schedule	Ongoing (existing program)

Name of Program 26	The Mayor's Office of Neighborhood Services shall expand the capacity of the Neighborhood Empowerment Network (NEN), a partnership of City Agencies, local nonprofits and committed community leaders, to share information to prepare homeowners and residents for natural disasters.
Effectiveness	NEN's Empowered Communities Program (ECP) has engaged neighborhoods and communities throughout San Francisco in developing resiliency and recovery plans. http://www.empowersf.org/
Appropriateness	Modify. Expand beyond informational sharing programs to funding and implementing homeowner and resident preparations for natural disasters, especially in areas at high risk of impacts from natural disasters.
Lead Agency	Mayor's Office of Neighborhood Services
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 27	DBI shall continue to ensure that residential units meet building code standards by responding to complaints and through periodic inspection.
Effectiveness	http://www.sfdbi.org/inspection-services
Appropriateness	Modify. To ensure program reflects recent commitment to center planning around racial and social equity, emphasize homes and buildings that specifically service vulnerable populations, such as SROs.
Lead Agency	Department of Building Inspection, Building Inspection Division
Funding Source	Annual work program
Schedule	Ongoing

<i>Name of Program</i> 28	The City shall continue to seek outside funding to help low- and moderate-income homeowners to address building code issues related to accessibility, health and safety as well as funding for energy efficiency and green energy.
<i>Effectiveness</i>	The City continues to provide funding for low and moderate income homeowners through the following programs: CalHome Loan Program (major rehabilitation); Code Enforcement Rehabilitation (CERF) Loan Program (minor rehabilitation); LEAD-Based Paint Hazards Control Grant Program; Underground Utility Grant Program – UUP; CalHome Grant Program; Code Enforcement Rehabilitation Fund (CERF) Grant Program; Federal grants, including HUD’s Healthy Homes and Lead Hazard Control; and local sources such as CERF and CHIRP and GreenFinanceSF Property Assessed Clean Energy (PACE) Financing Program
<i>Appropriateness</i>	Modify. This program could be more specific in naming funding sources, home repair and rehabilitation programs, and desired outcomes of these programs.
<i>Lead Agency</i>	Mayor’s Office of Housing and Community Development
<i>Funding Source</i>	Federal grants, including HUD’s Healthy Homes and Lead Hazard Control; and local sources such as CERF and CHIRP
<i>Schedule</i>	Ongoing

OBJECTIVE 3: PROTECT THE AFFORDABILITY OF THE EXISTING HOUSING STOCK, ESPECIALLY RENTAL UNITS.

Policy 3.1 Preserve rental units, especially rent controlled units, to meet the City’s affordable housing needs.

Policy 3.2 Promote voluntary housing acquisition and rehabilitation to protect affordability or existing occupants.

Policy 3.3 Maintain balance in affordability of existing housing stock by supporting affordable moderate ownership opportunities.

Policy 3.4 Preserve “naturally affordable” housing types, such as smaller and older ownership units.

Policy 3.5 Retain permanently affordable residential hotels and single room occupancy (SRO) units.

Effectiveness of Objective 3: Overview

Objective 3 focuses on retaining affordability of rent control units, moderate income homeownership opportunities, and well as SROs. In that way Objective 3 has a more focused approach compared to Objective 2 by targeting tenants and moderate-income homeowners. The City has strengthened the Rent Ordinance since 2014 with a suite of legislative changes to tighten up eviction protections as described further in detail below. More recently legislation was passed to establish a rental registry in San Francisco. It is important to note that without vacancy control, which means restrictions on rental price change once tenants vacate their unit, rental prices of rent controlled units can and do increase to market rate as tenants leave. These rates are usually equivalent to rental prices of new units built. The City’s acquisition and rehabilitation program, however, has been successful in converting some of these units into permanent affordable housing.

In addition, under this objective Policy 3.4 reinforces Objective 2 as it assumes that existing single-family homes or older ownership units offer a more affordable option. Data on sales prices prove the contrary. According to Redfin reports the median sales price of single-family homes in San Francisco rose to \$1.88 million in early 2022, the highest over a five-year period, and a 21 percent increase on year over year.⁴ Single-family homes have been consistently the most expensive type of homeownership options in San Francisco, consistently higher than condominiums in multi-unit buildings, currently by about 50 percent. Below key programs and initiatives are evaluated in terms of their effectiveness in achieving this objective.

⁴ San Francisco Market Overview, Redfin

Effectiveness of Key Related Programs

Rent Controlled Units

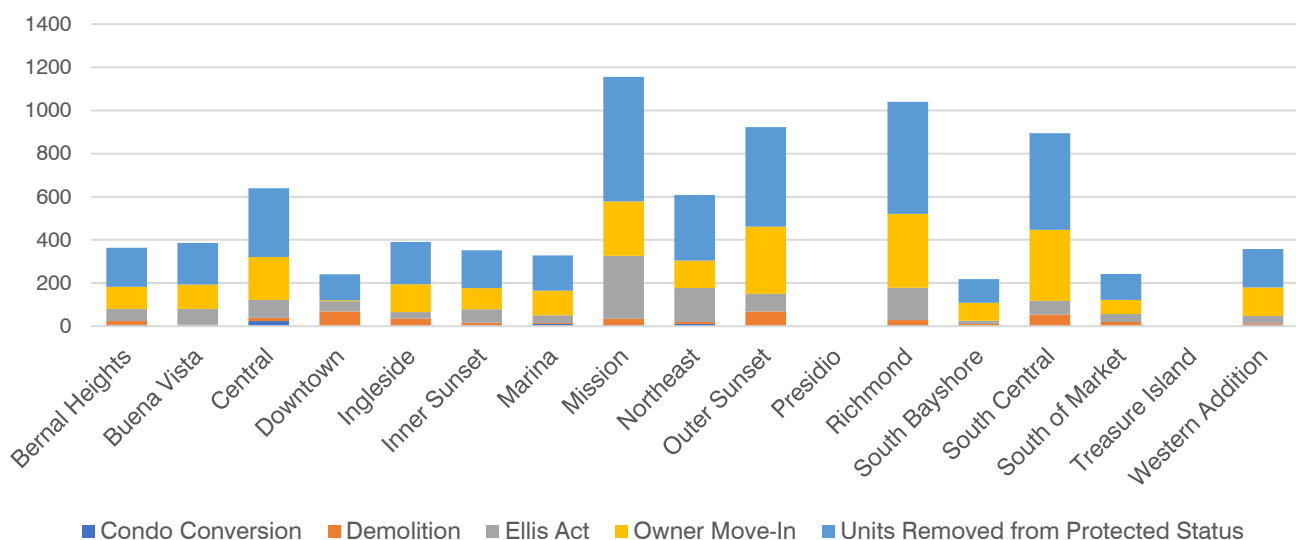
The San Francisco Rent Ordinance was enacted effective June 13, 1979, by the Board of Supervisors and signed by the Mayor to alleviate the City’s affordable housing crisis, continuing to address Policy 3.1. The Ordinance applies to most rental units built before June 1979, and places limits on the amount of rent increases which can be charged and on the reasons for evicting a tenant.

ACS data from 2015 shows that over 150,000 units in San Francisco are rent controlled. As of 2018, the number of rent controlled units is more than double the number of rental units not under rent control. This high proportion of units of rent control is because 80 percent of San Francisco’s total housing stock and 77 percent of San Francisco’s multifamily housing stock was constructed prior to 1980.

According to a SF Planning Housing Survey, San Francisco’s rent controlled housing stock serves households of all incomes, including more than 70 percent of low- and moderate-income residents. More than 70 percent of above moderate- and high-income survey respondents reported living in rent-controlled housing.

Smaller two-unit buildings that are not subject to condominium conversion controls and those buildings are the majority of units that are taken out of the housing stock that is covered by rent control. The Mission neighborhood has the most rent controlled units with 15,684 units, or 9 percent of the total share; and the top five neighborhoods - Mission, Nob Hill, Tenderloin, Outer Richmond and Marina – make up 36 percent of the total share of rent controlled units. As Figure 6 shows, the Mission is also where the highest number of units were removed from protected status over the past ten years.

Figure 6. Units Removed from Protected Status, 2011 Q1 – 2020 Q4

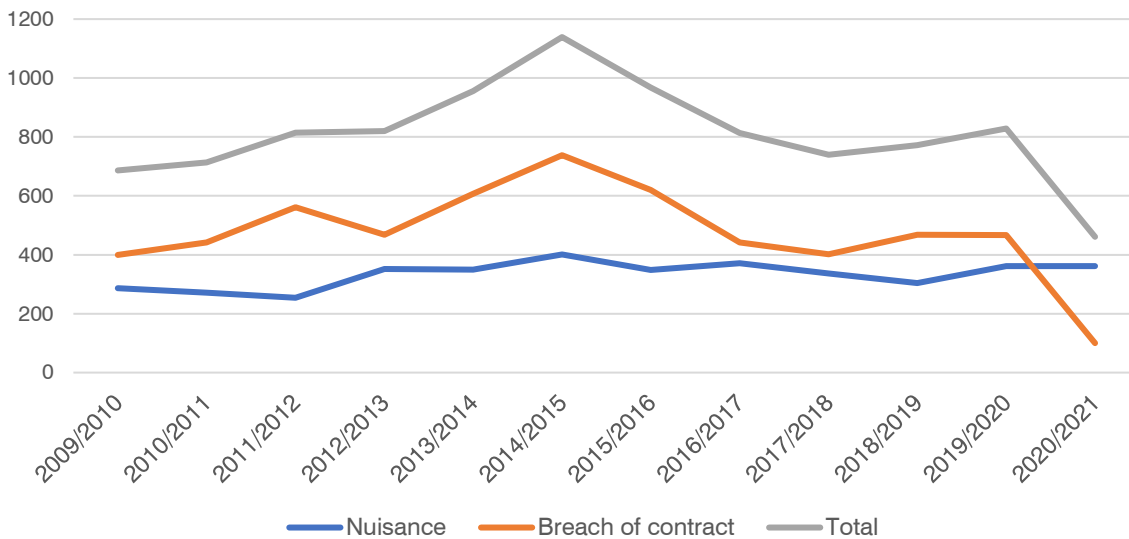


Source: San Francisco Housing Balance Report No. 12

State law does not allow cities to regulate rents once a rent-controlled unit is vacated. As a result, landlords are able to raise rents to market rates. One of the strategies that low- and moderate-income households use to afford to live in San Francisco is to remain in their units, while higher income households can afford to move more regularly to find units that meet their changing needs.

In 2015, the City passed an ordinance introduced by Supervisor Jane Kim to strengthen rent control laws and protect tenants from eviction. Among a number of other amendments to the Administrative Code, Tenant Eviction Protections 2.0 closed loopholes that allowed for evictions based on minor infractions, such as hanging laundry outside windows or improperly painting walls. The ordinance also prohibits property owners of rent controlled units conducting a just cause eviction to raise the rent on the next tenant. In 2018, the City passed another ordinance that prohibits landlords from seeking rent increases on existing tenants due to increases in debt service and property tax that have resulted from a change in ownership or from seeking rent increases due to increased management expenses unless they are reasonable and necessary. Figure 7 shows that evictions due to Breach of Contract have been declining since 2015.

Figure 7. Nuisance and Breach of Contract Evictions, 2010 – 2021



Source: San Francisco Rent Board Annual Report

In 2019, Supervisor Fewer requested a report to study the cost to creating, operating, and maintaining a rental registry in San Francisco. The Housing Inventory legislation was unanimously approved in December 2020 and would require landlords to report rental unit information annually, including vacancy and rental prices. The ordinance became effective on January 18, 2021, and owners are required to begin reporting by July 1, 2022.

Stabilization Programs

Rent Ordinance

Established in 1979 and administered by the Rent Board, the Rent Ordinance restricts annual rent increases, ensures tenants can only be evicted for “just causes,” and restricts evictions of tenants occupying a qualifying unit built prior to June 13, 1979. The San Francisco Rent Ordinance also applies just cause provisions to all rental units. Once tenants vacate the rent-stabilized unit, landlords can raise its rent to market rate (otherwise known as vacancy decontrol). Single-family homes and condominiums are not subject to rent stabilization due to Costa-Hawkins. Unless the single-family home or condominium meets Rent Ordinance requirements, it is not rent-stabilized. While residential hotels built before 1979 are rent-stabilized, residents who have not established tenancy (continuous 32 days of rent) are not protected by rent stabilization protections. Other building types such as dormitories, hospitals, monasteries, and nunneries are also not subject to rent stabilization.

The Rent Ordinance allows landlords to increase rent annually with a percent of inflation (which varies but is usually around 1.6 percent) but allows landlords to petition the Rent Board to increase rent above the rental cap if the cost of operations exceeds the amount. These petitions allow landlords to “pass-through” the increased cost onto tenants, legally increasing rent by more than the annual cap. In one case, Veritas Investments had purchased a building and passed on the cost of the payments they had to take on for the loan to buy the building and the increased property taxes based on the new purchase price. The loophole in pass-through legislation for tax charges and purchase debt will be closed by legislation introduced by Supervisor Sandra Lee Fewer and passed by the Board in June 2018.

Costa-Hawkins Rental Housing Act

The Costa-Hawkins Rental Housing Act (“Costa-Hawkins”) is a 1995 California state law that prohibits municipal rent increase limitations on certain units, allows rent increases on subtenants following departure by tenants of rent-stabilized tenancies, and prohibits “vacancy control” — the regulation of rental rates on units that have been voluntarily vacated by the previous renters at an amount other (presumably lower) than what the open market would bear. The Act was amended in 2001 to close a loophole related to condominium conversion, where owners of apartment buildings obtained certificates for conversion, to avail themselves of the state law exemption for rent stabilization, without selling any of the erstwhile apartments as condominiums.

Eviction Protections

The San Francisco Human Rights Commission administers numerous programs to investigate and mediate conflicts around alleged housing discrimination. The City’s Rent Stabilization Board Commission - comprised of tenant, landlord, and neutral representatives - oversees the Rent Stabilization Board, the City agency charged with monitoring and enforcing the city’s rent control ordinance. The Rent Board offers counseling and referral services to tenants faced with property management problems or the threat of eviction. The City’s Rent Control ordinance requires property owners to compensate tenants that are evicted due to a major capital improvement project or an owner move-in. The number of total evictions represented by Ellis Act and owner move-in evictions rose to 1,728 from 2007 to 2013. From 2015 to 2021, this number rose again to 2,363 cases.

Condominium Conversion Ordinance

Loans for Tenancy-in-Common (TIC) or joint ownership buildings are conservatively underwritten with higher interest rates and down payments than a comparable condominium unit would be subject to. As a result, many TIC properties convert to condominiums, thus increasing the value of the property and establishing a clear definition of ownership in a unit of the building. The Condominium Conversion program is available for buildings of six residential units or less. For all buildings, owners must have occupied 50 percent or more of the units for three years continuously prior to entering the annual lottery for condo conversion. Since 1983, the Condominium Conversion Ordinance has limited the conversion of rental to condominium units to 200 units per year. These controls remain an important feature of the City's ability to retain its rental housing stock. The Rent Board also continues to implement rent control as a measure to retain affordability in rental housing.

More than 200 units may be recorded in a given year because units approved in a previous year may be recorded in a subsequent year. The 200-unit cap on conversions can also be bypassed for two-unit buildings with owners occupying both units. Between 2014 and 2019, 2,682 units were converted to condominiums. The highest number of conversions occurred in 2014 (730 units) followed by 2019 (387). As of 2016 there was a backlog of 2,000 units with owners waiting to convert through the lottery.

Table 20. Condominium Conversions Recorded by DPW, 2015 - 2021

Year	Units	Percent Change from Previous Year
2015	661	-9%
2016	417	-37%
2017	296	-29%
2018	191	-35%
2019	387	103%
2020	201	-48%
2021	46	-77%
Total	2,199	

Source: Department of Public Works, Bureau of Street-Use and Mapping, 2020 Housing Inventory

The Residential Hotel Conversion Ordinance

This program addresses housing needs of special populations.

This ordinance preserves the city's valuable supply of single room occupancy (SRO) residential units and restricts their conversion to commercial uses, as called for in Policy 3.5. The purpose of this ordinance is to preserve affordable housing by preventing the loss of residential hotel units through conversion to tourist rooms or demolition, and to prevent the displacement of low-income, elderly and disabled persons. This is accomplished by maintaining units reported as residential units within SRO hotels as residential, regulating the demolition and conversion of residential hotel units to other uses, the requirement of a one-to-one replacement of units (Admin Code Sec. 41.13) to be converted from residential use or payment of an in-lieu fee, and appropriate administrative and judicial remedies for illegal conversions. Originally adopted in 1980 and strengthened in 1990 and 2017, this program is still in

effect and the loss of SRO units has been minimized. The total number of residential rooms held steady from 2015 to 2021 at around 19,000. The share of rooms owned and operated by non-profit organizations (which ensure permanent affordability) increased from 28 percent in 2013 to 35 percent in 2021. The City's four SRO Collaboratives continue to monitor SRO units in the city.

Several measures have been implemented to slow the loss of single-room occupancy (SRO) residential hotel units in San Francisco, such as increased safety regulations, transfer of residential hotel buildings to non-profit organizations and ensuring the long-term affordability of these units. Many SROs in the city have now been transferred to non-profit ownership or management, helping ensure the continued viability that these important affordable housing resources provide. Operating and rehabilitation subsidies continue to be needed for many of the older properties and ones acquired years ago.

Community Land Trust

The City established a Community Land Trust Task Force in 2001 to explore the feasibility of using land trust structures to enhance affordable housing opportunities in San Francisco. Land trusts and other limited equity ownership models may be an effective way of retaining affordability in tight housing markets. The structure of the model is that the Community Land Trust will retain ownership of the land and sells the residential units that occupy that land to existing or new tenants at affordable levels, supporting Policy 3.2. Resident-owners will own a limited equity stake allowing them to sell their units in the future, but the resale price will be controlled to ensure permanent affordability.

During the previous reporting period (2009-2014), the San Francisco Community Land Trust (SFCLT) acquired five properties totaling 54 units of affordable housing. Since 2015, SFCLT has acquired eight properties totaling 48 units. Multiple acquisitions were closed with financing from MOHCD's Small Sites Acquisition Program.

Small Sites Acquisition Program

The Small Sites Acquisition Program (SSP) was launched by the Mayor's Office of Housing and Community Development (MOHCD) in 2014. Small rent-controlled properties are vulnerable to market pressures and that can lead to the displacement of lower-income families and decrease the affordable housing stock in San Francisco. SSP removes these buildings from the speculative market and converts these rent-controlled units into permanently affordable housing by providing financial support to non-profit and for-profit entities, supporting Policy 3.2. SSP is funded through voter-approved bonds, inclusionary housing fees, and the San Francisco Housing Trust Fund.

In order for a building to qualify under SSP, the building must have two-thirds of the existing tenants must have maximum incomes at 80 percent Area Median Income (AMI), the building is between 5-25 units, does not require major renovations, and the per-unit subsidy does not exceed the limits in the program's guidelines. The maximum subsidy amount buildings with 10-25 units is \$300,000; the maximum subsidy is \$375,000 for buildings with 3-9 units; and the maximum subsidy limit for single room occupancy housing is \$175,000 per bedroom.

As of May 2018, SSP has assisted with the acquisition of 38 buildings and 308 units in the following neighborhoods: Mission, Downtown/Civic Center, SoMa, Castro/Upper Market, Haight Ashbury, Bernal

Heights, and the Richmond. In addition, SSP has preserved 20 commercial spaces in participating small sites buildings. SSP has served 327 people with an averaging 65 percent AMI.

Table 21. Number of Housing Units Acquired under the Small Sites Acquisition Program, 2017 – 2020

<i>Year</i>	<i>Total Number of Units</i>	<i>Estimated Total Cost</i>
2017	31	\$6,913,000
2018	45	\$11,925,000
2019	104	\$36,661,856
2020	75	\$26,088,250
Total	255	\$81,588,106

Source: Mayor’s Office of Housing and Community Development, 2019 GO Bond Allocation

San Francisco Housing Accelerator Fund

The San Francisco Housing Accelerator Fund (SFHAF) launched in 2017 and provides affordable housing developers with acquisition, predevelopment, and rehabilitation financing. SFHAF solutions include Anti-Displacement Acquisition and Rehabilitation of Small Sites; Acquisition and Rehabilitation of SROs and Hotels; Housing to End Homelessness; Underutilized Land Acquisitions; and Mixed-Income Housing. SFHAF’s goal is to finance the preservation or development of 1,500 units of affordable housing by 2022. SFHAF finances strategic acquisitions of vacant and underutilized sites and flexible acquisition and pre-development funds enable developers to purchase and hold land until other funding sources are secure to construct affordable housing units. Since SFHAF’s inception, it had closed two loans to acquire vacant land totaling \$18 million in financing for the construction of 338 affordable units.

SFHAF works in partnership with the Small Sites Program to acquire and preserve the affordability of small buildings, addressing Policy 3.2. SFHAF contributes flexible and patient capital for acquisition, rehabilitation, rent reorganizations and transitioning to long-term regulatory agreements. SFHAF has executed 21 preservation loans in neighborhoods across San Francisco. SFHAF’s financing process allows for the cost per unit to be much lower than a typical preservation and rehabilitation project. Table 22 shows the number of units that were preserved using SFHAF financing and the as well as the financing amount.

Table 22. Number of Units Acquired with San Francisco Housing Accelerator Fund Financing, 2017 – 2020

<i>Year</i>	<i>Number of Units Preserve</i>	<i>Total Annual Loan Amount</i>
2017	23	\$12,178,412
2018	123	\$40,255,308
2019	144	\$60,643,198
2020	33	22,328,193
Total	323	\$135,405,111

Community Opportunity to Purchase Act

In 2019, San Francisco passed the Community Opportunity to Purchase Act (COPA), an ordinance amending the Administrative Code to give qualified non-profit organizations a first-right-to-purchase, consisting of both a right of first offer and a right of first refusal, over all multi-family residential buildings with three units or more or vacant land that could be developed into three or more residential units. Supporting Policy 3.2, the goal of COPA is to create and preserve rent restricted affordable rental housing, and to establish related procedures for the selection of such non-profits, the preservation of rent-restricted affordable housing and other implementation and enforcement measures. COPA also exempts rent-restricted affordable housing created under COPA from increased rates of the transfer tax.

COPA was a complementary piece of legislation to the Small Sites Program. Although the Small Sites Program has had success acquiring housing off the private market, non-profit developers and tenant rights advocates still encountered challenges. Many buildings were being sold off-market and sellers were not willing to consider offers from non-profit organizations. COPA was intended to meet these challenges in order to create more affordable housing opportunities in San Francisco. Since the program's implementation, non-profit developers are now notified when a building is being sold and have opportunities to acquire buildings that would have never gone to public Multiple Listing Service.

Early data from the COPA program indicates that in late 2019 and early 2020, San Francisco Supervisorial Districts 2, 3, 5 and 8 saw the highest number of buildings being marketed, with over 40 building sales per district. Districts 1 and 6 occupied a middle tier, with slightly over 20 building sales per district over the same period.

The City has also committed \$3 million in funded to build the capacity of non-profit developers to acquire properties under COPA. In 2019, the City also providing up to \$375,000 per unit to ensure that the buildings being through COPA can be purchased at fair market value. The total committed investment for acquisition is \$37 million. San Francisco may need additional legislation or policy changes to include existing subsidies for a rental unit to support a portion of the purchase when using COPA, prioritizes the preservation of funding, and continue to build the capacity of non-profit developers.

Single Room Occupancy Hotels

This program addresses housing needs of special populations.

As of December 2020, there were a total 13,558 residential units within SROs, compared to 19,382 total units during the previous reporting period from 2007 to 2014: a decrease of 5,824 residential units. However, 41 percent, or 5,587 of residential SRO units, are owned and operated by non-profit organizations which ensures permanent affordability for those units. This is an increase from the 29 percent of SRO hotels that were owned and operated by non-profit organizations from 2007 to 2014 and represents a 41 percent increase in the share of SRO units owned by non-profit organizations. The SRO Hotel Safety and Stabilization Task Force continues to monitor SRO units in the city.

Since the 2007 to 2013 reporting period, additional measures have been implemented to slow the loss of SRO residential hotel units in San Francisco, such as more comprehensive reporting requirements for the owners of SROs, and increased safety regulations, advancing Policy 3.5. The City has also facilitated the transfer of residential hotel buildings to non-profit organizations and established the Master Lease

program to ensure the long-term affordability of SRO units. There are currently 61 SRO buildings that operate 4,507 units.

Appropriateness of Objective 3

Objective 3 calls for protecting affordability of existing units, especially rental units. The City's tenant and eviction protections regulations have been strengthened since 2014, which has contributed to protecting affordability of existing rent controlled units. However, the policies under this objective focus more on preserving the units, rather than strengthening anti-displacement protections. The acquisition and rehabilitation programs are very effective in maintaining affordability of units. But preserving rental units does not always result in protection affordability of the existing housing stock, due to lack of vacancy control. Policies should be modified to direct further strengthening of tenant and eviction protections, and protecting tenants, rather than focusing on units only. Policies should also be modified to call for further expanding acquisition and rehabilitation programs to preserve the affordability of rent control units in perpetuity. Cooperative models and tenant rent to own models can also be further pursued to protect affordability and promote homeownership with moderate income households. The City should continue its policies and practices to protect SRO tenants and preserve these units. Policy modifications may be necessary to address situations where Policy 3.5 and Policy 2.4 maybe in conflict: where upgrading an SRO building could require demolition and new construction. Policy modifications should call for one to one replacement of units to match affordability as tenant relocation accommodations.

Review of Implementation Programs for Objective 3 from 2014 Housing Element

Name of Program	DBI and DPW shall continue to monitor the conversion of tenancies in common to condominiums.
29	
Effectiveness	The condo conversion program is managed by SFDPW. Condo conversions are tracked annually by the Planning Department in the Housing Inventory. Tenancies-in-common are not tracked separately but comprise most residential condominium conversions. https://sfpublicworks.org/services/subdivisions-and-mapping
Appropriateness	Ongoing - Delete. This is already a program in progress and a regular item in the department's annual work plan.
Lead Agency	Department of Building Inspection
Funding Source	Annual work program
Schedule	Ongoing

Name of Program	Planning shall continue to enforce the Residential Hotel Unit Conversion and Demolition Ordinance.
30	
Effectiveness	Residential Hotel Unit conversions and demolitions are tracked by SFDBI and reported annually in the Planning Department's Housing Inventory. <i>This program addresses housing needs of special populations.</i>
Appropriateness	Modify. Policies and programs should consider that SRO hotels may require demolition and new construction as the best route for upgrade. In such cases, programs should include meet State and local requirements to replace units one-to-one, match affordability, and provide tenant location accommodations.
Lead Agency	Planning Department
Funding Source	Not required
Schedule	Ongoing – existing process

Name of Program	Statistics regarding the City's For-Profit and Non-Profit Residential Hotel buildings and rooms are provided in the annual Housing Inventory report.
31	
Effectiveness	Statistics regarding the City's For-Profit and Non-Profit Residential Hotel buildings and rooms are provided in the annual Housing Inventory report. <i>This program addresses housing needs of special populations.</i>
Appropriateness	Modify. In addition to the preservation of SROs and their affordability, the program should support non-profit housing organizations in the strengthening of tenant and eviction protections.
Lead Agency	Planning Department
Funding Source	Not required
Schedule	Ongoing

Name of Program 32	MOH shall continue to implement the Small Site Acquisition and Rehabilitation Program which formally launched in July 2014 using inclusionary in-lieu fees and other public funds, to enable non-profits to acquire existing rental properties under 25 units for long-term affordability. The City will explore additional funding sources to expand the program to scale, as well as other methods of support, such as low-interest rate financing and in-kind technical assistance for small site acquisition and property management.
Effectiveness	MOHCD initiated its Small Sites Program in 2014 using funding from the Housing Trust Fund and inclusionary in-lieu fees. As of May 2018, the program has helped acquire 160 units at risk of converting to market-rate housing and prevented the displacement of existing residents, many of whom are low-income.
Appropriateness	Continue
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Inclusionary Housing Program
Schedule	Implemented and ongoing

Name of Program 33	MOH shall continue funding the acquisition and rehabilitation of landmark and historic buildings for use as affordable housing.
Effectiveness	In 2011, two out of the three buildings rehabilitated through MOH/SFRA funding were Category A historic resource buildings. In 2013, MOHCD helped acquire a landmark historic resource for rehabilitation into senior housing.
Appropriateness	Modify. Consider including language that would preserve the affordability of the acquired and rehabilitated building in perpetuity.
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	State grants, Historic Preservation Tax Credit programs and in lieu funds from the Inclusionary Housing Program
Schedule	Ongoing

Name of Program 34	MOH shall continue to monitor the sale, re-sale, rental, and re-rental of all privately developed below-market-rate housing units originating from the City's Inclusionary Housing Program to ensure that they are sold or rented at restricted prices.
Effectiveness	MOHCD continues to monitor Below Market Rate housing units in the City's Inclusionary Housing Program. Read more about Affordable Housing Monitoring Programs as a key related program for Objective 5.
Appropriateness	Continue. In addition, the City should consider taking steps to monitor and enforce unit eligibility so as to avoid abuse of the program and freeing up units for other eligible applicants.
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Inclusionary Housing Program
Schedule	Ongoing

<i>Name of Program</i>	MOHCD and Planning will research policy and funding strategies, such as first right of refusal policy, that will help tenants buy their rent-controlled buildings from private landlords and convert them into limited- and zero-equity housing cooperatives.
35	
<i>Effectiveness</i>	The Community Opportunity to Purchase Act (COPA) became effective on September 3, 2019. COPA permits qualified nonprofits the right of first offer and right of first refusal on multifamily properties. While these are not direct sales to tenants, COPA does bring stability and prevents displacement of existing tenants. https://sfmohcd.org/community-opportunity-purchase-act-copa
<i>Appropriateness</i>	Continue
<i>Lead Agency</i>	Planning Department
<i>Funding Source</i>	Not required
<i>Schedule</i>	Ongoing

Issue 3.

Equal Housing Opportunities

OBJECTIVE 4: FOSTER A HOUSING STOCK THAT MEETS THE NEEDS OF ALL RESIDENTS ACROSS LIFECYCLES.

Policy 4.1 Promote housing for families with children in new development by locating multi-bedroom units near common open space and amenities or with easy access to the street; and by incorporating child-friendly amenities into common open and indoor spaces.

Policy 4.2 Encourage the remodeling of existing housing, for families with children.

Policy 4.3 Provide a range of housing options for residents with special needs for housing support and services

Policy 4.4 Create housing for people with disabilities and aging adults by including universal design principles in new and rehabilitated housing units

Policy 4.5 Encourage sufficient and suitable rental housing opportunities, emphasizing permanently affordable rental units wherever possible.

Policy 4.6 Ensure that new permanently affordable housing is located in all of the city's neighborhoods, and encourage integrated neighborhoods, with a diversity of unit types provided at a range of income levels

Policy 4.7 Encourage an equitable distribution of growth according to infrastructure and site capacity

Policy 4.8 Consider environmental justice issues when planning for new housing, especially affordable housing.

Effectiveness of Objective 4: Overview

Objective 4 intends to ensure that San Francisco has a diverse range of housing types that meet the needs of all residents and households. San Francisco has strengthened requirements to build multi-bedroom units for units that serve various income levels: market rate units, inclusionary units, as well as units in 100 percent affordable housing buildings. Senior affordable housing has also been part of the City's portfolio, while not yet sufficient to address the need of aging adults. Despite these efforts, affordability has remained a major challenge for families, seniors, and people with disabilities. In addition, Objective 4 also calls for equitable distribution of growth. San Francisco adopted programs such as HOME SF, ADUs, and Prop E to allow more housing within neighborhoods where new housing has been limited. These programs have spurred limited new growth in these neighborhoods. Despite these efforts, San Francisco has continued to lose families with children, and cost burden has worsened specifically for moderate and middle-income households. Below key programs and initiatives are evaluated in terms of their effectiveness in achieving this objective.

Effectiveness Key Related Programs

Housing for Families with Children

This program addresses housing needs of special populations.

In 2017, the San Francisco Planning Department published a policy paper supported by Supervisor Norman Yee to study child and family friendly housing in San Francisco, offering an understanding of how to greater advance Policy 4.1. The policy paper discusses trends in San Francisco's housing stock, demographics of family and housing, characteristics of child friendly housing, ways to improve existing housing developments for families, and case studies from other cities. The paper suggested the following next steps:

1. Explore additional tools to make existing housing more family friendly.
2. Consider adopting a definition of family-friendly unit and family-friendly building into the General Plan.
3. Look for solutions to overcrowded living conditions.
4. Learn more about residents in existing larger units.
5. Talk with stakeholders about design questions.
6. Consider supports for building for the Missing Middle, a mid-scale family-oriented building typology.

The City has since implemented some of these steps. For example, the Housing Affordability Strategies (HAS) held focus groups with residents across San Francisco to gauge participants' reactions, opinions, and perspectives of the three Housing Affordability Strategy Concepts, one of which offered more family-friendly neighborhood growth. The HAS process also engaged a Housing Policy Group to discuss policy and design to meet future housing needs. As recent as 2021, the City began studying the financial feasibility of building Small Multi-Family Housing, a typology in of Missing Middle housing, in San Francisco.

Amendments to the Housing Element

This program addresses housing needs of special populations.

In May 2020, the City approved amendments to policies under Objective 4 of the 2014 Housing Element as part of the Balboa Reservoir Project. Amendments were made to Objective 4 policies to promote housing that is designed for families with children. Specifically, one policy was added to promote housing for families with children in new developments. The Balboa Reservoir Project was approved with a goal of at least 50 percent of total units that will be two-bedrooms or larger to accommodate families with children.

HOME-SF

This program addresses housing needs of special populations.

Under HOME-SF, 20 to 30 percent of the units in a new housing project must be affordable to low, middle, and moderate-income families. To provide more family friendly housing, 40 percent of the total units in the building must be two bedrooms or larger (with an additional option of providing 50 percent of all bedrooms in the project in units with 2 or more bedrooms). Both the increased opportunities for higher-density housing around San Francisco and income and unit mix requirements help advance Policies 4.1 and 4.5. In return, the City provides a tiered approach to density bonuses and zoning modifications. For example, if a project has 25 percent affordable units on-site, the developer will be allowed to build one (1) story above existing height limits; if the project contains 30 percent of on-site affordable units, then the developer can build two (2) stories above existing height limits.

With the adoption of the HOME-SF program, housing capacity has increased across San Francisco, especially in some of the city's areas of low density. For example, a site located within the Irving Street NCD and subject to a maximum density determined by lot area can build at an increased density through HOME-SF.

Read more about the HOME-SF program and its progress as a key related program listed for Objective 1.

Required Minimum Dwelling Unit Mix

This program addresses housing needs of special populations.

The City amended Planning Code Section 207 in 2017 to apply a minimum dwelling unit mix to all zoning districts that allow residential uses for projects of 10 or more units, supporting Policy 4.1. Prior to the amendment, a minimum dwelling unit mix for all residential projects was applied to RTO, NCT, DTR, and Eastern Neighborhoods Mixed Use Districts. The Planning Code was amended to add Planning Code Section 207.7, also applying minimum dwelling unit mixes to the other zoning districts that allow residential uses. Projects in these zoning districts are now required to provide two bedrooms in no less than 25 percent of total units, and three bedrooms in no less than 10 percent of the total units. The three-bedroom units count toward the total 25 percent requirement for units with at least two bedrooms.

Special Use Districts

The City includes over eighty Special Use Districts which are responses to unique changes in development opportunities or community requests and often have greater restrictions, such as increased fees, uses, reduced parking maximums, higher affordability expectations, but may also often offer additional height or other benefits, such as reduced open space requirements, to tailor development to the location. The unique characteristics of certain SUDs allow them to meet multiple 2014 Housing Element policies, including all policies under Objective 4 in various ways. The following SUDs that increased promoted housing density were adopted during between 2015 and 2021:

- Geary-Masonic SUD
- Cayuga/Aleman SUD
- Jewish Home of San Francisco SUD
- Fifth and Mission SUD
- Sunnydale HOPE SF SUD
- Potrero HOPE SF SUD

- Central SoMa SUD
- Pier 70 SUD
- Mission Rock SUD
- India Basin SUD
- 3333 California SUD
- Balboa Reservoir SUD
- 2500-2530 18th Street Affordable Housing SUD

The need for SUD's has decreased since the introduction of the HOME-SF and State Density Bonus programs, which offer the same density opportunities while also removing the need to provide additional community benefits, both typically a part of the SUD process.

Table 23. Density Bonus Projects in the Pipeline by Total Units as of December 2019

<i>Program</i>	<i>Projects</i>	<i>Total Units Before Bonus</i>	<i>Total Units With Bonus</i>	<i>Affordable Units</i>	<i>% of Total With Bonus</i>
State Density Bonus	55	5,090	6,113	1,851	90%
HOME-SF Density Bonus	15	460	686	177	10%
Total	70	5,550	6,799	2,028	

Housing for Seniors and People with Disabilities

This program addresses housing needs of special populations.

In December 2020, local legislation was passed that requires the City to report information on City-funded affordable housing for older adults and people with disabilities, supporting Policies 4.3 and 4.3. Within the city's existing 22,616 affordable housing units, 13,154 units (58 percent) are currently occupied by older adults and people with disabilities. This includes units with specific eligibility criteria that restrict occupancy to these groups, as well as unrestricted units that are generally available as part of the City's affordable housing supply.

As of October 2021, an additional 925 future units are designated for older people and adults in development over the next three years.

Table 24. New Affordable Construction by Housing Type, 2015 – 2019

<i>Status</i>	<i>Total Affordable Housing Units</i>	<i>Total Senior or Disability Units</i>	<i>Senior Units</i>	<i>Disability Units</i>
Existing Units	22,616	13,154	10,593	2,561*
Future Units	6,542	925	898	27

*Captures units reporting occupants with disabilities and no senior occupants

Source: Mayor's Office of Housing and Community Development 2019 Reporting Year, Department of Disability and Aging Services 2021 Overview Report on Affordable Housing for Seniors and People with Disabilities

Older and disabled people residing in affordable housing live throughout the city. The majority of units are in central neighborhoods, including downtown neighborhoods – Civic Center (94102), SOMA (94103), and Nob Hill (94109) – and Western Addition/Fillmore (94115).

Across the 22,616 affordable housing units in the city, 12,756 units (56 percent) are identified as accessible in annual reporting. These units may or may not be occupied by people with disabilities.

Unit accessibility varies widely across the city. Accessibility rates are lower in downtown areas, like Civic Center (94102) and SOMA (94103), where much of the stock is older buildings that were converted into affordable housing. Newer sites, particularly those developed explicitly for affordable housing, are more likely to be accessible – especially those built after 2010 when a requirement for 100 percent adaptability was adopted.

More detailed data on housing for seniors and people with disabilities is available in DAS's [2021 Overview report on Affordable Housing for Seniors and People with Disabilities report](#).⁵

Appropriateness of Objective 4

Policies promoting housing for families, seniors and people with disabilities should further emphasize affordability as a major challenge and call for increase in permanently affordable housing for these households. Policies 4.5 and 4.6, calling for equitable distribution of growth, should be modified to recognize that existing development capacity is a major barrier and call for increasing development capacity in low-density neighborhoods.

⁵ San Francisco Human Services Agency, Department of Disability and Aging Services, 2021 Overview Report on Affordable Housing for Seniors and People with Disabilities, https://www.sfhsa.org/sites/default/files/Report_SFHAS_Affordable%20Housing%20Overview%20October%202021.pdf

Review of Implementation Programs for Objective 4 from 2014 Housing Element

Name of Program 36	The Mayor's Office of Housing shall develop, and City agencies shall utilize, a common definition for family housing (2 or more bedrooms) and consider standards for minimum unit sizes and bedroom sizes, to guide the provision of family units in both private and public construction.
Effectiveness	<p>Planning Code Section 207.7 defines family-sized units as units containing at least 2 bedrooms.</p> <p>Certain zoning districts, such as Neighborhood Commercial (NC) districts, within San Francisco require new residential construction to include a certain percentage of 2-to-3-bedroom dwelling units, aimed toward families and multi-person households.</p> <p>Read more the City's efforts to provide more family-friendly housing in Housing for Families with Children as a key related program listed for Objective 4.</p> <p><i>This program addresses housing needs of special populations.</i></p>
Appropriateness	Delete. Family-sized housing is now defined in the Planning Code. Consider adding additional family-housing related programs that encourage the provision of housing for families, such as including family-friendly amenities and resources and developing child- and family-friendly design guidelines.
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Annual work program
Schedule	Ongoing
Name of Program 37	Planning should study the relationship between unit sizes and household size and types, including evaluation of units built as a result unit mix requirements in recently adopted community plans. This study should also evaluate older housing stock. Outcomes shall inform future policies and regulations related to minimum unit and bedroom sizes for both affordable housing and market-rate housing to accommodate larger households and/or families in San Francisco.
Effectiveness	<p>Area Plan Monitoring Reports are completed every 5 years. Market Octavia: 577 2+ BR units (out of 1,821 total, roughly 32 percent) produced between 2015-2019.</p> <p>SF Planning published a Family Friendly report in 2017 that specifically studied characteristics of child-friendly housing, including Unit Considerations. One of the main next steps for this report was to create a Family Friendly Resource Guide.</p> <p>Read more the City's efforts to provide more family-friendly housing in Housing for Families with Children as a key related program listed for Objective 4.</p> <p><i>This program addresses housing needs of special populations.</i></p>
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 38	The Department of Aging and Adult Services (DAAS), through the Community Living Fund, will continue to support home and community-based services that help individuals remain housed-either in their home in appropriate locations.
Effectiveness	The Administrative Code requires that DAAS prepare a CLF Annual Plan and provide a report to the Board of Supervisors every six months: https://www.sfhsa.org/services/care-support/community-living-fund/community-living-fund-reports <i>This program addresses housing needs of special populations.</i>
Appropriateness	Continue
Lead Agency	Department of Aging and Adult Services
Funding Source	San Francisco General Fund
Schedule	Ongoing

Name of Program 39a	Planning shall continue to implement Planning Code Section 209, which allows a density bonus of twice the number of dwelling units otherwise permitted as a principal use in the district, when the housing is specifically designed for and occupied by senior citizens, physically, developmentally or mentally disabled persons.
Effectiveness	Planning Code Section 209.1 principally permits the following - Dwelling specifically designed for and occupied by senior citizens, as defined in Section 102.6.1 and meeting all of the requirements of that Section, at a density ratio or number of dwelling units not exceeding twice the number of dwelling units otherwise permitted above as a principal use in the district. - in all residential districts. Planning Code Section 209.3 principally permits the following - Residential care facility providing lodging, board and care for a period of 24 hours or more to six or fewer persons in need of specialized aid by personnel licensed by the State of California. Such facility shall display nothing on or near the facility which gives an outward indication of the nature of the occupancy except for a sign as permitted by Article 6 of this Code, shall not provide outpatient services and shall be located in a structure which remains residential in character. Such facilities shall include but not necessarily be limited to a board and care home, family care home, long-term nursery, orphanage, rest home or home for the treatment of addictive, contagious or other diseases or psychological disorders. - in all residential districts. <i>This program addresses housing needs of special populations.</i>
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Not required
Schedule	Ongoing

Name of Program 39b	Planning will develop a density bonus program with the goal of increasing the production of affordable housing. The program will be structured to incentivize market rate projects to provide significantly greater levels of deed-restricted affordable housing than required by the existing City Programs.
Effectiveness	In June 2017, SF Planning adopted the HOME-SF program, which aims to incentivize market-rate projects to provide 30 percent on-site affordable housing in return for density bonuses and other zoning incentives. Read more about the HOPE-SF program and its progress as a key related program listed for Objective 9.
Appropriateness	Continue. Consider expanding upon the City's already-established bonus programs.
Lead Agency	Planning Department
Funding Source	Not required
Schedule	Complete

Name of Program	Planning has developed a legislative ordinance that will enable persons with disabilities who require reasonable accommodation” as exceptions to the City’s Planning Code to bypass the currently required variance process, and to access a streamlined procedure permitting special structures or appurtenances such as access ramps of lifts and other non-physical accommodations and will be implemented in Winter 2015.
40	
Effectiveness	The Planning Department has developed a legislative ordinance that will enable persons with disabilities who require reasonable accommodation as exceptions to the City’s Planning Code to bypass the currently required variance process, and to access a streamlined procedure permitting special structures or appurtenances such as access ramps of lifts and other non-physical accommodations. Planning Code Section 305.1 provides a process for individuals with a disability to request such a modification to their residential properties to eliminate any barriers to accessing their home. A request for “reasonable modification” may include changes that are not allowed under current Planning Code regulations or require a variance from the Planning Code. There are two processes available for requesting a reasonable modification: an administrative reasonable modification process and the standard variance process. <i>This program addresses housing needs of special populations.</i>
Appropriateness	Delete. This program has been completed.
Lead Agency	Planning Department
Funding Source	Not required
Schedule	Complete

Name of Program	Planning will amend the San Francisco Planning Code to identify the appropriate districts, development standards, and management practices for as of right emergency shelters, per Government code section 65583(a), which requires the City to identify at least one zoning district where emergency shelters are allowed as of right. Emergency shelters will only be subject to the same development and management standards that apply to other uses within the identified zone. The City will amend and aim to locate zoning for by-right shelters close to neighborhood amenities and support services, which are generally found in the city’s Commercial (C) and Neighborhood Commercial (NC) districts, and which, per Appendix D-3, include a significant amount of housing opportunity sites.
41	
Effectiveness	The Planning Code was amended in March 2015 to specifically define homeless shelters and clarify that the use is principally permitted in any district where 'Group Housing' is allowed as of right. <i>This program addresses housing needs of special populations.</i>
Appropriateness	Delete. This program has been completed.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 42	Through its core staff of Historic Preservation Technical Specialists, Planning staff will continue to provide information about preservation incentives to repair, restore, or rehabilitate historic resources towards rental housing in lieu of demolition, including local incentives, those offered through California Office of Historic Preservation, Historic Rehabilitation Tax Credits that can help subsidize rental projects, and creative solutions provided for within the California Historic Building Code (CHBC).
Effectiveness	The Planning Department maintains a webpage that offers information on local, state, and federal preservation incentive programs, including tax benefits, financial assistance, and code incentives, among others. This page is kept current and shared with project sponsors and property owners generally to provide guidance on how they can qualify to use tax benefits: https://sfplanning.org/preservation-incentives .
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 43	MOH shall encourage economic integration by locating new affordable and assisted housing opportunities outside concentrated low-income areas wherever possible, and by encouraging mixed-income development such as for-profit/non-profit partnerships. MOH shall and regularly provide maps and statistics to the Planning Commission on the distribution of projects. This information shall be included in the annual Housing Inventory.
Effectiveness	Few affordable housing projects have been built or underway in areas of the city outside of concentrated low-income areas. Programs such as HOME SF has made it possible to build mixed-income development in these areas.
Appropriateness	Modify. Update development capacity in areas outside of concentrated low-income areas and offer stronger permit approval support for development projects with permanently affordable housing. Add targets and metrics for units to be developed in these areas
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Not required
Schedule	Present to Planning Commission on an annual basis

Name of Program 44	Planning and MOH shall continue to implement and update the Citywide Inclusionary Housing Program, which promotes the inclusion of permanently affordable units in housing developments of 10 or more units. The City shall evaluate the effectiveness of this program including: on-site, off-site, in-lieu fees, and land dedication options, and develop modifications to maximize the delivery of affordable housing units and mixed-income development in San Francisco neighborhoods through this program.
Effectiveness	MOHCD continues to implement and monitor Below Market Rate housing units in the City's Inclusionary Housing Program. Read more about Affordable Housing Monitoring Programs as a key related program for Objective 5, and In-lieu Fees from Inclusionary Housing Program as a key related program for Objective 7.
Appropriateness	Continue
Lead Agency	Planning Department, Mayor's Office of Housing and Community Development, Office of Community Investment and Infrastructure
Funding Source	Not required
Schedule	Ongoing

OBJECTIVE 5: ENSURE THAT ALL RESIDENTS HAVE ACCESS TO AVAILABLE UNITS.

Policy 5.1 Ensure all residents of San Francisco have equal access to subsidized housing units.

Policy 5.2 Increase access to housing, particularly for households who might not be aware of their housing choices.

Policy 5.3 Prevent housing discrimination, particularly against immigrants and households with children.

Policy 5.4 Provide a range of unit types for all segments of need, and work to move residents between unit types as their needs change.

Policy 5.5 Minimize the hardships of displacement by providing essential relocation services.

Policy 5.6 Offer displaced households the right of first refusal to occupy replacement housing units that are comparable in size, location, cost, and rent control protection.

Effectiveness of Objective 5: Overview

Objective 5 calls to ensure equal access to available units. The City of San Francisco currently operates housing programs that promote equal and increased access to residents and households, including low-income households, Certificates of Preference holders, and those who faced displacement. These programs have succeeded to serve some of the most vulnerable households, however disparities and inequities in access to housing, particularly permanently affordable housing continues to persist. Permanent affordable housing options are much scarcer for very low-income and moderate-income households, and amongst applicants to the City below market rate units, racial and ethnic disparities are evident. MOHCD's affordable housing applicants are primarily Asian (30 percent) and Hispanic/Latino (24 percent). Females accounted for just a little more than half (51 percent) of applicants. One-person households and two-person households were the most common applicants. The City also runs programs, and enforces several laws to help prevent discrimination, including Administrative Code Chapters 12A (Powers and Duties of HRC) and 12C, Police Code Article 33, Police Code Article 38, and Police Code Article 49. The Discrimination Division also recently initiated a fair housing testing program. However, reports of discriminatory practices are still evident in data, as well as during outreach and engagement to vulnerable populations. With regards to anti-displacement efforts, Policies 5.5 and 5.6 maintain a narrow focus on relocation services, and housing preferences to displaced tenants. The City runs programs for these purposes that have been very effective in housing displaced tenants who are eligible for below market rate units available. Below, key programs and initiatives are evaluated in terms of their effectiveness in achieving this objective.

Effectiveness of Key Related Programs

Affordable Housing Preference Programs

In order to ensure equal access to affordable housing, San Francisco has established multiple preference programs that prioritize residents that are at risk of displacement. The preference programs are outlined below in order of prioritization.

Certificate of Preference

Established in 2008, the Certificate of Preference (CoP) programs provides a lottery preference for Households that were displaced by the San Francisco Redevelopment Agency as a result of Urban Renewal in the 1960s and 1970s. Individuals with a CoP can exercise it twice – to rent one unit and to purchase one unit. This supports Policy 5.2, and somewhat Policies 5.5, and 5.6, but not to an extent that offers guaranteed housing to CoP as was initially intended with the program. Addresses that qualify for the program have to be in the Western Addition and Hunters Point neighborhood. The program is administered by the Mayor’s Office of Housing and Community Development (MOHCD). Table 25 shows the number of CoP applicants and occupants.

Table 25. Affordable Housing Units Occupied by Certificate of Preference (CoP) Holders, FY 2020

	<i>Total Projects</i>	<i>Total Units</i>	<i>Units Available to CoP Holders (100%)</i>	<i>CoP Applications</i>	<i>CoP Placements</i>
New Rental	12	519	519	106	10
New Sale	5	26	26	1	0
Re-Rental	34	83	83	76	6
Re-Sale	30	49	49	1	1
Total	81	677	677	184*	17

* Includes multiple applications by COP holders.

Source: Mayor’s Office of Housing and Community Development

Displaced Tenant Housing Preference

The Displaced Tenant Housing Preference (DTHP) program addresses increased eviction rates in the City’s rent-controlled housing by providing housing lottery priority in 20 percent of affordable units in new and existing City-sponsored housing developments. The program helps tenants displaced from rent controlled housing by no-fault eviction (i.e., Ellis Act or Owner Move-in Evictions), fire, or unaffordable rent due to expiring affordability restrictions, supporting Policy 5.5. In FY19-20, DTHP was expanded to include tenants at risk of eviction from formerly affordable housing units where rent will increase to market rate. The program gives a lottery preference that can be used when applying to affordable housing. Residents can utilize a DTHP certificate once to either rent or buy a City-sponsored affordable unit.

Table 26. Affordable Housing Units Occupied by Residents with the Displacement Tenant Housing Preference (DTHP), FY 2020

	<i>Total Projects</i>	<i>Total Units</i>	<i>Units Available under DTHP (20%)</i>	<i>DTHP Applications</i>	<i>DTHP Placements</i>
New Rental	12	519	100	343	45
New Sale	5	26	3	2	2
Re-Rental	34	83	41	316	18
Re-Sale	30	49	38	14	7
Total	81	677	182	675*	72

* Includes multiple applications by DTHP certificate holders.
Source: Mayor’s Office of Housing and Community Development

Neighborhood Resident Housing Preference

The NRHP Neighborhood Resident Housing Preference (NRHP) was established in 2015 and is only available in new properties funded by MOHCD. The goal of the program is to protect community diversity, stem displacement, and allow neighborhood residents to participate in the benefits that come with new and rehabilitated housing, addressing Policy 5.2, and pre-emptively addresses Policy 5.5 by offering preference in new housing to stem displacement. The property must also have a total of 5 or more units in a MOHCD program and 40 percent of available units can be set aside for applicants with NRHP. The NRHP applies to San Francisco residents who currently live in the same Supervisorial district as, or half-mile from, the property being applied to. Table 27 demonstrates the number of residents that obtained housing through the NRHP from July 2019 to June 2020.

Table 27. Affordable Housing Units Occupied by Residents with the Neighborhood Resident Housing Preference (NRHP), FY 2020

	<i>Total Projects</i>	<i>Total Units</i>	<i>Units Available under NRHP (40%)</i>	<i>NRHP Applications</i>	<i>NRHP Placements</i>
New Rental	12	519	113	6,217	113
New Sale	5	26	4	21	4
Re-Rental	34	83	n/a	n/a	n/a
Re-Sale	30	49	n/a	n/a	n/a
Total	81	677	117	6,238	117

Source: Mayor’s Office of Housing and Community Development

Affordable Housing Monitoring Programs

The Mayor’s Office of Housing and Community Development (MOHCD) manages a number of programs to set and implement monitoring standards and procedures for projects receiving housing subsidies. Monitored subsidies include loans for owner-occupied single-family homes, multi-family rental units, and the refinancing of affordable housing projects. Through an annual recertification process, MOHCD staff review management practices, income and rent levels, and occupancy status at subject properties to ensure compliance with affordability requirements. MOHCD significantly improved its Asset Management

and BMR and Inclusionary monitoring programs near the end of the reporting period through investments in technology and process improvements. MOHCD and the Planning Department regularly update the Inclusionary Procedures Manual (most recently in 2018), which contains procedures for monitoring and enforcing the policies that implement the program. Monitoring allows MOHCD and participating City agencies to adjust their programs to ensure they continue addressing policies in Objective 5.

HOPE SF Right to Return Lottery Program

In December 2019, Mayor Breed signed into legislation the HOPE SF Right to Return legislation clarifying the rights of current and former households to occupy replacement housing units on redeveloped public housing sites. HOPE SF is the nation's first large-scale, explicitly anti-racist community development initiative aimed at creating vibrant, inclusive communities without mass displacement of the original residents. The HOPE SF master plans consist of many components to reach initiative goals including one-for-one replacement of all demolished public housing units, development of new private affordable housing and private residential projects on market rate parcels. The Right to Return legislation protects the relocation rights of both current and former HOPE SF residents to live in and benefit from their revitalized community by providing an affordable housing lottery preference on redeveloped public housing sites, and preference for available SF Housing Authority project-based voucher assistance, supporting Policies 5.6.

Read more about the HOPE-SF program and its progress as a key related program listed for Objective 9.

Other Lottery Preference Programs

In addition to the preference programs listed above, San Francisco also has a Live and Work in SF preference that appears on every affordable housing lottery that is conducted by MOHCD. Eligibility for the preference requires that a person already lives in San Francisco and that the individual works at least 75 percent of their working hours in San Francisco. The Live and Work in SF preference apply to any available leftover affordable units. This lottery program addresses Policy 5.1, and similar to NRHP, addresses Policies 5.2 and 5.5.

San Francisco has project-based preference programs as well. These include preferences if a person is a former resident of the property and if the resident is rent-burdened or in need of housing assistance. The former resident preference applies to renovated projects like the units being renovated under the HOPE-SF. All available units can be set aside for former residents and someone is eligible for the preference if they lived at the development before renovation. The Rent Burdened/Assisted Housing Preference is only available for certain properties that are sponsored by the Office of Community Infrastructure and Investment (OCII) in the Bayview Hunters Point Neighborhood. Residents are eligible if they are currently paying more than 50 percent of their income towards housing costs or if a resident is living in public housing or project-based Section 8 housing within San Francisco. 100 percent of available units within the designated project can be set aside for this preference.

Rental Assistance Programs

Rental Assistance Programs offer financial assistance to gain access to housing. The Emergency Rental Assistance and Housing Choice Vouchers programs both support Policy 5.1.

Emergency Rental Assistance

San Francisco funds emergency rental assistance through various nonprofit service providers for families and individuals experiencing financial difficulties to help keep residents stably housed and prevent homelessness.

Housing Choice Vouchers (Section 8)

This program addresses housing needs of special populations.

The Housing Choice Voucher program, also known as Section 8, is a rental assistance voucher program funded by HUD and has been administered by the SF Housing Authority to provide monetary assistance for rental housing for low-income families, the disabled, and elderly populations. SFHA administers the voucher, and then pays the landlord a subsidy on behalf of the participating household. The household is required to pay the balance of the rent, which is typically not more than 30 percent of the household's income.

Only a minority of households whose income qualifies nationwide can receive a Housing Choice Voucher due to limited federal funding for the program. As a result, most very low-income households in San Francisco and around the country do not receive rental assistance and are severely rent burdened, paying more than 50 percent of income on rent.

More tenant and landlord support are necessary for the success of the programs. Since the Housing Choice Voucher program, relies on private landlords to accept vouchers, the lack of knowledge about how the program works can affect the success of the program. Similarly, if a tenant does not know how to find resources on voucher programs or to find housing for an existing voucher they hold, the voucher might not be utilized.

Service providers noted that clients in the Housing Choice Voucher program have a difficult time getting a response from the SFHA, which administers the vouchers and operates housing. This often results in a delay in paying landlords and paper processing. Landlords may be more reluctant to rent to tenants in the program and act to remove these tenants because of the challenges in reaching program administrators.

HELP (Homeowners Emergency Loan Program)

MOHCD provides loans to San Franciscan homeowners who need financial emergency help with: past due mortgage payments, past due HOA monthly dues, past due property taxes, special assessments (e.g. renovation costs passed down to residents), BMR homeowners in need of financial assistance to complete necessary repairs in order to sell property. The HELP program offers a path to maintaining housing stability within the BMR program, in support of Policy 5.1. The HELP Fund Balance stands at \$586,108 as of February 4, 2022.

Relocation Assistance Programs

Tenants' Rights to Relocation for No-Fault Evictions

This program addresses housing needs of special populations.

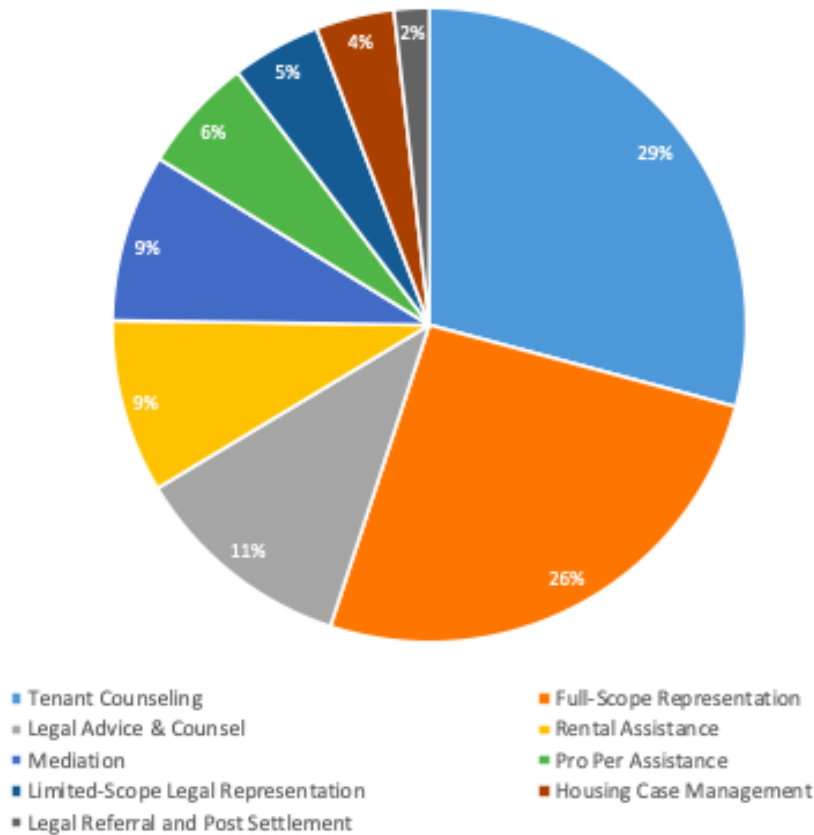
According to Administrative Code Section 37.9C, tenants who receive a Covered No-Fault Eviction Notice are entitled to receive relocation expenses from the landlord. This code continues to be enforced and minimizes hardships of displacement, as called for in Policy 5.5. Tenants who are 60 years or older or disabled receive additional payment. Relocation expenses increase annually.

Universal Right to Counsel

MOHCD's Eviction Prevention & Housing Stabilization Program includes funding the Tenant Right to Counsel strategy. The No Eviction Without Representation Act of 2018 ("Prop F") established a policy that all residential tenants facing eviction have the right to full-scope legal defense. Tenant Right to Counsel (TRC) is intended to ensure that tenants receive legal representation in the case of an eviction, from start to finish. This representation includes, but is not limited to: filing responsive pleadings, appearing on behalf of a tenant in court proceedings, and providing legal advice. Depending on the situation, the Tenant Right to Counsel program addresses any of the policies for Objective 5. Between the 2013-2020 fiscal years (FY), MOHCD provided 34,365 clients with Eviction Prevention services with a budget that has increased overall from \$5.26 million in FY 2013-2015 to \$35.67 million by FY 2019-2020, increasing on average \$7.6 million each fiscal year. The greatest change in the budget occurred between FY 2018-2019 and FY 2019-2020, increasing 230 percent.

Figure 8 shows the types of services used by clients between 2018-2020, with Tenant Counseling (29 percent of clients) and Full-Scope Representation (26 percent of clients) being the most used service during this time period. Note that Full-Scope Representation services began being offered in 2018, after the passing of Proposition F (Tenant Right to Counsel), which required the City of San Francisco to provide full-scope legal representation to residential tenants facing eviction.

Figure 8. MOHCD Eviction Client Services (FY 2018 – 2019, FY 2019 – 2020)



Source: Mayor’s Office of Housing and Community Development

*Total Clients = 11,859, note: one client had no service reported, percentages rounded to nearest whole

Full-Scope Representation

Between the FY 2018-2019 and FY 2019-2020, Full-Scope Representation clients increased by 26 percent.

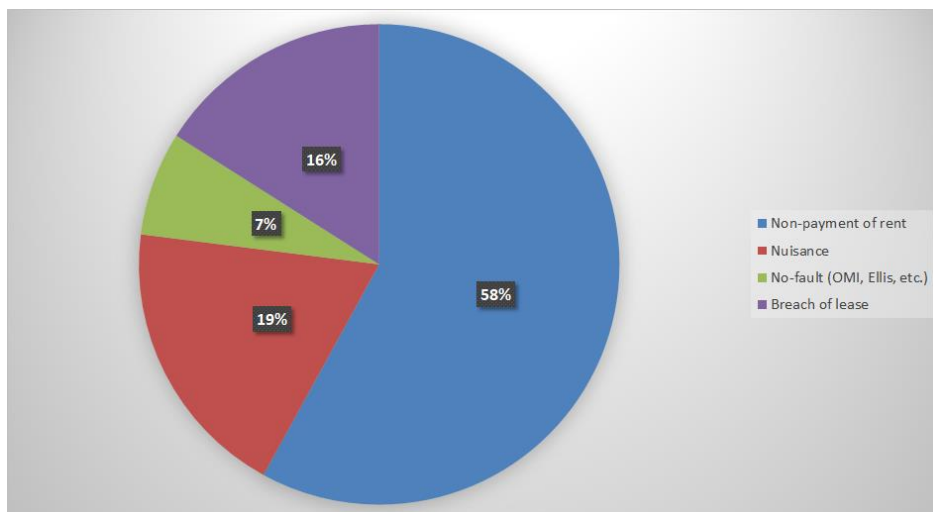
Table 28. Full-Scope Representation Cases (FY 2018 – 2019, FY 2019 – 2020)

<i>Fiscal Year</i>	<i>Full-Scope Representation Cases</i>
FY 2018-19 (12 months)	1,357
FY 2019-20 (12 months)	1,716

Source: Mayor’s Office of Housing and Community Development

Alleged causes for eviction are predominantly For Cause, which includes non-payment of rent, nuisance, and breach of lease. 58 percent of clients who received tenant right to counsel services cited non-payment of rent as the cause of eviction. Nuisance was the second most cited cause of eviction at 19 percent.

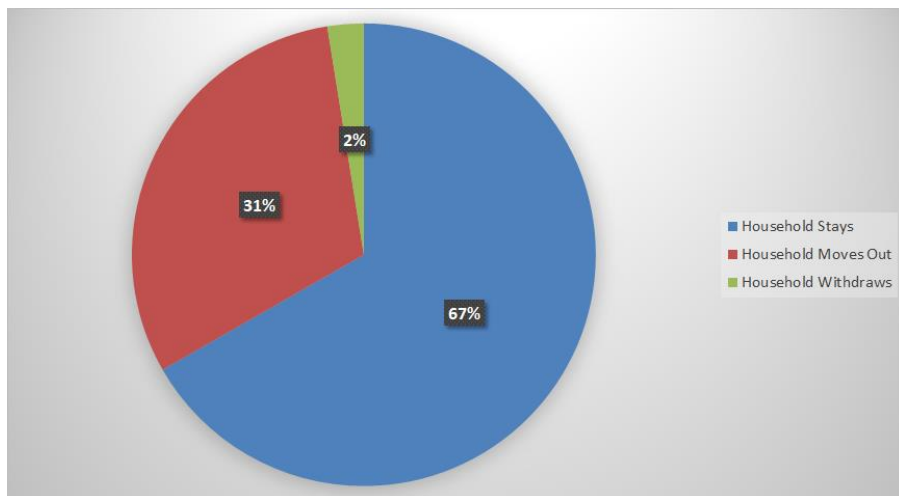
Figure 9. Tenant Right to Counsel Intake by Alleged Cause



Source: Mayor’s Office of Housing and Community Development

Fortunately, there is a high success rate among clients who receive full-scope representation. The success rate (i.e., client/household stays in their home) of full-scope representation clients is 67 percent.

Figure 10. Full-Scope Representation Client Outcomes



Source: Mayor’s Office of Housing and Community Development

Table 29. Residents Served by Access to Housing, Eviction Prevention and People Living with HIV/AIDS (PLWHA), FY 2016 – FY 2020

Fiscal Year	Housing Education and Placement		Eviction Prevention		Supportive Housing for PLWHA	
	Residents Served	Total Budget	Residents Served	Total Budget	Residents Served	Total Budget
FY 2016	4,755	\$1,844,564	8,447	\$5,258,341	761	\$4,767,048
FY 2017	5,350	\$1,760,098	7,379	\$6,632,894	420	\$5,402,821
FY 2018	5,137	\$2,035,086	6,701	\$7,724,366	357	\$4,506,337
FY 2019	6,206	\$2,526,703	6,158	\$10,807,592	396	\$4,264,321
FY 2020	6,164	\$3,733,896	5,680	\$35,665,859	273	\$6,524,991

*Fiscal years for the City and County of San Francisco begin July 1 and end June 30

Source: Mayor’s Office of Housing and Community Development

Tenant Counseling, Outreach, and Education

MOHCD’s tenant counseling, education, and outreach programs include, but are not limited to: Know Your Rights workshops, 1-on-1 counseling, community partner-driven convening and coordination of all tenant counseling organizations, civic engagement and leadership development, and a community-driven public information campaign. These programs address most policies for Objective 5. The Department of Building Inspection (DBI) oversees the Code Enforcement Outreach Program (CEOP) and the Mission, Chinatown, Central City (Tenderloin), and Families United SRO Collaboratives. The City budgets \$6 million annually to implement these programs, which includes \$3.8 million allocated to DBI and \$2.2 million to MOHCD.

While City-funded providers of these services have not quantified the unmet need, all have indicated that their programs are not at all scaled to the challenge. Not only do their programs not have capacity to serve all who seek help, there are likely many hundreds if not thousands of tenants who never seek help when confronted by an eviction or other form of housing instability because they either do not know their rights as tenants or do not know where to go for help.

Although Tenant Counseling clients decreased by 22 percent between the 2018-2019 and 2019-2020 fiscal year, the service remained as the top two most utilized services. The decline in cases may be attributed to the pandemic as grantees transitioned to remote operations and/or difficulty in collecting client data remotely.

Table 30. Tenant Counseling Cases (FY 2018 – 2019, FY 2019 – 2020)

Fiscal Year	Tenant Counseling Cases
FY 2018-19 (12 months)	1,940
FY 2019-20 (12 months)	1,516

Source: Mayor’s Office of Housing and Community Development

Protections for Special Populations

These programs address housing needs of special populations.

Programs below are intended to prevent housing discrimination, as called for in Policy 5.3, and increase housing opportunities for special population, as called for in Policy 5.1.

Reasonable Accommodations

The Planning Department has developed a legislative ordinance that will enable persons with disabilities who require reasonable accommodation as exceptions to the City's Planning Code to bypass the currently required variance process, and to access a streamlined procedure permitting special structures or appurtenances such as access ramps or lifts and other non-physical accommodations. Planning Code Section 305.1 provides a process for individuals with a disability to request such a modification to their residential properties to eliminate any barriers to accessing their home. A request for "reasonable modification" may include changes that are not allowed under current Planning Code regulations or require a variance from the Planning Code. There are two processes available for requesting a reasonable modification: an administrative reasonable modification process and the standard variance process.

Housing Opportunities for Persons with AIDS (HOPWA)

HUD's Housing Opportunities for Persons with AIDS (HOPWA) Program is the Federal funding source for most HIV housing services in San Francisco. HOPWA is transitioning to a formula-based funding model based on incidence of infection rather than the historical model based on cumulative AIDS cases. The City and County of San Francisco has provided replacement funding through general fund sources to sustain supportive HIV housing services and prevent PLWHA from experiencing evictions. A revised set of goals and objectives has been developed in partnership with several City of SF leaders, community providers and HIV community members in order to improve services and housing outcomes for PLWHA.

Funding for all HIV/AIDS subsidies remained relatively flat over the previous five years but the cost for rental housing in San Francisco consistently rose. As subsidies "turned over" through attrition, new subsidy amounts needed to increase. As a result, the total number of subsidies available steadily declined during this period. The HIV/AIDS 2020-2025 Housing Plan estimates that there are 28-project-based/capital units that will become available each year to new HIV/AIDS households, assuming constant funding for HIV/AIDS housing resources.

The number of subsidies available for new households decreased. These trends indicate that planning for future housing assistance for PLWHA in San Francisco should account for continued attrition as housing costs continue to rise.

Targeted, permanent units are available to PLWHA in San Francisco through independent living associations (ILA), licensed Substance Use Treatment (SA), permanent supportive family housing units (PSH), transitional housing (TH), and Residential Care Facilities for the Chronically Ill (RCFCIs). Most permanent units for PLWHA in San Francisco are managed by non-profit providers in mixed-population sites or developments that braid HOPWA funds with other sources. Typically, HOPWA funding provides for both the capital construction costs as well as the dedication costs to set aside units for qualifying PLWHA. There are 456 permanent units dedicated for PLWHA in San Francisco, indicating a high rate of retention or replacement of the 464 units that were available five years ago.

Table 31. Dedicated HIV/AIDS Units, 2019

<i>Unit Type</i>	<i>Units</i>
Independent Living Associations	304
Licensed Substance Abuse Treatment	23
Permanent Supportive Family Housing Units	5
Transitional Housing	11
Residential Care Facilities for Chronically Ill	113
Total	456

Source: City and County of San Francisco HIV/AIDS Housing Five-Year Plan, Mayor’s Office of Housing and Community Development, June 2021

Plus Housing Programs (Low-income/HIV)

Plus Housing is a housing program through MOHCD for low-income people living with HIV. Applicants can choose to be considered for either (or both) permanent housing subsidies and units. Plus Housing is federally funded by HOPWA (Housing Opportunities for Persons With AIDS), and locally by the San Francisco General Fund. Stably housed households, which are those who are currently housed and not in a transitional housing program (medical, substance treatment or other time-limited programs), are eligible for available rent subsidies/vouchers. Transitionally housed households are eligible for available units. The city’s HIV/AIDS Housing 5-year plan released in June 2021 lists more than 800 applicants requesting rental assistance through the Plus Housing program.

Our Trans Home SF Initiative

The Our Trans Home SF initiative is a rental assistance, transitional housing and navigation, and training program funded by the city for transgender, gender variant, and intersex people in the San Francisco Bay Area. The Bobbi Jean Baker House in the Mission has 18 rooms with integrated housing case management services to support residents on their path to long-term housing stability. After one year, new program participants move in for another year of transitional housing. Initiated in 2020, the two-year pilot program was allocated \$2.3 million. St. James Infirmary and Larkin Street Youth Services were selected to be the main providers of the program.

HIV/AIDS Rent Subsidy Program

Mayor London N. Breed in partnership with MOHCD and the Q Foundation launched the first new rental subsidy program for people living with HIV/AIDS. In 2019, MOHCD awarded \$1 million to the Q Foundation to administer the HIV/AIDS Rent Subsidy Program. The rental subsidies were administered to approximately 120 individuals who are HIV positive. To qualify for the program, people must be either currently housed and paying more than 70 percent of their income toward rent, or offered below-market rate housing in San Francisco, but in need of a subsidy.

Fair Housing Practices

Fair Housing Practices and programs help ensure that housing continues to be offered and accessed equally to all people of San Francisco, as called for in Policies 5.1 and 5.2.

Local Fair Housing Laws and Regulations

Signed in 2018, Affirmatively Furthering Fair Housing (Assembly Bill 686) mandates that State and local public agencies affirmatively further fair housing through deliberate action to explicitly address, combat, and relieve disparities resulting from past and current patterns of segregation to foster more inclusive communities. This law includes new requirements for the Housing Element, which the Planning Department is implementing with the Housing Element 2022 Update. These requirements include an assessment of fair housing practices, an analysis of the relationship between available sites and areas of high or low resources, and concrete actions in the form of programs to affirmatively further fair housing. Compliance with these requirements is focused on replacing segregated living patterns with truly integrated and balanced living patterns and transforming racially and ethnically concentrated areas of poverty (R/ECAP) into areas of opportunity, as AB 686 mandates.

San Francisco has codified federal and state laws related to discrimination and fair housing issues in local legislation and expanded protections to fit local needs, including Articles 1.2, 33, 38, and 49 of the Police Code; Chapters 12C and 12H of the Administrative Code; and Planning Code Section 305.1. These local laws protect people from discrimination based on race, color, ancestry, national origin, place of birth, sex, age, religion, creed, disability, sexual orientation, gender identity, weight, height, HIV status, families with young children, or review of conviction history. More recently, the Fair Chance Ordinance (Article 49 of the San Francisco Police Code) that requires employers to follow strict rules regarding applicants' and employees' arrest and conviction records was amended in 2018. The amendment specifically added language to "prohibit employers and housing providers from inquiring about, requiring disclosure of, or basing housing and employment decisions on a person's conviction history until after a conditional offer of employment."

Fair Housing Enforcement and Outreach Capacity

Locally, the San Francisco Human Rights Commission (HRC) handles intake and referral for fair housing inquiries. HRC's Discrimination Complaints Investigation and Mediation Division conducts investigation and mediation for housing discrimination complaints pursuant to local laws including Administrative Code Chapters 12A (Powers and Duties of HRC) and 12C, Police Code Article 33, Police Code Article 38, and Police Code Article 49. The Discrimination Division also recently initiated a fair housing testing program. HRC also provides input to other City and County departments on fair housing issues, fosters dialogue between the community and the local government, amplifies unheard voices, and provides training and guidance to housing providers regarding compliance with fair housing laws. Thus, HRC is a municipal agency dedicated to equity and to protect and promote human rights for all.

Given that the Human Rights Commission cannot provide individual legal representation or legal advice or direct advocacy (be an advocate for a particular side while a case is under investigation), it does connect people to organizations that do. The Mayor's Office of Housing and Community Development actively funds some of these organizations to support outreach and enforcement on fair housing.

Read an evaluation and more on San Francisco's efforts to affirmatively further fair housing in the Housing Element 2022 Update Needs Assessment.

Addressing Impediments to Fair Housing

The product of a multi-agency effort coordinated by the Mayor's Office of Housing and Community Development, the City regularly updates and releases an Analysis of Impediments to Fair Housing report, the latest of which covers 2013-2018. The report discusses the challenges of affordability, accessible housing, and alleged discrimination in the city's housing market. The paper also offers recommendations on increasing community acceptance of affordable housing and the promotion of fair housing practices in public housing. These action items are incorporated into the City's 2010-2015 Consolidated Plan and its associated Action Plan.

MOHCD has worked on various initiatives to address the impediments identified in the City's Analysis of Impediments to Fair Housing Choice report, including addressing the Impediments to Affordable Housing Development, Impediments to Utilization of Assisted Housing Programs, and Impediments Facing People with a Criminal Record. MOHCD has focused its efforts on increasing affordable housing production through site placement, working with other city agencies to remove regulatory barriers, and creating new financing sources all in order to increase the production of affordable housing as discussed above. In an attempt to overcome the impediment of utilizing assisted housing programs, MOHCD is developing a centralized online housing notification and application system called DAHLIA. This will centralize how people learn about affordable housing opportunities. It will also simplify and centralize how people apply to those housing opportunities. Additionally, MOHCD continued to work closely with the Human Rights Commission to implement San Francisco's Fair Chance Ordinance in all City-assisted affordable housing in order to address the impediment facing people with a criminal record.

Appropriateness of Objective 5

Equal access to housing requires equitable interventions and strategies: to increase investments to those who are most vulnerable, most at-risk of displacement, and those who have been harmed by the discriminatory programs in the past. This objective and underlying policies also should be modified to recognize the extent and risk of displacement for vulnerable households, provide direction on anti-displacement efforts, and affirmatively further fair housing.

Review of Implementation Programs for Objective 5 from 2014 Housing Element

Name of Program 45	All housing agencies shall require associated project sponsors to provide the agency with an outreach program that includes special measures designed to attract those groups identified as least likely to apply.
Effectiveness	MOHCD has outlined expectations of marketing inclusionary units, including requirements specifying an outreach and marketing plan: https://sfmohcd.org/expectations-inclusionary-rental-agents-and-or-owners and https://sfmohcd.org/pricing-and-marketing-inclusionary-units
Appropriateness	Modify. Consider additional measures to identify which groups are least likely to apply and increase outreach investments to these groups.
Lead Agency	Mayor's Office of Housing and Community Development, Office of Community Investment and Infrastructure, San Francisco Housing Authority
Funding Source	Not required
Schedule	Ongoing (part of project review)

Name of Program 46	The Mayor's Office on Housing (MOH) shall work with SFHA, HSA, DPH, and nonprofit and private housing providers to develop a website providing information on affordable housing opportunities within the city, including BMRs, providing specific information about the availability of units and related registration processes, and applications.
Effectiveness	In 2016, the City created DAHLIA, a search and application portal for the city's affordable housing units. DAHLIA offers a central resource to find affordable housing, collect information from prospective renters, and easily track data of applicants: https://housing.sfgov.org/ . The City also created a landing page with some of general housing resources around San Francisco, such as Eviction Help, Rental Housing, and Homeownership: https://sf.gov/departments/mayors-office-housing-and-community-development .
Appropriateness	Complete. This landing page has since been creating for various housing programs. Consider changing to completing and expanding the build-out of key housing database pages, such as DAHLIA, to collect data on communities being served by the City's various housing services in order to inform the increase in investments to those who are most vulnerable, at-risk of displacement, and have been harmed by discriminatory programs in the past.
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Program funding
Schedule	Online by the end of 2010. Pursue a physical location following the completion of the online version is up and running.

Name of Program 47	The City's Human Rights Commission (HRC) will continue to support and monitor the Fair Housing Access laws and advise the Mayor's Office of Housing and the Mayor's Office on Disability on issues of accessibility and impediments to Fair Housing. The HRC will investigate and mediate discrimination complaints. When appropriate, the HRC will provide referrals to other government agencies.
Effectiveness	<p>In 2016, HRC closed its first annual Fair Chance Compliance Survey, sent to affordable housing providers to assess the effectiveness of the Fair Chance Ordinance. HRC continued its ongoing roundtable discussion sessions with affordable housing providers to assess the FCO Compliance Survey, discuss best practices, and otherwise increase competency in and streamline implementation of the FCO.</p> <p>In 2016, HRC also responded to inquiries from affordable housing providers, property managers, and tenants regarding FCO on an ongoing basis.</p> <p>HRC worked with the SF Sheriff's Department and transgender stakeholders to develop and implement inclusionary housing and programming policies for transgender inmates at County jails. The effort stems from the segregation and disparate treatment of transgender inmates in detention facilities. The long-term goal of the collaboration is for transgender inmates to be housed according to their gender identity (as opposed to assigned sex at birth) and housing preference.</p> <p>In 2016, HRC received 961 inquiries of possible discrimination in housing, employment, and public accommodation. From these initial inquiries, 264 individual and group intake interviews were conducted. Formal complaints were drafted for 54 new Complainants in 2016. The majority of these complaints were based on discriminatory actions in housing. For housing complaints filed in 2016, the most common protected class is disability.</p> <p>The same is also true for public accommodation complaints filed in 2016. For employment complaints filed in 2016, the most common protected class is gender identity. In 2016, HRC staff conducted 13 mediations.</p> <p><i>This program addresses housing needs of special populations.</i></p>
Appropriateness	Continue. Consider setting metrics for this program and releasing an annual report as well as other data to understand trends and how metrics and goals are being met. Adjust HRC measures based on data to increase investments to those who are most vulnerable, at-risk of displacement, and have been harmed by discriminatory programs in the past.
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Annual work program
Schedule	Ongoing – existing program

Name of Program 48	The HRC will continue to assist in resolving landlord-tenant problems in rental housing, including single room occupancy hotels.
Effectiveness	HRC continues to mediate complaints of discrimination and non-compliance in housing as prescribed by City policy as jurisdiction, regardless of housing type.
Appropriateness	Continue. Consider setting metrics for this program and releasing an annual report as well as other data to understand trends and how metrics and goals are being met. Adjust HRC and City measures based on data to provide direction on anti-displacement efforts, affirmatively further fair housing, prioritizing those who are most vulnerable, at-risk of displacement, and have been harmed by discriminatory programs in the past.
Lead Agency	Human Rights Commission
Funding Source	Annual work program
Schedule	Ongoing – existing program

Name of Program 49	The Board of Supervisors shall continue to uphold local measures prohibiting tenant harassment. Section Sec. 37.10B of the City's Administrative Code prevents landlords or their agents from doing specified acts, such as abusing the right of entry to the unit, threatening or attempting to coerce a tenant to move, or interfering with the tenant's right of privacy.
Effectiveness	The Board of Supervisors continue to uphold City measures prohibiting tenant harassment.
Appropriateness	Continue
Lead Agency	Board of Supervisors
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 50	The City should continue to evaluate the effectiveness of existing programs to discourage displacement and to provide evicted tenants with sufficient relocation accommodations. Relocation services including counseling, locating replacement housing, and moving expenses should be provided to match the needs of displaced tenants. The City and the Board of Supervisors should continue to pursue necessary legislative modifications at local and State levels to minimize the adverse effects of evictions on tenants.
Effectiveness	Over the past three years, the City has significantly increased investment in eviction prevention and tenant counseling services focusing on keeping tenants in their homes. In FY 2014-15, MOHCD invested approximately \$3,600,000 in these service areas. In 2015-16, that amount increased to approximately \$4,300,000. As of July 1, 2016, MOHCD has now allocated over \$7,000,000 in funding to support eviction prevention and tenant counseling, with \$250,000 specific to or prioritized for the Mission District. Since 2013, MOHCD has also convened eviction prevention and tenant counseling group on a bi-monthly basis to discuss policy and funding issues and improve coordination between the City and community-based organizations.
Appropriateness	Continue. Consider the extent and risk of displacement for vulnerable households when providing direction on anti-displacement efforts.
Lead Agency	Board of Supervisors
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 51	DBI shall enforce housing codes where such infractions adversely affect protected resident categories, and shall monitor the correction of such continuing code violations to prevent the loss of housing.
Effectiveness	DBI continues to enforce housing codes. All departments will be required to create a racial equity plan for internal and external processes, including DBI. This may inform any future code amendments that increase equity. <i>This program addresses housing needs of special populations.</i>
Appropriateness	Continue. Consider specifying other policies and programs that encourage housing equity for families.
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Annual work program
Schedule	Ongoing – existing program

Name of Program 52	The City and all of its partners shall continue to provide translation of all marketing materials, registration processes, applications, etc. Such materials should be marketed broadly and specifically target underserved populations.
Effectiveness	A recent example: https://www.calle24sf.org/es/ The City and departments are required to follow the Language Access Ordinance since 2001 (previously called the Equal Access to Services Ordinance). Since March 2015, all City Departments that provide information or services directly to the public are required to follow the Ordinance. https://sf.gov/data/language-access-ordinance-compliance-data <i>This program addresses housing needs of special populations.</i>
Appropriateness	Modify. Consider adjusting text to center outreach and marketing materials around racial and social equity and populations underserved for specific programs.
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 53	The Police Department will continue to implement San Francisco's Municipal Police Code under Article 1.2, which prohibits housing discrimination against families with minor children. This law prohibits the most common forms of discrimination, such as restrictive occupancy standards, rent surcharges and restrictive rules.
Effectiveness	SF Police Code Article 1.2: https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_police/0-0-0-444#JD_101 <i>This program addresses housing needs of special populations.</i>
Appropriateness	Modify. Consider requiring annual police reports to include data reporting and tracking cases of discrimination. These reports should inform the City's anti-displacement.
Lead Agency	Police Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 54	The City will continue to promote access to housing by families by enforcing Section 503(d) of the City's Housing Code, and supporting amendments that increase equity.
Effectiveness	SF Housing Code Section 503: https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_building/0-0-0-53885 <i>This program addresses housing needs of special populations.</i>
Appropriateness	Continue. Consider specifying other policies and programs that encourage housing equity for families.
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Annual work program
Schedule	Ongoing – existing program

OBJECTIVE 6: REDUCE HOMELESSNESS AND THE RISK OF HOMELESSNESS.

Policy 6.1 Prioritize permanent housing and service-enriched solutions while pursuing both short- and long-term strategies to eliminate homelessness.

Policy 6.2 Prioritize the highest incidences of homelessness, as well as those most in need, including families and immigrants.

Policy 6.3 Aggressively pursue other strategies to prevent homelessness and the risk of homelessness by addressing its contributory factors.

Policy 6.4 Improve coordination among emergency assistance efforts, existing shelter programs, and health care outreach services.

Effectiveness of Objective 6: Overview

In 2016, the City and County of San Francisco created a new city department, the Department of Homelessness and Supportive Housing (HSH), to make a significant and sustained reduction in homelessness in San Francisco through the coordinated provision of services. Since 2015, the City has significantly expanded the number of Permanent Supportive Housing units, subsidies for operation of these units, and temporary shelters. This expansion will include approximately 4,000 units of additional site-based and scattered-site Permanent Supportive Housing by end of 2022. The City has also reduced the number of unsheltered families. Within this housing expansion, the City has focused on scattered-site solutions. For example, in July 2020, the city launched the Flexible Housing Subsidy Pool, a scattered-site Permanent Supportive Housing strategy that matches people experiencing homelessness to private market apartments across the city and provides supportive services so that they remain stably housed. These investments have helped the City work towards the goals of Objective 6, likely reducing the number of unsheltered families.

While the City has made significant investments at multiple levels, the number of unhoused residents continuously grew between 2015 and 2019, when there were over 8,000 unhoused people reflected in the 2019 PIT count. The City saw a slight reduction to over 7,700 in the latest Point in Time Count in 2022.

Within San Francisco's homeless populations American Indian and Black people are significantly overrepresented compared to their share of the population. The policies under Objective 6 only highlight families and immigrants as higher incidence of homelessness while these racial groups, or other groups overrepresented in the homeless population such as transgender and nonbinary/gender non-conforming people, or those with prior incidence of homelessness are left out. The Coordinated Entry System run by HSH considers chronic homelessness as one of three priority criteria when assessing people for housing, and this has also been a concern amongst some homeless advocates. Focusing too heavily on chronic homelessness could result in long waits for those who do not rise to the top levels of chronic homelessness, which would eventually worsen their situation while waiting for housing and services. HSH is conducting a Coordinated Entry Evaluation and Reform process as part of its 2022 Strategic

Planning Process and has already tweaked processes in family Coordinated Entry to ensure evaluations are effectively matching people who need housing to vacant units.

Effectiveness of Key Related Programs

Department of Homelessness and Supportive Housing (HSH) Programs and Services

These programs address housing needs of special populations.

HSH operates the City's Homelessness Response System (HRS). As of September 2022, the HRS serves over 154,000 individuals every day, providing nearly over 12,000 units of supportive housing, capacity to shelter over 3,000 guests, and a variety of other services. Information about HSH's organization and strategic planning is available on the HSH [website](#).⁶

There are six core components to HSH's work to address homelessness: Outreach, Temporary Shelter, Coordinated Entry, Problem Solving and Prevention, Housing, and Housing Ladder.

Outreach

HSH connects the most vulnerable individuals living outside with available and appropriate resources within the Homelessness Response System through outreach, engagement and case management. The San Francisco Homeless Outreach Team (SFHOT) provides citywide outreach 7 days a week citywide through a contract with a non-profit service provider.

Temporary Shelter

Temporary Shelters provides temporary places for people to stay while accessing other services to support a permanent exit from homelessness. Temporary shelters offer short-term strategies to eliminate homelessness, called for in Policy 6.1.

HSH provides HUD with an annual [Housing Inventory Count](#) that provides details on the number of shelter beds and housing units in the City's system of care. To determine the number and utilization of available shelter beds, HSH documents the number of beds available and the occupancy rate on a single night early each calendar year. Temporary Shelter, per the HUD definitions, includes programs like congregate shelters, non-congregate shelters, Navigation Centers and SAFE Navigation Centers, Stabilization Beds and Transitional Housing.

The City's shelter resources have overall increased since 2015. San Francisco's emergency shelter system expanded rapidly in 2020 due to the mayor's 1,000 New Shelter Beds Initiative and the expansion of non-congregate shelter (such as the Shelter-in-Place Hotel Program) opened in response to the COVID-19 pandemic. Simultaneously, the City's congregate shelter system capacity decreased by over 70 percent due to social distancing requirements during the COVID-19 pandemic. As some of the emergency interventions are closing, HSH has opened several new shelter sites and reopened beds at the sites that had reduced capacity during the peak of the response to COVID-19.

⁶ San Francisco Department of Homelessness and Supportive Housing (HSH) Strategic Planning and Reports, <https://hsh.sfgov.org/about/research-and-reports/strategic-planning/>

During the COVID-19 pandemic, the city also stood up Safe Sleep sites for people to sleep in tents in a safe and clean place. HSH also has Vehicle Triage Centers where people can sleep in their vehicles and access services. HUD does not categorize these sites as emergency shelter, so these programs are not included in shelter data the city reports to HUD.

The occupancy rate of emergency shelters has slightly decreased between 2015 and 2021, but the utilization climbed back up to 89 percent. The number of beds allocated to people in adult and family households n has increased overall.

Table 32. Emergency Shelter Counts

Type of Resource*	2015	2016	2017	2018	2019	2020	2021	2022
Total Beds	2,103	2,313	2,322	2,241	2,721	2,978	4,474	3,767
Family Beds	383	424	538	501	496	657	550	
Adult-only Beds	1,635	1,697	1,724	1,589	2,129	2,246	1,180	
Other Beds (ex. Seasonal, overflow, voucher)	65	167	35	125	90	75	2,744	
Child-only Beds	20	25	25	26	6	0**	0**	
People Sheltered***	1,994	2,211	2,050	2,011	2,262	2,471	3,588	
Occupancy Rate****	95%	96%	88%	90%	83%	83%	89%	

not available at time of publication

Source: HSH's Housing Inventory Counts and Point-in-Time Counts.

* Per HUD, family beds are allocated to households with at least one adult over 18 and at least one child under 18. Adult-only beds are for households with only people over the age of 18. Child-only beds are for households with only people under 18.

**There were 6 child-only beds in the CoC's system in 2020 and 2021. These beds were miscategorized in 2020 and 2021. For consistency, this table mirrors the HIC- reported numbers.

***The number provided for the number of shelter beds and number of people sheltered a given year is a snapshot based on a single point in time. This number represents the number of clients present at a site on the night of the Point-in-Time count and is not a representation of the number of people served at the site year-round.

**** Occupancy rate is calculated by: People Sheltered / Total Beds

The occupancy rate in transitional housing has seen a slight decrease in recent years, with 75 percent utilization in 2020. The number of beds among households with children saw a decline in 2020 after nearly doubling between 2018 and 2019.

Table 33. Transitional Housing

Type of Resource*	2015	2016	2017	2018	2019	2020	2021	2022
Total Beds	465	479	453	551	752	627	537	555
Family Beds	238	231	235	238	402	190	212	not available at time of publication
Adult-Only Beds	227	248	218	313	350	437	325	
People Sheltered***	407	411	440	474	575	473	412	
Utilization**	88%	86%	97%	86%	76%	75%	77%	

Source: HSH

* Per HUD, family beds are allocated to households with at least one adult over 18 and at least one child under 18. Adult-only beds are for households with only people over the age of 18.

** Utilization is calculated by: People Housed or Sheltered / Total Beds

***The number provided for the number of shelter beds and number of people sheltered a given year is a snapshot based on a single point in time. This number represents the number of clients present at a site on the night of the Point-in-Time count and is not a representation of the number of people served at the site year-round.

Navigation Centers

San Francisco's first Navigation Center opened in March 2015 and was a successful pilot serving San Francisco's highly vulnerable and long-term unhoused neighbors who are often fearful of accessing traditional shelter and services. Navigation Centers are low-barrier, housing-focused sites that allow pets, partners, and more possessions and have more privacy than other non-congregate shelter models. HSH has nine Navigation Centers in operation as of September 2022.

Table 34. Navigation Centers in San Francisco

Location	Date Opened	Capacity
125 Bayshore Boulevard	October 2018	128 persons
680 Bryant Street	December 2018	84 persons
224 South Van Ness Avenue	June 2018	186 persons
600 25 th Street	June 2017	64 persons
20 12 th Street	June 2016	112 persons
555 Beale Street	December 2019	200 persons
1925 Evans Street	January 2021	116 persons
700 Hyde Street	February 2021	75 persons
74 6 th Street	September 2022	180 units

Coordinated Entry

Coordinated Entry organizes the Homelessness Response System with a common, population specific assessment; a centralized data system and “by name” database of clients; and a prioritization method based on vulnerability, barriers to housing, and chronicity of homelessness. This process directs clients to the appropriate resources and allows for data-driven decision making and performance-based accountability. The Coordinated Entry process is organized to serve three subpopulations: Adults, Families, and Transitional Aged Youth. HSH continues to analyze Coordinated Entry prioritization on an ongoing basis for equity, including race and LGBTQ+ status. In its role as a coordinated and prioritization system, Coordinated Entry meets Policies 6.2 and 6.4 of the 2014 Housing Element. HSH is conducting a Coordinated Entry review and evaluation process in 2022.

Problem Solving

Problem Solving is an umbrella term used for strategies to help people exit or avoid homelessness without continued support from the Homelessness Response System. Problem Solving includes Targeted Homeless Prevention, which provides opportunities to stop people from entering the Homelessness Response System and supports Policy 6.3. Problem Solving also includes one-time grants to resolve one-time experiences of homelessness, as well as relocation assistance to reconnect people experiencing homelessness with support networks (a program formerly known as Homeward Bound).

Housing

Housing provides permanent solutions to homelessness through subsidies and housing placements to adults, families, and Transitional Age Youth (TAY). This offers a long-term solution to eliminating homelessness, as called for in Policy 6.1. As of September 2022, the HSH housing portfolio includes just under 12,000 units and will continue to expand under the Mayor’s [Homelessness Recovery Plan](#).

Permanent Supportive Housing (PSH)

HSH administers locally and federally funded PSH to provide long-term affordable housing with on-site social services to people exiting chronic homelessness. The PSH portfolio includes both project-based sites and scattered-site PSH through the Flexible Housing Subsidy Pool (Flex Pool), which utilizes housing units available in the private market in various sites across the city. The Flex Pool program launched in 2020.

PSH utilization has generally remained above 90 percent over the past five years. Occupancy rates among households without minor children saw an overall increase up to 2019. As of fall 2022, HSH has over 800 units dedicated to older adults.

In response to the COVID-19 pandemic, legislation and Planning Code Ordinance revisions included a Planning Code amendment (Chapter 41) to allow residential hotels to retain their tourist room designations even if they rent units as permanent supportive housing (PSH) and to use their rooms as Permanent Supportive Housing.

The City’s Homelessness Recovery Plan calls for the City to buy or lease 1,500 new units of Permanent Supportive Housing between June 2020 and July 2022. As of September 2022, the City has purchased or leased 2,413 active units and has 505 units under contract.

Table 35. Permanent Supportive Housing – Beds (Not Units)

Type of Resource*	2015	2016	2017	2018	2019	2020	2021	2022
Total Beds****	7,051	7,599	8,254	9,556	10,797	10,051	10,292	12,436
Family Beds	1,597	1,912	2,647	1,836	2,205	1,913	2,216	not available at time of publication
Adult Beds	5,454	5,687	5,607	7,720	8,592	8,138	8,076	
People Housed or Sheltered***	6,646	7,260	8,012	9,024	9,577	9,258	9,126	
Utilization**	94%	96%	97%	94%	89%	92%	89%	

Source: HSH

* Per HUD, family beds are allocated to households with at least one adult over 18 and at least one child under 18. Adult-only beds are for households with only people over the age of 18.

** Utilization is calculated by: People Housed / Total Beds

***The number provided for the number of beds and people housed for a given year is a snapshot based on a single point in time. This number represents the number of clients present at a site on the night of the Point-in-Time count and is not a representation of the number of people served at the site year-round

****This row combines PSH and Other Permanent Housing. Other Permanent Housing: Includes any permanent housing project that is designated for people experiencing homelessness that provides housing and services or housing only, but for which disability is not required for entry, including SRO projects.

Project Homekey

HSH has received over \$212 million from the state’s Project Homekey program to acquire and operate six sites for PSH. In September and October 2020, the City applied for and was awarded a combined \$76.9 million dollars from the State to purchase and operate two hotel properties with 362 units through round 1 of Project Homekey. In the second round of Homekey, HSH received over \$135 million towards the purchase and operation of four additional sites with 77 units for young adults, 120 units for adults, and 240 units with 738 bedrooms for families.

The City is planning to acquire additional properties with a mix of state and local funds in the future.

Emergency Housing Vouchers (EHVs)

The Housing Authority of the City and County of San Francisco (Authority) were awarded 906 Emergency Housing Vouchers (EHVs) from the federal government in 2021. The Housing Authority is partnering with the San Francisco Department of Homelessness and Supportive Housing (HSH) to implement this program. Clients live on their own in the private rental market in San Francisco and typically pay 30 percent of their income on rent, with the rest covered by the voucher. HSH provides housing navigation and supportive services for people living in these units. As a form of Housing Choice Voucher, these units are reflected in HSH’s scattered-site PSH portfolio.

Rapid Rehousing

The Rapid Rehousing program provides time-limited rental assistance and services for households exiting homelessness and includes housing identification, temporary rent and assistance and case management.

Households with children have primarily been served through Rapid Rehousing and households without children had an increase over the past 3 years.

Table 36. Rapid Rehousing Numbers

Type of Resource*	2015	2016	2017	2018	2019	2020	2021	2022
Total Beds*	753	774	176	227	664	1,187	2,101	1,919
Family Beds	753	774	39	181	183	422	1,738	not available at time of publication
Adult-Only Beds	0	0	137	46	481	765	363	
People Housed or Sheltered	753	774	176	227	664	1,187	2,101	

Source: HSH

* Per HUD, family beds are allocated to households with at least one adult over 18 and at least one child under 18. Adult-only beds are for households with only people over the age of 18.

** Utilization is calculated by: People Housed or Sheltered/Total Beds

***The number provided for beds and clients for a given year is a snapshot based on a single point in time. This number represents the number of clients present at a site on the night of the Point-in-Time count and is not a representation of the number of people served at the site year-round

Local Operating Subsidy Program (LOSP)

Affordable units serving extremely low-income or formerly homeless tenants often require additional subsidies to cover ongoing operating costs. This is due to two main factors: (1) the very low rents charged for these units often do not cover operating costs, and (2) models such as Permanent Supportive Housing (PSH), include additional on-site supportive services (e.g., social and mental health services) that increase total operating costs. Demand for sources of state and federal funding often exceeds the supply.

To address this challenge, and to further catalyze the production of units serving extremely low-income and formerly homeless households, the City of San Francisco established its own locally-funded operating subsidy in 2006, the Local Operating Subsidy Program (LOSP). LOSP funds a percentage of PSH units integrated within 100 percent affordable LIHTC projects as well as a limited number of units in 100% affordable PSH buildings. For a given project, the LOSP pays the difference between the cost of operating the PSH units and all other sources of operating revenue. Contracts are structured as 15-year terms and are subject to annual appropriations.

The LOSP, which is currently funded through the City's General Fund, represents a major public investment. In fiscal year 2018-2019, MOHCD's portfolio included approximately 3,000 PSH units, of which 1,160 (40 percent) were supported with funds from the LOSP. The total LOSP budget in fiscal year 2018-2019 was about \$9.2 million, equivalent to \$7,900 per unit. Since fiscal year 2007-2008, the LOSP annual budget has, for the most part, increased year over year. The LOSP budget is set to increase in the next few years as additional PSH units are added (projected at \$26 million by fiscal year 2023-2024). LOSP is funded from the City's General Fund, representing a growing funding commitment over time. A permanent source of funding for LOSP and PSH in general could help to ensure the program continues over time and relieve pressure on the General Fund.

Housing Ladder

The Housing Ladder program offers opportunities for tenants in supportive housing to move to subsidized housing with lower levels of support services. By joining the program, clients make their PSH unit available for other people experiencing homelessness and make strides toward permanent housing, as called for in Policy 6.1. The Housing Ladder also includes opportunities to assist clients to move to a more permanent housing solution outside the Homelessness Response System.

Continuum of Care

A Continuum of Care (CoC) is a regional or local planning body that coordinates housing and services funding for homeless families and individuals. The Local Homeless Coordinating Board (LHCB) is the governing body that oversees the CoC in San Francisco.

Emergency Solutions Grant

HSH receives funding from federal Emergency Solutions Grant program (ESG), which provides funds for a variety of activities to address homelessness as authorized under the federal Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009 and State program requirements. The California Department of Housing and Community Development (HCD) administers the ESG program with funding received from the U.S. Department of Housing and Urban Development (HUD).

The ESG program provides grant funding to (1) engage homeless individuals and families living on the street, (2) rapidly re-house homeless individuals and families, (3) help operate and provide essential services in emergency shelters for homeless individuals and families, and (4) prevent individuals and families from becoming homeless.

In 2016, in an effort to align the Department's ESG funds with the HEARTH Act priorities, HCD redesigned how it allocates and distributes funding. The redesigned ESG program aims to do the following: Align with local systems' federal ESG and HEARTH goals, invest in impactful activities based on key performance goals and outcomes, improve geographic distribution of funded activities and continuity of funded activities, and create a streamlined delivery mechanism. The ESG's solutions- and prevention-based program and its increased alignment with HEARTH goals help address Policies 6.1, 6.3, and 6.4.

Appropriateness of Objective 6

Policies under this Objective create the right foundation for reducing homelessness. However, San Francisco maintains one of the strongest economies in the country and the region and has enjoyed rapid job growth especially in high paying jobs. These changes have led to increased housing pressures that place more households at risk of homelessness. In 2022, HSH estimated that for every one household the Department is able to house through the programs outlined above, four become homeless. This means there are many households that are not receiving support from the City to resolve their homelessness. The City should advance policies to eliminate homelessness all together, prioritizing those who experience most inequities, but also advancing to address the broader needs. Racial and social equity must be centered in this work by prioritizing people with highest risk of homelessness, such as formerly incarcerated, American Indian, and Black people.

Review of Implementation Programs for Objective 6 from 2014 Housing Element

Name of Program 55	The Department of Public Health, the Human Services Agency; the Mayor’s Office of Community Development; the Department on the Status of Women; the Department of Children, Youth and Their Families; the Mayor’s Office of Housing continue to implement the 10-year plan to end the “Continuum of Care Five-Year Strategic Plan of San Francisco.” The City has also created a new Mayoral office, the Housing, Opportunity, Partnerships and Engagement (HOPE), which find ways to improve outcomes for individuals in all forms of city sponsored housing-including shelters, supportive, public and affordable housing.
Effectiveness	<p>A Continuum of Care (CoC) is a regional or local planning body that coordinates housing and services funding for homeless families and individuals.</p> <p>On July 1, 2016, the City launched a new agency known as the Department of Homelessness and Supportive Housing (HSH). HSH has a singular focus on preventing and ending homelessness for people in San Francisco. HSH is the lead agency for the Continuum of Care and LHCB is the governing body that oversee CoC the Continuum of Care in San Francisco.</p> <p>HSH's first five-year strategic framework was released in 2017 and the most recent Strategic Framework Update was released in March 2021. A new strategic plan will be available in early 2023.</p> <p>In 2018, San Francisco voters passed Prop C. This ballot measure provides significant new funding for homelessness and mental health services. HSH is using Prop C funding to enhance resources across their system of care, with a focus on acquiring new Permanent Supportive Housing.</p> <p>In 2020, Mayor Breed laid out the Homelessness Recovery Plan to help ensure the City’s recovery from COVID-19 includes the most vulnerable people. Among other goals, the plan called for the addition of 1,500 new units of PSH and 6,000 placements to shelter and housing. As of October 2022, the City had nearly doubled the PSH goal with 2,918 units active or under contract and had made over 5,000 placements.</p> <p><i>This program addresses housing needs of special populations.</i></p>
Appropriateness	Modify. Continue the interagency collaboration to find ways to improve outcomes for individuals in all forms of city sponsored housing. However, the HOPE office is no longer operating and HSH has incorporated many of the former HOPE office's programs. Most homelessness-related programs should list HSH as a lead implementing agency to eliminate homelessness
Lead Agency	Department of Homeless and Supporting Housing
Funding Source	San Francisco General Fund; private donation, government grants, Proposition C, CDBG and HOME funds
Schedule	Ongoing
Name of Program 56	The San Francisco Local Homeless Coordinating Board (LHCB) will continue to work with the Mayor’s Office of Housing, the Human Service Agency, and the Department of Public Health to maintain and expand housing solutions to homelessness by focusing on new housing, coordinated assessment to place the longest-term homeless people in service enriched housing. The “10 Year Plan to End Chronic Homelessness” opened 3,000 new units.
Effectiveness	<p>LHCB continues to oversee CoC the Continuum of Care in San Francisco.</p> <p><i>This program addresses housing needs of special populations.</i></p>
Appropriateness	Continue
Lead Agency	San Francisco Local Homeless Coordinating Board
Funding Source	San Francisco General Fund; private donation, government grants, CDBG and HOME funds, Proposition C
Schedule	Completed and ongoing

Name of Program 57	HSA will continue to facilitate permanent SRO housing through its Master Lease Program, which renovates hotels to be managed by nonprofit agencies providing case management and supportive services on-site, and to fund non-profit agencies to provide on-site supportive services; as well as through programs such as its transitional housing partnership with affordable housing developers.
Effectiveness	HSH provides funding to housing providers to lease and operate a variety of buildings, including master-leased SROs. These sites provide supportive services to the resident population. Building owners retain responsibility for capital improvements. <i>This program addresses housing needs of special populations.</i>
Appropriateness	Continue
Lead Agency	Department of Homelessness and Supportive Housing
Funding Source	Various local and federal sources
Schedule	Ongoing

Name of Program 58	DPH shall continue to offer permanent supportive housing and shelter programs; as well as services and clinics which deliver a variety of health services to homeless persons; and to provide on-site case managers who can help residents avoid eviction.
Effectiveness	HSH has taken over DPH's housing and shelter programs and folded these programs into the Department's overall portfolio. DPH continues to provide health services to unhoused people. <i>This program addresses housing needs of special populations.</i>
Appropriateness	Continue
Lead Agency	Department of Public Health, Department of Homelessness and Supportive Housing
Funding Source	Various sources
Schedule	Ongoing

Name of Program 59	The Planning Department will ensure that transitional and supportive housing is a residential use through code and/or policy changes.
Effectiveness	The Planning Code was amended in March 2015 to specifically define transitional and supportive housing and clarify that the use is principally permitted in any district where 'Group Housing' is allowed as of right. <i>This program addresses housing needs of special populations.</i>
Appropriateness	Delete. This change was codified in the Planning Code and continues to be enforced through the Planning Department's review process.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Issue 4. Facilitate Permanently Affordable Housing

OBJECTIVE 7: SECURE FUNDING AND RESOURCES FOR PERMANENTLY AFFORDABLE HOUSING, INCLUDING INNOVATIVE PROGRAMS THAT ARE NOT SOLELY RELIANT ON TRADITIONAL MECHANISMS OR CAPITAL.

Policy 7.1 Expand the financial resources available for permanently affordable housing, especially permanent sources.

Policy 7.2 Strengthen San Francisco's affordable housing efforts by planning and advocating at regional, state, and federal levels.

Policy 7.3 Recognize the importance of funds for operations, maintenance and services to the success of affordable housing programs

Policy 7.4 Facilitate affordable housing development through land subsidy programs, such as land trusts and land dedication.

Policy 7.5 Encourage the production of affordable housing through process and zoning accommodations, and prioritize affordable housing in the review and approval processes.

Policy 7.6 Acquire and rehabilitate existing housing to maximize effective use of affordable housing resources.

Policy 7.7 Support housing for middle income households, especially through programs that do not require a direct public subsidy such as providing development incentives for higher levels of affordability, including for middle income households. (WITH AMENDMENT)

Policy 7.8 Develop, promote, and improve ownership models which enable households to achieve homeownership within their means, such as down-payment assistance, and limited equity cooperatives.

Effectiveness of Objective 7: Overview

Federal funding for affordable housing has continually decreased for the past several decades. In the past 15 years, San Francisco has only built or preserved 13,320 units permanently affordable to extremely low- to moderate-income households, 33 percent of our regional targets. San Francisco also lost a significant and continuous source of funding due to State dissolution of Redevelopment Agencies in 2011. To continue building affordable housing, non-profit developers piece together a variety of public and private funding sources. The City also created new sources of local funding to make up for the loss of redevelopment funds. These include:

- Affordable housing trust fund, established in 2012, a general fund set aside of approximately \$50 million/yr for 30 years.
- Employer gross receipts tax, established in 2018, expected to create \$300 million per year for supportive housing

- Real Estate Transfer tax for properties valued at \$10 million or higher, expected to create \$196 million per year
- Affordable Housing General Obligation Bonds, \$310 million in 2015, and \$600 million in 2019, and \$147 million in the Health and Recovery G.O. Bond in 2020.

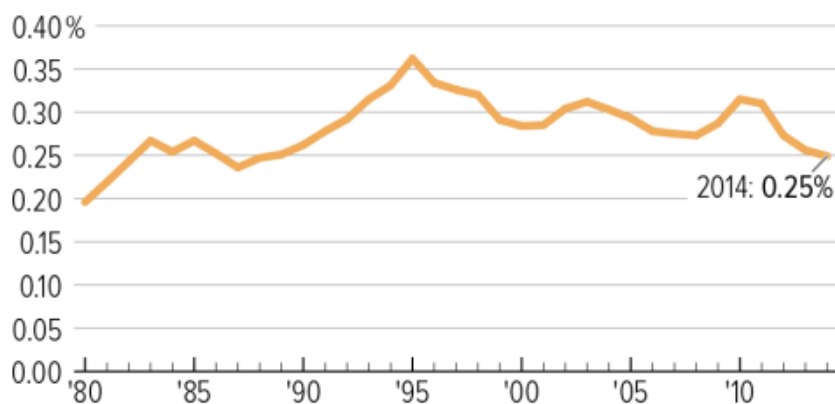
Despite limited funding sources, San Francisco continues to build affordable housing at a faster rate than most other cities. According to the Housing Affordability Strategies report, the City needs to spend over \$517 million per year on building or preserving permanently affordable housing to secure 30 percent affordability of 5,000 new or preserved units. This study assumed an average cost of construction of \$700,000 per unit and a subsidy of \$350,000. The City was able to reach the high funding target in 2019. With the additional funding from the new gross receipts tax for Permanent Supportive Housing, the City reached approximately \$650 million in 2021 for production and preservation of affordable housing.

Effectiveness of Key Related Programs

Federal Funding

Federal funding for affordable housing (Section 8, HOME, CDBG, and Affordable Housing Program) has been flat or in decline over the last two decades. For example, Figure 11 shows that federal discretionary spending for housing assistance relative to gross domestic product has been on a declining trend since 1995.

Figure 11. Federal Discretionary Spending for Housing Assistance Relative to GDP, 1980 - 2016



Note: GDP = gross domestic product. "Housing assistance" includes the Section 8, public housing, homeless assistance, Section 521, HOME, Native American Housing, HOPWA, and Section 202 and 811 programs, as well as many smaller programs.

Source: Office of Management and Budget, and Center on Budget and Policy Priorities, April 2016, "Cuts in Federal Assistance Have Exacerbated Families' Struggles to Afford Housing", available at: <https://www.cbpp.org/recent-housing-cuts-continue-20-years-of-federal-disinvestment>. Graphic and calculations by Center on Budget and Policy Priorities.

Source: Affordable Housing Funding, Production, and Preservation, SF Planning, March 2020

Community Development Block Grant (CDBG)

The primary federal objective of the CDBG program is the development of viable urban communities by providing decent housing and a suitable living environment and through expanding economic opportunities, principally, for persons of low- and moderate-income. "Persons of low and moderate

income” are defined as families, households, and individuals whose incomes do not exceed 80 percent of the county median income, adjusted for family or household size.

In the 2020-2024 Consolidated Plan, a total of about \$81 million in CDBG funds are expected to be allocated to meeting the following goals:

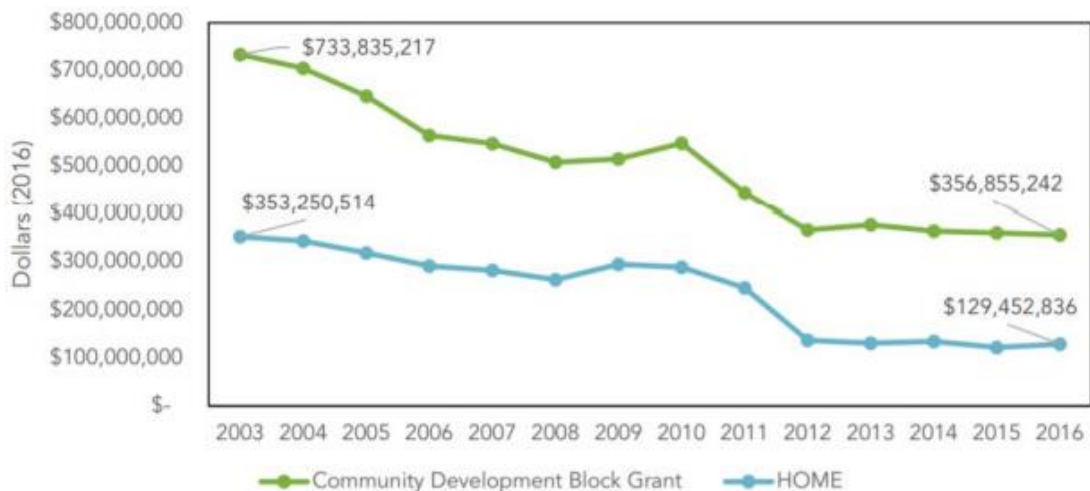
- Preserve affordable housing
- Increase opportunities for sustainable homeownership
- Reduce rate of evictions
- Increase access to services for residents of public and publicly subsidized housing, RAD projects, HOPWA subsidized housing, and single room occupancy hotels
- Provide access to employment opportunities across multiple sectors for unemployed and underemployed populations
- Provide skill development and training resources
- Improve financial literacy and personal finance management
- Increase access to community-based services
- Ensure nonprofit service providers have high quality, stable facilities
- Encourage the development and sustainability of thriving locally owned businesses
- Support the development and sustainability of robust commercial corridors in low-income neighborhoods
- Support neighborhood-based planning efforts
- Reduce displacement of residents and businesses

HOME Investment Partnerships (HOME)

The HOME Investment Partnerships Program (HOME) provides formula grants to states and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. HOME is the largest federal block grant to state and local governments designed exclusively to create affordable housing for low-income households. HOME funds are awarded annually as formula grants to participating jurisdictions (PJs). The program’s flexibility allows states and local governments to use HOME funds for grants, direct loans, loan guarantees or other forms of credit enhancements, or rental assistance or security deposits. HOME regulations require that participating jurisdictions match federal HOME funds that are used for housing development, rental assistance or down payment assistance with local sources at a rate of 25 percent.

In the 2020-2024 Consolidated Plan, a total of about \$33.4 million in HOME funds are expected to be allocated to meeting the goal of creating more affordable housing. MOHCD estimates approximately 84 extremely low-income, low-income, and moderate-income families will be provided affordable rental housing during 2021–2022 time period using HOME funds. Figure 12 shows a declining trend in both CDBG and HOME allocations to California.

Figure 12. Federal HOME and Community Development Block Grant Allocations to California (Adjusted for Inflation in 2016 Dollars), 2003 – 2016



Source: Affordable Housing Funding, Production, and Preservation, SF Planning, March 2020

Senate Bill 35 (SB 35)

California Senate Bill 35 (SB-35) was signed by Governor Jerry Brown on September 29, 2017 and became effective January 1, 2018. SB-35 applies in cities that are not meeting their Regional Housing Need Allocation (RHNA) goal for construction of above-moderate income housing and/or housing for households below 80 percent area median income (AMI). SB-35 amends Government Code Section 65913.4 to require local entities to streamline the approval of certain housing projects by providing a ministerial approval process. This process accommodation aligns with Policy 7.5 of the 2014 Housing Element. Currently, San Francisco meets its RHNA goal for construction of above-moderate income housing. However, the City has not met the RHNA goals for affordable housing below 80 percent AMI. Therefore, projects providing on-site affordable housing at 80 percent AMI are eligible for administrative approval in San Francisco provided they meet all of the eligibility criteria.

In the last few years, projects totaling with more than 1,660 units with 1,500 units affordable at lower incomes have received ministerial approvals due to Senate Bill 35. SB 35 requires streamlined approval of housing if a city has underproduced housing in a particular income category relative to the RHNA targets. Because San Francisco has not met its low-income RHNA targets, projects that comply with the planning code and that provide at least half of their units affordable at low-income of 80 percent of AMI or below can qualify for ministerial approvals. Most developments using SB 35 are 100 percent affordable, however, a few mixed income developments with at least half of units affordable at low incomes have been proposed.

Table 37. SB 35–Construction of Units Using SB 35

<i>Status</i>	<i>Projects</i>	<i>Net Units</i>	<i>Affordable Units</i>
Planning Application Filed	5	797	650
Building Permit Filed	2	100	98
Building Permit Approved	1	70	70
Building Permit Issued	5	696	696
Total	13	1,663	1,514

Note: Five SB35 projects also use density bonus programs

Source: 2019 Housing Inventory

First-time Homeowner Assistance Programs

The Mayor’s Office of Housing and Community Development offers several funding programs to assist moderate and low-income households in purchasing their first property. These funds include the Downpayment Assistance Loan Program (DALP), City Second Loan Program, and Mortgage Credit Certificate Program (MCC) that assist with the funding of a down payment and increase a household’s ability to qualify for a mortgage. The Office of Housing also administers assistance programs targeted specifically at police and first responders (First Responders Downpayment Assistance Loan Program and Police in the Community Program) and teachers (Teacher Next Door Program). These homeownership assistance programs fully support Policy 7.8 of the 2014 Housing Element.

Prop C: Affordable Housing Trust Fund (2012)

In 2012, the voters of San Francisco approved the creation of the Housing Trust Fund, with funding to begin in 2013. The Housing Trust Fund began with a set aside of \$20 million in general fund revenue and will increase to \$50 million over time. An estimated \$1.1 billion will be invested in affordable housing production over the next 30 years. The fund will:

- Develop thousands of units of permanently affordable housing for residents whose average median income (AMI) is 60 percent or below. Those projects include the HOPE SF rebuild of Sunnydale and Potrero;
- Preserve the affordability of existing rent-controlled housing by acquiring the properties through MOHCD’s Small Sites Program and enforcing affordability restrictions while not displacing any current residents;
- Invest in the conversion of over 3,400 distressed public housing to stable nonprofit private ownership and management under HUD’s Rental Assistance Demonstration Program;
- Invest in a down payment assistance program for residents to purchase a home in San Francisco with no-interest loans to first-time homebuyers, with more than \$24 million dedicated to this use through June 2021;
- Create a Complete Neighborhoods program that invests in improved community amenities in neighborhoods impacted by increased housing density;

- Support increased access to rental and ownership housing services;
- Support increased eviction prevention services, and
- Fund a Homeowner Emergency Loan Program to help distressed homeowners remain in their Homes

Prop C (2012) funds have addressed Policies 7.1, 7.6, and 7.8 of the 2014 Housing Element through its creation of a funding source in San Francisco, use toward rehabilitation of existing affordable housing, and funding toward homeownership assistance programs.

Table 38. Housing Trust Fund Investment

	<i>Invested (approximately)</i>
2020-2021	\$34 million
2019-2020	\$37 million
2018-2019	\$8.5 million
2017-2018	\$16.6 million
2016-2017	\$43.4 million
2015-2016	\$50.6 million

Source: MOHCD Consolidated Annual Performance and Evaluation Report (CAPER) 2015-2021

In 2019-2020 the City invested over \$37 million from the Housing Trust Fund into affordable housing and related programs, including a one-time augmentation of the Trust Fund by \$8.8 million and borrowing against future Trust Fund allocations of \$6.5M. More than \$34 million was disbursed or encumbered in 2020-2021.

In-lieu Fees from Inclusionary Housing Program

As adopted by the Board of Supervisors, the inclusionary ordinance prescribes that in-lieu fees may be paid for residential developments that otherwise require the inclusion of BMR units. The City’s in-lieu fee schedule was last updated in December 2019 and an adjustment followed. MOHCD was able to initiate its Small Sites Program in 2014 using funding from the Housing Trust Fund and inclusionary in-lieu fees. In-lieu fees collected since 2015 amount to \$373,315,449.

Prop C: Our City, Our Home (2018)

This program addresses housing needs of special populations.

At the November 6, 2018 general municipal election, the voters approved Proposition C, which imposed additional business taxes to create a dedicated fund (the Our City, Our Home Fund or “the Fund”) to support services for people experiencing homelessness and to prevent homelessness.

The Board of Supervisors established the Our City, Our Home Oversight Committee in 2019. The Committee makes sure the City uses the Fund in ways that are consistent with the intent of the voters. The Committee assesses the needs of homeless people served by the Fund. The Committee makes

annual spending recommendations to the Mayor and Board of Supervisors. The voices of people experiencing homelessness guide the Committee's work. The Committee promotes transparency and cultural sensitivity in the implementation of the Fund.

Prop K: Affordable Housing Authorization

This program addresses housing needs of special populations.

In 1950, California voters approved the creation of Article 34 in the state constitution, which requires that any “low rent” housing development be approved by voters in the municipality in which it was proposed. The article defines low-rent housing as any subsidized affordable rental housing project that is developed, constructed, acquired or financed by local government.

In 2020, San Francisco voters passed Proposition K, which authorized the City to own, develop, construct, acquire or rehabilitate up to 10,000 units of low-income rental housing. Under Proposition K, the City owns, develops, constructs, acquires or rehabilitates these units without working with nonprofits or companies, addressing Policy 7.6 of the 2014 Housing Element.

OCII funding levels (Tax Increment Financing)

OCII continues to work with MOHCD to provide affordable housing in former redevelopment areas. OCII obtains funding of its redevelopment projects through a financing method called “tax increment financing.” Under this method, assessed values of properties within the Redevelopment Project Areas at the time the redevelopment plan was approved by City Council/San Francisco Redevelopment Board become the Base Year Value. Any increase in taxable values of properties in the redevelopment area in subsequent years over the Base Year Value becomes tax increment. Like other California redevelopment agencies, the Agency has no power to levy property taxes, thus relying exclusively from the collection of property tax increments. This funding source continues to facilitate permanently affordable housing, supporting Policy 7.1.

Redevelopment Law requires the Agency to set aside not less than 20% of all tax increment revenues into a low- and moderate-income housing fund to be used for the purpose of increasing, improving and/or preserving the supply of low- and moderate-income housing.

Figure 13. How Tax Increment Financing Works



Source: Office of Community Investment and Infrastructure

Figure 14. How Repayment Works



Source: Office of Community Investment and Infrastructure

OCII manages these affordable housing development obligations through direct oversight and underwriting along with services procured from MOHCD through a 2014 Memorandum of Understanding.

As a result of these retained Affordable Housing Obligations, OCII is responsible for overseeing the creation of thousands of units of affordable housing related to the major development projects in the Hunters Point Shipyard/Candlestick Point, Mission Bay, and Transbay Project Areas, as well as a few remaining projects in other Redevelopment Project Areas.

Table 39. Total OCII Housing Completions by Fiscal Year

<i>Fiscal Year</i>	<i>Produced</i>
2013-2014/2014-2015	506
2015-2016	189
2016-2017	603
2017-2018	374
2018-2019	1,072
2019-2020	798
2020-2021	468

Source: <https://sfocii.org/housing>

Jobs-Housing Linkage Program

In February 2001, the Office-Affordable Housing Production Program (OAHPP) was revised and expanded; it was also renamed the Jobs-Housing Linkage Program (JHLP). The original OAHPP required office development project sponsors to directly provide housing or to contribute land or in-lieu fees to a housing developer as a condition of approval for large-scale office development. The JHLP was expanded in scope and application to include all types of commercial development (e.g., hotels, entertainment, R&D, large retail etc.); monitoring and collection of fees paid was also enhanced. The JHLP meets Policy 7.1 as a permanent source for affordable housing.

The Jobs Housing Linkage Fee is updated yearly. In 2019, this fee increased for commercial development, from \$28.57/gsf to \$69.60/gsf for Office, and \$19.04/gsf to \$46.43 for Laboratory. A significantly increased jobs-housing nexus was a result of methodological changes and updates to underlining data for calculations in the Jobs Housing Nexus Analysis and higher cost of building affordable housing.

Regional Grants

The Association of Bay Area Governments (ABAG) seeks to encourage growth near transit in the Bay Area and designated several neighborhoods in San Francisco as Priority Development Areas (PDAs). PDAs are regionally-designated areas prioritized for housing development, and therefore eligible for grant funding. In 2021 the Board of Supervisors designated several additional PDAs, including the Richmond District, Lombard Corridor, and Sunset Corridors PDAs, and expanded several other PDAs. These PDAs were incorporated into Plan Bay Area 2050. The City continues to prioritize planned growth areas such as designated Priority Development Areas (PDAs), Area Plans or Redevelopment Areas for regional, state and federal bond and grants, especially for discretionary funding application processes such as the State's Prop 1C. The regional nature of this grant addresses Policy 7.2, which calls for San Francisco to plan and advocate at regional, state, and federal levels.

Appropriateness of Objective 7

Funding and resources continue to be critical to facilitating permanently affordable housing. These are policies and objectives that should be retained. However, the new RHNA goals have increased significantly and will require substantially larger investments. Initial analysis shows a significant deficit per year to meet the affordability targets ranging from \$1.3 billion in 2023 to \$2.5 billion in 2031. This gap also relies on private development providing a portion of our affordable housing units through inclusionary requirements, and contributing to housing related fees such as jobs housing linkage fees. The City should also consider additional local paths to secure consistent funding for permanently affordable housing including advocating for state and federal funding.

Review of Implementation Programs for Objective 7 from 2014 Housing Element

Name of Program	The City shall continue to require that new development contributes towards the related affordable housing need they generate, either through financial contributions or through development of affordable housing units. The City shall continue to monitor the inclusionary housing program, including annually updating the nexus and feasibility analysis as appropriate.
60	
Effectiveness	<p>The Jobs Housing Linkage Fee is updated yearly. In 2019, this fee increased for commercial development, from \$28.57/gsf to \$69.60/gsf for Office, and \$19.04/gsf to \$46.43 for Laboratory. A significantly increased jobs-housing nexus was a result of methodological changes and updates to underlining data for calculations in the Jobs Housing Nexus Analysis and higher cost of building affordable housing.</p> <p>The Planning Department's annual Housing Inventory tracks affordable housing units created through the inclusionary housing program and through other means.</p> <p>In August 2017, the inclusionary requirements were changed to 12 percent of on-site units for projects with 10 to 24 units, and 18 percent on-site for rental projects with 25 units or more and 20 percent on-site for ownership projects with 25 units or more. Inclusionary requirements increase annually for several years.</p> <p>The 405 inclusionary units built in 2019 represented a 149 percent increase from the 163 inclusionary units that were built in 2018. The number of inclusionary housing units built in 2019 is also 17 percent above than the five-year annual average of 345 units. The total number of inclusionary units that constructed from 2015-2019 was 1,724.</p>
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Self-funded (above programs)
Schedule	Ongoing

Name of Program	The Office of Community Investment and Infrastructure (“OCII”), as the successor to the San Francisco Redevelopment Agency, will contribute to the development of permanently affordable housing by fulfilling its enforceable obligations which require OCII to fund and otherwise facilitate the construction of thousands of affordable housing units. OCII will maximize its contribution by continuing to leverage tax increment funding with outside funding sources wherever possible to ensure timely delivery of affordable units pursuant to those enforceable obligations.
61	
Effectiveness	<p>OCII continues to work with MOHCD to provide affordable housing in former redevelopment areas. OCII manages these affordable housing development obligations through direct oversight and underwriting along with services procured from MOHCD through a 2014 Memorandum of Understanding.</p> <p>As a result of these retained Affordable Housing Obligations, OCII is responsible for overseeing the creation of thousands of units of affordable housing related to the major development projects in the Hunters Point Shipyard/Candlestick Point, Mission Bay, and Transbay Project Areas, as well as a few remaining projects in other Redevelopment Project Areas.</p> <p>https://sfocii.org/housing</p>
Appropriateness	Continue
Lead Agency	Office of Community Investment and Infrastructure
Funding Source	Tax increment funding
Schedule	Ongoing

Name of Program	HSA and DPH will continue to administer operating subsidies for special needs housing through their supportive housing programs.
62	
Effectiveness	<p>The Chronicle Season of Sharing Fund provides rental assistance to help people in the Bay Area and operates independently of the City and County of San Francisco.</p> <p>The Homeless Prenatal Program (rental subsidy) continues to receive funding from HSH, HSA, MOHCD. MOHCD maintains lists of Affordable and Low-Income Housing Opportunities for Seniors and Adults with Disabilities, and Housing for the Elderly and Disabled Persons both of which share subsidized housing. HSH operates some units of permanent supportive housing set aside for older adults and people with disabilities and should be added as a lead agency in this program.</p> <p><i>This program addresses housing needs of special populations.</i></p>
Appropriateness	Modify. Expand rent subsidy programs to increase housing opportunities for people with disabilities.
Lead Agency	Human Services Agency, Department of Homelessness and Supportive Housing
Funding Source	San Francisco General Fund; state and federal grants
Schedule	Ongoing

Name of Program	MOH, and SFHA will continue efforts to provide financial support to nonprofit and other developers of affordable housing, through CDBG and other funding sources.
63	
Effectiveness	MOH, now MOHCD, continues this effort. Read more about funding sources and federal funding as a key related program listed for Objective 7.
Appropriateness	Continue. Consider specifying the types of programs to continue funding for non-profits and other developers of affordable housing.
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Annual work program, Community Development Block Grants
Schedule	Ongoing

Name of Program	The City's housing agencies shall keep apprised of federal and state affordable housing funds and other grant opportunities to fund affordable housing for the City of San Francisco, and shall work with federal Representatives to keep the abreast of the specifics of the housing crisis in San Francisco. MOH, MOCD and other agencies shall continue to use such funds for affordable housing
64	
Effectiveness	Although the SFRA was disbanded in 2012, the Mayor's Office of Housing and Community Development continue to keep apprised of federal and state affordable housing funds.
Appropriateness	Continue. Consider adjusting language to be more specific around types of affordable housing programs to be funded by federal and state affordable housing funds. The City should consider additional local paths to secure consistent funding for permanently affordable housing, including advocating for state and federal funding.
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Local, state and federal grant programs
Schedule	Ongoing

Name of Program 65	In accordance with the Proposition K Affordable Housing Goals ballot- initiative measure passed in November 2014, the City shall strive to achieve thirty-three percent of new residential units affordable to low- and moderate-income households in new Area Plans and Special Use Districts with significantly increased development potential or those amended to significantly increase development potential. MOH and Planning shall consider, within the context of a community planning process, zoning categories which require a higher proportion of affordable housing where increased density or other benefits are granted. Options include Affordable Housing Only Zones (SLI); Affordable Housing Priority Zones (UMU) or Special Use Districts on opportunity sites.
Effectiveness	The City continues to strive to increase the amount of permanently affordable housing created in San Francisco, through updates to the Inclusionary Ordinance and programs such as HOME-SF (an optional bonus program which requires 23-30 percent on-site affordable housing in new developments), as well as through negotiating increased affordable housing delivery through development agreements.
Appropriateness	Continue. Consider programs that also help achieve affordable housing goals in neighborhoods with historically low density.
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 66	Planning shall monitor the construction of middle-income housing under new provisions included within the inclusionary requirements of the Eastern Neighborhoods Area Plans, and consider expanding those provisions Citywide if they meet Housing Element goals.
Effectiveness	The Eastern Neighborhoods Plans include an option, restricted to infill sites in the newly created UMU district, for developers to provide a higher number of affordable units at a higher, "middle-income" price as a way of satisfying the inclusionary requirements.
Appropriateness	Continue. The Planning Department has monitored construction within the Eastern Neighborhoods Area Plans and previously reported through monitoring reports. Future monitoring may be in the form of a dashboard as the department updates and streamlines reporting methods.
Lead Agency	Planning Department
Funding Source	Annual work program (part of existing reporting requirements)
Schedule	Ongoing

Name of Program 67	MOH shall continue to administer first time home buyer programs.
Effectiveness	MOHCD continues to administer first-time homebuyer programs. These include Downpayment Assistance Loan Program (DALP), City Second Loan Program, and Mortgage Credit Certificate Program (MCC) that assist with the funding of a down payment and increase a household's ability to qualify for a mortgage. The Office of Housing also administers assistance programs targeted specifically at police and first responders (First Responders Downpayment Assistance Loan Program and Police in the Community Program) and teachers (Teacher Next Door Program).
Appropriateness	Modify. Centering this program around racial and social equity, prioritize investment of these programs toward communities harmed by past discriminatory government actions.
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	CalFHA, participating lenders
Schedule	Ongoing

<i>Name of Program</i>	Planning shall continue implementing the City's requirement set forth in Planning Code Section 167 that units be sold and rented separately from parking so as to enable the resident the choice of owning a car.
68	
<i>Effectiveness</i>	SF Planning continues to implement Planning Code Section 167. Project sponsors can also elect to incorporate unbundled parking as a measure in their TDM plan.
<i>Appropriateness</i>	Modify. Implementation of Section 167 will continue. However, the Housing Element should align with the City's Transit-First policy and adjust policies and programs to encourage sustainable trip choices and reduce vehicular parking.
<i>Lead Agency</i>	Planning Department
<i>Funding Source</i>	Not required
<i>Schedule</i>	Ongoing

<i>Name of Program</i>	The City shall pursue federal and state opportunities to increase programs for a variety of affordable homeownership opportunities. Programs specific to the recent foreclosure trends should be pursued as appropriate. Upon implementation, all programs have a significant prepurchase counseling program, and that consumers are supported by a post-purchase services network to assure access to information and services to prevent foreclosure.
69	
<i>Effectiveness</i>	MOHCD has a section of its website devoted to foreclosure-related concerns and programs: https://sfmohcd.org/foreclosure-resources . MOHCD includes funding for pre- and post-purchase counseling in its annual budget. MOHCD requires every adult household member applying for a City administered homeownership assistance program, in connection with the purchase of a residential unit, to attend Pre-Purchase Homeownership workshop, and meet with a counselor for a one-on-one counseling session.
<i>Appropriateness</i>	Modify. While the programs are still important, the foreclosure trends are not as relevant for the updated version of the Housing Element as they were in the previous. Consider strengthening the pre- and post-purchasing counseling program by prioritizing underserved populations.
<i>Lead Agency</i>	Mayor's Office of Housing and Community Development
<i>Funding Source</i>	Annual work plan
<i>Schedule</i>	Ongoing

OBJECTIVE 8: BUILD PUBLIC AND PRIVATE SECTOR CAPACITY TO SUPPORT, FACILITATE, PROVIDE AND MAINTAIN AFFORDABLE HOUSING

Policy 8.1 Support the production and management of permanently affordable housing.

Policy 8.2 Encourage employers located within San Francisco to work together to develop and advocate for housing appropriate for employees.

Policy 8.3 Generate greater public awareness about the quality and character of affordable housing projects and generate community-wide support for new affordable housing.

Effectiveness of Objective 8: Overview

Non-profit developers continued to build 100% permanently affordable housing with support from the City. The City also supported public private partnership especially on public sites such as the Balboa Reservoir to ensure increased number of total permanently affordable housing units. The City also increased and strengthened requirements around jobs housing linkage fees as described under Objective 7 and continued the requirements around institutional master plans for large employers. With regards to Policy 8.3, community opposition to permanently affordable housing still is persistent in many San Francisco neighborhoods including lawsuits and lengthy negotiations to scale down permanently affordable housing projects. These processes significantly add costs to building the much-needed housing for low-income households.

Effectiveness of Key Related Programs

In addition to the key related programs listed below, a number of other programs listed in other sections of the 2014 Housing Element Evaluation support the production and management of permanently affordable housing as listed in Policy 8.1: Inclusionary Housing Program (Objective 1); HOME Investment Partnerships (Objective 7); Prop C: Affordable Housing Trust Fund (Objective 7); In-Lieu Fees from Inclusionary Housing Bonus Program (Objective 7); Prop K: Affordable Housing Authorization (Objective 7); OCII Tax Increment Financing (Objective 7); Jobs-Housing Linkage Program (Objective 7); HOME-SF (Objective 8); Local 100% Affordable Housing Bonus Program (AHBP) (Objective 1).

Non-profit Support

The Mayor's Office of Housing and Community Development continues to administer Housing Program Grants from the federal Community Development Block Grant program (CDBG), which amounted to \$15.6 million between 2007 and 2014. These funds are granted to local non-profit housing agencies to build local capacity and support housing activities consistent with the consolidated plan.

Appropriateness of Objective 8

The City should continue to support public private partnerships with non-profit and private developers to achieve the maximum number of permanently affordable housing units on larger sites. Stronger policies and strategies are required to encourage and require larger employers to address the housing needs of their employees through fees, or employer provided housing. And lastly, the City should support permanently affordable housing throughout the city through broader outreach and engagement to avoid project by project negotiations and facilitate streamlined approval and construction of such housing.

Review of Implementation Programs for Objective 8 from 2014 Housing Element

Name of Program 70	MOH shall continue to coordinate local affordable housing efforts and set strategies and priorities to address the housing and community development needs of low-income San Franciscans.
Effectiveness	MOHCD continues to coordinate local affordable housing efforts. The agency regularly releases plans and progress reports that monitor their programs and allow for adjustments throughout the City. MOHCD consistently releases the following related to strategies, funding, and priorities for housing and community development: Action Plan, Consolidated Plans, HIV/AIDS Housing Five-Year Plan, Consolidated Annual Performance and Evaluation Report (CAPER), Annual Progress Report, and Affordable Housing General Obligation Report.
Appropriateness	Continue
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 71	The City shall continue to implement the Housing Trust Fund. The San Francisco Housing Trust Fund was a ballot-initiative measure that was passed in November of 2012. The Housing Trust Fund begins in year one with a general fund revenue transfer of \$20 million and increases to \$50 million over time. The Housing Trust Fund will capture revenue from former Redevelopment Agency Tax Increment funds (an example of what is being referred to as "boomerang" funds in post-redevelopment California), a small portion of the Hotel Tax which has been appropriated yearly for affordable housing, plus an additional \$13 million in new General Fund revenue from an increase in business license fees. The consensus business tax reform measure, Proposition E, which also passed on the November ballot, will generate \$28.5 million in the first year—\$13 million of which will go to fund affordable and workforce housing. It is estimated that \$1.5 billion will be invested in affordable housing. In addition to the Housing Trust fund, City Agencies and other institutions will continue to work on additional funding sources for affordable housing in accordance with the Proposition K Affordable Housing Goals ballot-initiative measure passed in November of 2014. Upon implementation or passage of policies, legislation, executive orders, rules, regulations, and procedures impacting the creation, preservation, improvement, or removal or residential housing, the Mayor, the Board of Supervisors and all other elected officials, and all City Agencies shall implement such policies, legislations, executive orders, rules, regulations, and procedures in such a manner as to further or maintain Proposition K Affordable Housing Goals.
Effectiveness	The Housing Trust Fund is funded by property taxes and a small portion of hotel taxes. Approximately \$190 million have been invested in affordable housing and related programs from 2014 to 2021. On April 25, 2015, the Board of Supervisors passed Ordinance 53-15, which codified in the City's Planning Code the annual hearing and reporting requirements defined in Proposition K. SF Planning continues to report goals set forth in Prop K through the Housing Balance Report.
Appropriateness	Continue
Lead Agency	Office of Economic and Workforce Development
Funding Source	
Schedule	Continue

Name of Program 72	MOH, OCII, and other housing agencies shall continue to provide support to nonprofit and faith-based organizations in creating affordable housing, including both formal methods such as land donation, technical assistance and training to subsidized housing cooperative boards, and informal methods such as providing information about programs that reduce operations costs, such as energy efficient design.
Effectiveness	MOH, now MOHCD, continues to support nonprofit and faith-based organizations in creating affordable housing: http://sfmohcd.org/former-sfra-housing-programs
Appropriateness	Continue
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 73	Planning, MOH, DBI and other agencies shall continue to provide informational sessions at Planning Commission, Department of Building Inspection Commission and other public hearings to educate citizens about affordable housing, including information about its residents, its design, and its amenities.
Effectiveness	Planning, MOHCD, and DBI continue to provide informational sessions at public hearings to share more about affordable housing projects. The Planning Department with other City agencies and community partners have also provided education on affordable housing through community engagement for the Excelsior Outer Mission Neighborhood Strategy, Housing Affordability Strategies, and Sunset Forward.
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 74	Planning staff shall support affordable housing projects in the development review process, including allowing sponsors of permanently affordable housing to take full advantage of allowable densities provided their projects are consistent with neighborhood character.
Effectiveness	See Planning Director's Bulletin No. 2, last updated in September of 2020, which states that affordable housing developments be prioritized ahead of all other applications: https://sfplanning.org/sites/default/files/documents/publications/DB_02_Priority_Processing.pdf On July 2018, SF Planning's HOME-SF program was passed, offering project sponsors priority processing, relief from density controls, and up to two extra stories of height.
Appropriateness	Modify. Continue with support in the development review process and encouraging maximum densities to support affordable housing. However, acknowledge the tradeoffs between a potentially quicker process and ensuring that projects are consistent with neighborhood character. The City should support affordable housing through broader outreach and engagement to avoid project by project negotiations, and facilitate streamlined approval and construction of such housing.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 75	The City shall encourage manufactured home production, per California law (Government Code 65852.3), and explore innovative use of manufactured home construction that works within the urban context of San Francisco.
Effectiveness	SF Planning released a Housing Affordability Strategies (HAS) report in 2020. The purpose of HAS is to help residents, City staff, and policy makers understand how different policies and funding strategies work together. The analysis and outreach are intended to inform the 2022 Housing Element Update. One of the HAS strategies to reach the City's housing targets is to reduce construction costs by facilitating the use of new technology, including modular housing through building code and permitting updates.
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 76	OEWD and Planning shall continue to apply a 3-year time limit to Conditional Use Authorizations, by tying approvals to building permits (which expire in 3 years). Planning shall work with DBI to ensure notification of Planning when building permits are renewed, and review the appropriateness of continuing the Conditional Use Authorization along with building permit renewal.
Effectiveness	Standard language in the Conditions of Approval for Conditional Use Authorizations: "The Commission may also consider revoking the approvals if a permit for the project has been issued but is allowed to expire and more than three (3) years have passed since the Motion was approved."
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

OBJECTIVE 9: PRESERVE UNITS SUBSIDIZED BY FEDERAL, STATE OR LOCAL SOURCES.

Policy 9.1 Protect the affordability of units at risk of losing subsidies or being converted to market rate housing.

Policy 9.2 Continue prioritization of preservation of existing affordable housing as the most effective means of providing affordable housing.

Policy 9.3 Maintain and improve the condition of the existing supply of public housing, through programs such as HOPE SF.

Effectiveness of Objective 9: Overview

The City continued to invest in preserving the affordability of existing permanently affordable housing. Units at risk of expiring affordability impose high risk of displacement for their long-term residents. The City has been able to invest in those buildings and will continue prioritizing such investments. HOPE SF and the acquisition and rehabilitation program have been critical in preserving the affordability of existing housing stock and preventing displacement of very low-income residents in case of HOPE SF, and low to moderate income tenants in case of the acquisition and rehabilitation program.

While many SROs have been transferred to non-profits to preserve affordability of SROs, some SROs are still in states of disrepair. Additional support to properly maintain SROs and their affordability is needed.

Effectiveness of Key Related Programs

The Partnership for HOPE-SF

This program addresses housing needs of special populations.

In 2006, San Francisco launched HOPE-SF, a public-private partnership to rebuild and replace 1,900 units in the City's most distressed public housing sites, directly addressing Policy 9.3. The Partnership for HOPE-SF achieves San Francisco's goal of preserving affordable units for the City's most vulnerable residents while increasing density to create more mixed-income housing opportunities; totaling more than 5,300 units across four sites. A critical component of HOPE-SF is the one-to-one replacement of public housing units and right of return policies for existing residents. For example, Hunters View had all existing residents housed with 70 percent of original families from the site retained. However, challenges associated with tenant retention remain. Some families are displaced during temporary relocation and residents living in HOPE-SF sites but are not officially listed on the lease are unable to take advantage of the one-to-one replacements and right to return policies. Another challenge for HOPE SF has been delays in construction. The Partnership for HOPE-SF continues to provide wrap around services to ensure residents are about to benefit from the improvements in their neighborhood.

Table 40. Proposed New Units and Completed Units under the Partnership for HOPE-SF

HOPE SF Site	Existing Units	Proposed Future Units	Replacement Units		Tax Credit Units		Market Rate Units		Construction Start	Estimated Completion
			Proposed	Built	Proposed	Built	Proposed	Built		
Hunters View	267	650	267	214	119	72***	264	0	2010	2017
Alice Griffith	256	1,150*	256	226**	248	107**	646*	0	2015	2021
Sunnydale	775	1,400-1,700	775	41**	269	14**	729	0	2017-18	2033
Potrero Terrace and Annex	619	1,400-1,600	619	54**	385	19**	800	0	2016-18	2034

*Includes inclusionary and workforce housing units serving 60% to 160% of AMI.

** Includes units under construction.

***Includes manager units.

Acquisition of At-Risk Affordable Housing

The acquisition of affordable housing units at-risk of converting to market rate due to expiring HUD mortgages or other subsidies has been an important part of the City’s efforts to increase the stock of affordable housing. Concerted efforts by MOHCD and OCII have resulted in securing financing for most of these properties to come under non-profit ownership to ensure permanent affordability. While most traditionally at-risk conversions have been averted, a new need has emerged to preserve affordability and community stability of rental housing stock restricted by the City’s rent stabilization ordinance. Because many such sites are too small for traditional local financing models (less than 20 units) MOHCD developed the Small Sites program, which allows the acquisition and rehabilitation of smaller sites and requiring a creative model addressing the specifics of these properties. Table 41 lists the number of units that have been rehabilitated and/or acquired between 2011 Q1 and 2020 Q4 to ensure permanent affordability by neighborhood. These are mostly single-room occupancy hotel units that are affordable to extremely low and very low-income households. The City’s ongoing work to acquire at-risk affordable housing continues to address and be driven by Policy 9.1.

Read more about the Small Sites Acquisition Program and its progress as a key related program listed for Objective 3.

Table 41. Acquisitions and Rehabilitation of Affordable Housing, 2011 Q1 – 2020 Q4

<i>Planning District</i>	<i>Number of Buildings</i>	<i>Number of Units</i>
Bernal Heights	4	112
Buena Vista	4	190
Central	1	22
Downtown	14	958
Ingleside	1	16
Inner Sunset	-	-
Marina	-	-
Mission	10	254
Northeast	6	198
Outer Sunset	4	34
Presidio	-	-
Richmond	2	28
South Bayshore	-	-
South Central	-	-
South of Market	6	677
Treasure Island	-	-
Western Addition	6	259
Total	58	2,748

Source: San Francisco Planning Department Housing Balance Report No. 12, April 2021

The Rental Assistance Demonstration

This program addresses housing needs of special populations.

The 2014 Housing Element mentions “Publicly Funded Rehabilitation” as a strategy to conserve and improve the existing housing stock that was administered by the Mayor’s Office of Housing and Community Development and the now-dissolved San Francisco Redevelopment Agency.

In 2014, San Francisco opted to use the Rental Assistance Demonstration (RAD) program provided by the United States Department of Housing and Urban Development (HUD) to give the San Francisco Housing Authority the ability to preserve and improve public housing properties and address its backlog of deferred maintenance. The RAD programs does the following:

- Allows public housing agencies (i.e., the San Francisco Housing Authority) to leverage public and private debt and equity to reinvest in its public housing stock and address critical housing capital needs

- Public housing units move to a Section 8 platform with a long-term contract that must be renewed in perpetuity to ensure that the units remain permanently affordable to low-income households
- Ensure a right of return for residents and residents continue to pay 30 percent of their income towards the rent. Residents also maintain the same basic rights as they possess in the public housing program. Residents can exercise a new option to request a tenant-based Section 8 voucher which allows them to retain affordable housing if they wish to move from the property
- Requires ongoing ownership or control of the properties by a public or non-profit entity
- Shifts existing levels of public housing funds to the Section 8 accounts as properties convert.

RAD converted existing public housing funding to long term Section 8 operating subsidies, using both RAD and non-RAD subsidies made available through the disposition of eight SFHA buildings. The combination of RAD and Section 8 rental subsidies allowed the City to leverage over \$720 million in tax credit equity and an additional \$240 million in debt to address rehabilitation needs for 3,480 units of public housing. All 28 projects have finished their rehabilitation and are fully operational with their new owners/operators. The RAD and Section 8 programs support the preservation of existing affordable housing as an effective means of providing affordable housing as called for in Policy 9.2.

Other RAD conversions outside of the 28-unit portfolio were completed in 2015-2017 and include new units at Alice Griffith and Hunters View HOPE SF sites, as well as a turnkey conversion of Valencia Gardens, San Francisco's most recently completed HOPE VI project, which required no rehabilitation to convert.

Since 2017, MOHCD has provided technical assistance to owners of San Francisco projects originally subsidized by HUD's Section 8 Moderate Rehabilitation program, in support of RAD conversions that will result in increased operating income for these projects. Comprising a total of 1,052 units, these legacy projects date from the 1980s and 1990s and primarily house formerly homeless individuals. Only one of the 23 projects remains to convert under RAD.

MOHCD is also supporting the transition of six existing HOPE VI projects out of the public housing program and into Housing Choice Vouchers, including a five-site, 70-unit scattered sites project that is currently in predevelopment and will commence rehabilitation beginning in early 2022. While not technically a RAD project, the scattered sites transaction incorporates key RAD principles including a right to return for all residents, the provision of new supportive services for residents, and the opportunity to transfer to other RAD units in case of any emergency.

Table 42 shows the number of units that used public financing for rehabilitation and the number of public housing units that were rehabilitated under the RAD program.

Table 42. Units Rehabilitated by Rental Assistance Demonstration (RAD) Program, 2015 - 2019

<i>Year</i>	<i>RAD Rehabilitation of Public Housing</i>	<i>Low-Income Units Turned Over/Rehabilitated</i>	
2015	0	<i>Data unavailable</i>	
2016	2,042	118	
2017		0	<i>Data unavailable</i>
2018	934	233	
2019	<i>Data unavailable</i>	<i>Data unavailable</i>	
2020	<i>Data unavailable</i>	<i>Data unavailable</i>	
Total	3,092	351	

Source: San Francisco Planning 2020 Housing Inventory, Mayor’s Office of Housing and Community Development

Appropriateness of Objective 9

The policies under this objective are still relevant and appropriate and should continue to be strengthened and expanded in terms of funding allocated.

Review of Implementation Programs for Objective 9 from 2014 Housing Element

Name of Program 77	MOH and MOCD shall continue monitoring of all “at risk” or potentially at risk subsidized affordable housing units, to protect and preserve federally subsidized housing.
Effectiveness	MOHCD continues to protect and preserve subsidized units. http://sfmohcd.org/former-sfra-housing-programs
Appropriateness	Continue
Lead Agency	Mayor’s Office of Housing and Community Development
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 78	MOH shall continue to ensure relocation of all tenants who are displaced, or who lose Section 8 subsidies, through housing reconstruction and preferential consideration.
Effectiveness	SFRA has been disbanded as of March 1, 2012. The Office of Community Investment and Infrastructure, the successor agency, continues to work with MOHCD to ensure relocation of tenants who are displaced or who lose Section 8 subsidies. http://sfmohcd.org/former-sfra-housing-programs
Appropriateness	Continue
Lead Agency	Mayor’s Office of Housing and Community Development
Funding Source	Tax increment funding
Schedule	Ongoing

Name of Program 79	MOH shall continue to lead a citywide effort, in partnership with SFHA and other City agencies to prioritize and facilitate the preservation and redevelopment of the City’s distressed public housing according to the recommendations of the HOPE SF task force.
Effectiveness	HOPE SF will completely rehabilitate four of the City’s Housing Authority sites (Hunters View, Potrero Terrace and Annex, Sunnydale, and Alice Griffith). Potrero Terrace and Annex (up to 1,675 housing units) was entitled in January 2017. Sunnydale (up to 1,770 units) was entitled in March 2017. 286 units were completed at Hunters View by 2018, with one phase left to complete. Alice Griffith (306 units) was completed in November 2018. These projects are results of continued partnerships between OCII, HOPE SF, MOHCD, SF Planning, HUD, and development partners.
Appropriateness	Continue
Lead Agency	San Francisco Housing Authority, Mayor’s Office of Housing and Community Development Program: HOPE SF
Funding Source	Local public funding, private capital, HOPE VI, and other federal funding
Schedule	Ongoing

Issue 5. Remove Constraints to the Construction and Rehabilitation of Housing

OBJECTIVE 10. ENSURE A STREAMLINED, YET THOROUGH, AND TRANSPARENT DECISION-MAKING PROCESS.

Policy 10.1 Create certainty in the development entitlement process, by providing clear community parameters for development and consistent application of these regulations.

Policy 10.2 Implement planning process improvements to both reduce undue project delays and provide clear information to support community review.

Policy 10.3 Use best practices to reduce excessive time or redundancy in local application of CEQA.

Policy 10.4 Support state legislation and programs that promote environmentally favorable projects.

Effectiveness of Objective 10: Overview

Developers and homeowners commonly express frustration around the uncertainty of time, process, and outcomes when seeking entitlements and permits in San Francisco. While some time constraints come from the technical requirements of development impacts on the city, many discretionary actions are affected by whether the rules and public benefits surrounding communities have been structured into outcomes.

The Department's adopted area plans were the primary way the City codified community parameters for development which provided increased certainty with significant reduction in approval timelines, meeting Policy 10.1. These plans also worked to streamline the application of CEQA by providing Community Plan Exemptions, as described in Policy 10.3. While internal staff efforts continue to refine and streamline CEQA processes, excessive time and challenges do occur with local community intervention and appeals on specific projects.

Community engagement in planning processes is challenging, with those with more time and resources more able to participate and have their views represented in adopted measures. Many of the planning processes in the past two decades were able to capture residents present during that window, but with changes due to displacement and increasing pressures, residents' perspectives and experiences can change quickly not necessarily resulting in a match between the rules and the desired outcomes. The Department has created a new Community Equity Division and Community Engagement Team which is developing new protocols, goals, and techniques for reaching participants often previously absent including communities of color, vulnerable populations, and those with fewer access points to public process including languages spoken other than English. This work is on-going and will be considered in Housing Element proposed policies for this update.

The Department prioritized permit streamlining to address Policy 10.2 with significant attention to reducing delays in the entitlement process. This was supported by the Mayor's Executive Directives which set timeframes for review but involves many layers of review, interagency workings, and public interaction. There is also an inherent contradiction between providing efficient review and community review in the forms that it has taken thus far in the Department's history. Most community review

procedures are either public hearings or discretionary reviews filed by neighbors both of which are time and labor intensive and subject to unpredictable timeframes. To resolve this conflict, more long-range planning processes with full community engagement will need to codify flexible metrics to make sure that needs are addressed structurally and responsive to changing people and conditions. This continues to be a significant priority for the Department with data tracking processes that create metrics for improvement.

With respect to environmentally friendly projects, the current State-required CEQA process heavily weights environmental review per project but not very specifically tailored to San Francisco conditions. As a highly urbanized area, development in San Francisco can be highly sustainable relative to areas outside of it—reinforcing use of existing infrastructure, encouraging proximity between locations, and applying sustainability goals in a place with values that support them. For example, San Franciscan's use less water per person than suburbanized areas outside of it. This means that having development impact San Francisco is the right course of action for the wider and greater good of avoiding larger destructive forces elsewhere—in wilderness, deserts, or wetlands-- with much broader and more severe environmental consequences to California as a whole. With the local adoption of the 2021 Climate Action Plan and on-going work on Connect SF, a comprehensive, multijurisdictional transportation and mobility planning process that includes goals towards housing, the City has demonstrated support for Policy 10.4. The City will continue to support environmentally friendly policy at the State level as long as it serves the greater whole of the environment and is not a disproportionate constraint to housing production in a place that serves that purpose.

Effectiveness of Key Related Programs

Program EIRs/Community Plan Exemptions

A major new policy in the 2009 *Housing Element* encouraged the preparation of detailed Program Environmental Impact Reports (EIR) and the use of subsequent community plan exemptions, where appropriate, for new planning areas to streamline environmental review by reducing duplication in the EIR process. In addition to directly supporting Policy 10.3 in reducing the application of CEQA, this program also addresses Policies 10.1 and 10.2 by providing a clearer and streamlined path to project approval.

The Central SoMa Plan and Market & Octavia Area Plan Amendment (The Hub) are both projects with a housing component for which Program EIRs have been approved in the 2015-2023 reporting period. During this reporting period, 39 projects received Community Plan Exemptions, 35 of which are in the Eastern Neighborhoods Area Plan and 4 in the Market & Octavia Area Plan.

Housing Sustainability Districts

CA Government Code Section 66200 gives local jurisdictions incentives to create Housing Sustainability Districts (HSDs) to encourage housing production on infill sites near public transportation. Housing projects that are compliant with applicable general plan and zoning standards are eligible for streamlined approval by the City, and must be approved within 120 days of receipt of a complete application, meeting the call to implement planning process improvements in Policy 10.2.

An HSD was established within the Central SoMa Plan Area and was approved in conjunction with the adoption of the area plan. The HSD became effective in 2019. The Central SoMa HSD provides a streamlined, ministerial process for approval by the Planning Department of developments in the Central South of Market Plan Area that meet the requirements of AB 73 and other eligibility criteria.

HOME-SF

Planning Department staff continue to look for potential adjustments that can be made to the HOME-SF program to ensure it produces the maximum amount of permanently affordable units, including streamlining the process, removing some of the eligibility criteria, and adjusting the required on-site inclusionary rate to maximize feasibility of providing on-site affordable units.

When first introduced, HOME-SF consisted of only one option, requiring 30 percent on-site affordable units. While several projects did apply, the Department received feedback that the high on-site requirement made projects infeasible on many sites. In response, a trial program was developed in 2018, which allowed a varying percentage of on-site affordable units required based on the amount of extra height requested under the program. The trial also required that HOME-SF projects be approved, approved with conditions, or disapproved by the Planning Commission within 120 days of receipt of a complete HOME-SF application. The HOME-SF process offers clear parameters for approval and sets a clear application review timeline, meeting both Policies 10.1 and 10.2.

Read more about the HOME-SF program and its progress as a key related program listed for Objective 1.

Removal of Citywide Parking Requirements

In December 2018, the City passed an ordinance to eliminate minimum parking requirements for all land uses across all of San Francisco. The elimination of parking minimums for new development can facilitate construction of affordable housing. Parking is costly and inhibits design options for new developments. The removal of this policy may allow developers to shift costs and design to building more housing. The removal of this requirement increases certainty for a project and can promote environmentally favorable projects, supporting Policies 10.1 and 10.4.

Process Improvements

The City and its agencies have implemented various process improvements that have improved communication, decreased application review and approval times, offered clear parameters for development, and encouraged environmentally favorable developments. These have supported Policies 10.1, 10.2, and 10.4 of the 2014 Housing Element.

Executive Directives

In December of 2013, San Francisco Mayor Ed Lee issued Executive Directive 13-01, directing City departments with legal authority over the permitting or mapping of new or existing housing to implement process improvements to facilitate the production of affordable housing units and preserve existing rental stock. In response, a number of City departments formed a Housing working group, releasing a memo recommending a number of process improvements to meet the mayor's directive. Included among them are priority and concurrent review processing for residential projects that include higher levels of affordable units, inter-agency MOUs relating to the review and approval process for affordable housing projects, and expediting the hiring of City staff who review housing permits.

The Planning Department implemented an online Permit & Project Tracking System (PPTS), which allows the public to file entitlements online. The Planning Department launched PPTS in the fall of 2014.

City departments have also responded to Executive Directive 17-02. This charged City Departments to work collaboratively toward faster approvals for housing development projects at both the entitlement and post-entitlement permitting stage. A plan for process improvements was released on December 2017 (https://sfplanning.org/sites/default/files/documents/admin/ExecutiveDirective17-02_ProcessImprovementsPlan.pdf). The PPA process was streamlined in April 2018 by changing the PPA response time from 90 days to 60 days, using a new streamlined PPA response letter, no longer offering pre-PPA meetings, and increasing the threshold for when PPA's are required. As part of the plan for process improvements, notification requirements for Building Permit Applications were consolidated in 2019 from two Planning Code sections into one. SF Planning published two informational reports that shared progress on process improvements identified in the Process Improvement Plan in December 2018 and June 2019: <https://sfplanning.org/project/mayoral-executive-directives>

Parallel Processing

In response to Mayor Edwin M. Lee's Executive Directive 17-02, the Planning Department and the Department of Building Inspection (DBI) implemented a voluntary Parallel Processing Program focused on those Housing Projects defined in Executive Directive 17-02. This program is offered at no additional cost and is intended to accelerate housing production in San Francisco.

Parallel Processing is the simultaneous review of a development project by staff at both DBI and the Planning Department. This approach typically involves DBI's review of a site or building permit application for a given project while the Planning Department reviews the project's entitlement application(s), analyzes potential environmental impacts pursuant to the CEQA, or completes required neighborhood notification.

Through Parallel Processing, Project Sponsors can potentially save months of review time compared to conventional serial processing, provided that the project is stable and does not substantially change once Parallel Processing has begun. Essentially, this process enables both the Planning Department and DBI to identify project deficiencies simultaneously.

While Planning Department approval will continue to be required prior to building permit issuance, through Parallel Processing, in some cases permit issuance by DBI may be possible soon after Planning Department approval.

Local 100% Affordable Housing Bonus Program (AHBP)

AHBP was developed along with the HOME-SF program in 2016 and offers incentives to developing 100 percent affordable projects. 100 percent affordable housing projects may qualify for an administrative review process under Planning Code Section 315. The primary benefits that Section 315 offers are priority processing, a streamlined review process, and exemption from Planning Commission hearings and Discretionary Review.

Read more about the Local 100% Affordable Housing Bonus Program (AHBP) and its progress as a key related program listed for Objective 1.

Electronic Plan Review

The City now offers electronic plan review for all projects other than those approvable over-the-counter, in an effort to streamline the permitting process. It eliminates the need for applicants to come to the City's permit center, enables better tracking/records management, allows applicants to see the City's comments in real-time, and allows for concurrent review of permitting agencies once a project is cleared by Planning.

Urban Design Guidelines and Design Review Matrix

The Urban Design Guidelines reduced and clarified expectations for housing projects seeking entitlement after they were adopted in 2018 by the Planning Commission with the strong support of the local chapter of the American Institute of Architects. Prior to their adoption, the over thirty sets of applicable guidelines, some of which conflicted, and staff review procedures had created iterative internal review that was highly frustrating to project applicants and their architects. Within the context of a discretionary process, the adoption and implementation of the UDGs simplified and reduced review, streamlined design guidance, and reduced Commission approvals that came with requested modifications. Along with the guidelines, staff implemented a new Design Review Matrix that streamlined and documented all design review comments to clarify outstanding non-compliance to be resolved for all parties. The Housing Crisis Act eliminated the ability of the city to pass any new design guidelines and future efforts are to create objective design standards only.

Discretionary Review Management

The Department has begun various forms of DR reform over the past ten years without success given the desire of many constituents to affect outcomes in their neighborhoods. To address this process internally, the Department instituted a principal planner level staff position in 2018 to coordinate and manage all DRs efficiently, systematizing application timing and process. This has been very effective as it has streamlined the hearing time, discussion, potential mitigations to resolve the issues, and even in many cases, helps parties negotiate to eliminate the DR altogether. Although a small number of projects are taken through the DR process, and an even smaller number are actually adjudicated by the Planning Commission, the process increases risk and reduces certainty in the process; it makes projects discretionary which then triggers CEQA review for projects that are typically ministerial in other jurisdictions and has created an environment where property owners are asked to make significant changes to avoid the risk of going to a DR hearing.

Permit Center at 49 South Van Ness (49SVN)

In addition to the online permit and project tracking systems, the City constructed a new permit center at 49 South Van Ness (49SVN) in spring 2020, which provides a centralized place for construction, special events, and business permitting. Previously, 13 different locations in San Francisco offered different permitting services. Now, almost all permitting can be completed at 49SVN, including business, special events, and construction permitting. The larger permit center can now offer Expanded Services, such as expansion of Over The Counter (OTC) Fire-Only Permits and expansion of Trade Permits, all of which can be completed online): <https://sf.gov/information/permit-center-construction-services>

Accessory Dwelling Unit (ADU) Roundtable and Flex Team

Mayor London Breed announced Executive Directive 18-01 in 2018 to accelerate the approval of Accessory Dwelling Units (ADUs) and clear its application backlog. In response, the City cleared its backlog of applications and amended the Planning Code to provide further flexibility in the Accessory Dwelling Unit Program within the available Zoning Administrator waivers, and expansion controls (Board File 180268). A streamlined roundtable review process was introduced where multiple reviewing departments came together concurrently to review applications, allowing all agencies to provide comments at once.

The Planning Department also created a Flex Team to more efficiently and equitably prioritizing and reviewing projects. The Flex Team is currently responsible for reviewing: (1) Accessory Dwelling Units (ADUs) citywide; (2) Projects that require Conditional Use Authorizations under the City's Community Business Priority Processing Program; (3) Priority projects as identified in the Department's Director's Bulletin #2, and (4) other projects when volume on the quadrant teams exceeds available staffing levels. This team also reviews applications that do not fit within the traditional quadrant framework (i.e., spanning multiple quadrants).

The Flex team has implemented significant process improvements associated with review of ADUs in an effort to streamline process. These include robust concurrent review of applications, issuance of consolidated City comments, and recordation of documents with the Assessor Recorder's Office. The Flex team also implemented an online application for ADUs that benefits from a fully digital and concurrent review. This process has been replicated for other City projects.

Housing Delivery Team

While past process required each developer to meet independently with all permitting agencies and departments, the City has developed two internal processes to coordinate and reduce potential conflicts and challenges. The first is a Housing Delivery team, under the Mayor's office and the Director of Housing Delivery, that organizes and shapes city decision-making across agencies and departments for very large projects such as development agreements. This team includes high level representatives from each jurisdiction or permitting function and the consistent collaboration allows alignments and reconciliation when requirements conflict.

Housing Advisory Team

The Planning Department established the Housing Advisory Team (HAT) and subsequent office hours to assist planners as they review housing projects. Given the recent adoption of State legislation and the complexity of the San Francisco Planning Code, the creation of a specific team to address housing production and the associated challenges was critical. HAT has weekly office hours to assist planners and focus on State Density Bonus projects, relocation and replacement provisions established by California's Housing Crisis Act, and implementation of additional State programs including The California HOME Act (SB-9) and SB-35.

Streetscape Design Advisory Team

The Streetscape Design Advisory Team (SDAT), administered by the Planning Department, includes SFMTA, Public Works, SFPUC, and the Fire Department. SDAT reviews projects outside of DAs, mostly

on individual parcels, to facilitate approaches and direction prior to entitlement that significantly decreases later permitting stress. This team has had the further benefit of helping agencies work together to align on long-range changes.

SF Climate Action Plan

In 2013, San Francisco updated its Climate Action Plan which summarized the City's progress to date, shared examples of successful policies and programs, and outlined an initial set of actions to be taken by citizens, businesses, and government to strive toward emission reductions. Since then, the intensifying impacts of a changing climate have been irrefutable: increasing heat waves, worsening drought, and regional wildfires that blanket the city in smoke are becoming more commonplace. At the same time, racial, social, and economic inequalities have also become more severe and pronounced. Tackling the interwoven and widening climate, equity, and racial justice challenges we face has been the driving force for the development of the 2021 Climate Action Plan. The development of this data-driven, people-focused plan brought together City departments, residents, community-based organizations, and businesses to collaborate on creating solutions. The result, a plan that offers a detailed set of strategies and actions to achieve net-zero emissions while addressing racial and social equity, public health, economic recovery, and community resilience.

Appropriateness of Objective 10

The Objective 10 policies are in line with reducing uncertainty and constraints in housing production through a process that supports community needs, however Objective 10 does not differentiate between or prioritize community histories, lived experiences, or data-found knowledge to establish different processes to change future outcomes. As well, for improved outcomes across communities who have been historically underserved and/or dispossessed of land rights requires deeper level changes than simply allowing for their “review” of projects; addressing systematic forms of discrimination and historic harm need to be built into community planning and processes. Certainty comes from a broad spectrum addressing of inequities, a commitment to equitable practices, a trust of the system overall and ways to build consensus when there are competing needs. It is a more complex process than described in Objective 10.

While CEQA comes from state regulation, it is implemented locally and adapted to different contexts. Policy 10.3's goal to reduce excessive time or redundancy could come not from the internal workings of the Planning Department, they may also relate to the way communities or members of the public use CEQA processes to voice dissent at various levels of approval. Using best practices is a good goal, but without specifying what that means and whose practices, it may not get to the root of the challenge that needs to be addressed. Policy 10.4 feels misaligned to the complex way San Francisco sits in environmental regulation with the State. Many of the State's legislation around environmental conditions are designed to mitigate places where development encroaches on wilderness—wetlands, forest, and natural grasslands. As San Francisco is highly urbanized, some of the environmental considerations are reversed—rather than seeing development as a damage to wild space, placing housing in San Francisco reduces the impact to these outer edges in suburbs and exurbs. Instead, development can be

looked at more specifically through the lens of sustainability—what materials are used in the building or its energy efficiency. This is all well-covered in the Green Building Code and CEQA. Asking for more State legislation is likely to create non-San Francisco requirements for a unique place and may undermine broader regional goals.

Review of Implementation Programs for Objective 10 from 2014 Housing Element

Name of Program 80	Where conditional use authorization is required, the Planning Code should provide clear conditions for deliberation, providing project sponsors, the community, and the Planning Commission with certainty about expectations.
Effectiveness	The process for obtaining Conditional Use Authorization, including the Planning Commission's conditions for deliberation, is detailed in the CUA application packet, available at the Planning Information Center and on the department's website: https://sfplanning.org/sites/default/files/forms/CUA_SupplementalApplication.pdf . The latest version of the CUA packet was updated in May 2021.
Appropriateness	Continue. However, the City could consider changes to the CUA requirements to encourage production of housing and affordable housing across income ranges and household types.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing as community plans are completed and/or amended

Name of Program 81	Planning shall continue to implement a Preliminary Project Assessment phase to provide project sponsors with early feedback on the proposed project, identify issues that will may overlap among the various departments, and increase the speed at which the project can move through all City review and approval processes.
Effectiveness	On February 1, 2011, the department began requiring any project proposing to add 6 or more dwelling units, or to construct more than 10,000 square feet of non-residential space to submit a Preliminary Project Assessment (PPA). In 2018, this was updated to requiring any project proposing 10 or more dwelling units, and/or expansion of group housing use, and/or construction of new non-residential building or addition of 10,000 square feet or more. To date, over 420 PPA applications have been filed with the department. Completed PPA letters are posted on the department's website as well as on the SF Property Information Map: https://sfplanning.org/resource/ppa-application
Appropriateness	Continue. The City should also consider more long range planning and outreach processes to ensure that needs are addressed early and applied to future projects.
Lead Agency	Planning Department
Funding Source	Planning Department Application Fees
Schedule	Completed and ongoing

Name of Program 82	Planning shall continue to utilize, and explore ways to increase the benefits of Community Plan exemptions and tiered environmental reviews. As a part of this process, Planning shall prioritize projects which comply with CEQA requirements for infill exemptions by assigning planners immediately upon receipt of such applications.
Effectiveness	The first Community Plan Exemption (CPE) for a project was issued for a 35-unit mixed use building in the Market-Octavia Plan Area in July of 2009. Since then, hundreds more projects have received CPE's. A current list of CPEs is available here: https://sfplanning.org/resource/ceqa-exemptions
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Implemented/Ongoing

Name of Program 83	The Department of the Environment, Planning and other agencies shall coordinate City efforts to update the Climate Action Plan, create climate protection amendments to the San Francisco General Plan, and develop other plans for addressing greenhouse gases necessary per AB 32 and SB 375.
Effectiveness	Climate Action Strategy 2017 Transportation sector update was presented to the Planning Commission in October 2017: http://commissions.sfplanning.org/cpcpackets/Climate%20Action%20Strategy.1pdf.pdf Each department required to produce and update a Department Climate Action Plan annually. In 2010, the Planning department published the first Greenhouse Gas Reduction Strategy in compliance with the CEQA Air Quality Guidelines. The 2021 Climate Action Plan (CAP) can be found here: https://sfplanning.org/project/san-francisco-climate-action-plan
Appropriateness	Continue
Lead Agency	Department of the Environment
Funding Source	Annual work program, state grants
Schedule	Ongoing

Name of Program 84	Planning shall continue to implement tools and processes that streamline CEQA compliance, thereby reducing the time required for production of environmental documents and CEQA processes. In addition to contracting with previously established pools of qualified consultants to produce necessary technical studies (e.g., transportation) and environmental documents (e.g., EIRs), Planning will continue to implement streamlined processes, including but not limited to: Community Plan Exemptions that tier from previously certified Community Plan EIR's; participate in the preparation of Preliminary Project Assessments that outline the anticipated requirements for CEQA compliance, including necessary technical studies; and implement recent and pending updates to the CEQA Guidelines that provide mechanisms for streamlining the environmental assessment of infill development projects.
Effectiveness	Planning continues to implement streamlined processes. Since 2014, Planning has issued two area plan EIRs: Central SoMa, and Hub. These EIRs allow for streamlined review via Community Plan Evaluations for potentially thousands of new units. Planning must issue these evaluations within 12 months of stable project descriptions per Mayoral Executive Directive 17-02. Planning is using a similar approach for the Housing Element 2022 update: the EIR will allow streamlined review for potentially tens of thousands of new units. Planning also uses exemptions and ministerial approval processes for housing projects, when applicable, such as infill exemptions and affordable housing projects. The Planning Department made staffing adjustments to move all historic preservation staff into Current Planning to help streamline the CEQA process. The preservation planner is now also the project planner, reducing redundancy and potentials for conflicting feedback. https://sfplanning.org/division/environmental-planning
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Issue 6.
**Maintain the Unique and Diverse
Character of San Francisco's
Neighborhoods**

OBJECTIVE 11: SUPPORT AND RESPECT THE DIVERSE AND DISTINCT CHARACTER OF SAN FRANCISCO'S NEIGHBORHOODS.

Policy 11.1 Promote the construction and rehabilitation of well-designed housing that emphasizes beauty, flexibility, and innovative design, and respects existing neighborhood character.

Policy 11.2 Ensure implementation of accepted design standards in project approvals.

Policy 11.3 Ensure growth is accommodated without substantially and adversely impacting existing residential neighborhood character.

Policy 11.4 Continue to utilize zoning districts which conform to a generalized residential land use and density plan and the General Plan.

Policy 11.5 Ensure densities in established residential areas promote compatibility with prevailing neighborhood character

Policy 11.6 Foster a sense of community through architectural design, using features that promote community interaction.

Policy 11.7 Respect San Francisco's historic fabric, by preserving landmark buildings and ensuring consistency with historic districts.

Policy 11.8 Consider a neighborhood's character when integrating new uses, and minimize disruption caused by expansion of institutions into residential areas.

Policy 11.9 Foster development that strengthens local culture sense of place and history.

Effectiveness of Objective 11: Overview

The Planning Department had a direct and consistent approach to the application of design review and guidelines through internal processes that improved significantly during this time. New design guidelines were developed by a new team of architects brought into the Department to put together a clear architectural practice approach. Their procedures and new documents were based in existing Urban Design Element policy which focused on neighborhood character. Staff architects worked closely with review planners to implement guidance through Commission approvals.

While two areas of attention around the design of new buildings and historic preservation of older ones predominated the interpretations of these policies, another developed in between which was confusing and lead to challenging policy decision-making: desire to maintain older buildings with texture and character that do not qualify as historic resources. These were sometimes described as "cute" or "cottage-like" and often represented smaller scales within neighborhoods than adjacent structures. While design guidance around compatibility with scales and densities of surrounding properties was effectively established, it provided very little room for any forms of innovation, beauty and flexibility.

When new long-range planning work was developed, including HOME-SF, the Affordable Housing Bonus Program, and area planning, they were designed with existing scales and neighborhood types in mind. Bonus programs limited increase to two to three stories and, when significant changes to heights were proposed, for example in Central SoMa, following community guidance, staff designed bulk controls to mediate the experience of taller buildings.

The biggest engagement in design practice at the department during this time was less around architecture and more around streetscape design which was highly interactive with community members and promoted a sense of place and engagement with the built environment.

Historic Preservation standards and practices in the Department were aligned with policy goals in Objective 10 – rigorous and attentive to districts and individual resources, especially between 2015 and 2018 as the decision-making was held within one primary manager who had a conservative interpretation of historic preservation requirements including the Secretary of Interior Standards. In 2019, the structure of Historic Preservation staffing was modified to include three managers with different areas of expertise more integrated into the review process. This provided efforts that met the goals in this policy but with more flexibility and practicality. Additionally, the adoption of the Retained Element Special Topic Design Guidelines provided a way to keep the expression of older structures without maintaining the full resource status to balance new community use needs—such as housing or services-- with older structures.

Effectiveness of Key Related Programs

Design Review Management

Design review practices within the Department increase substantially between 2015 and 2018. Design review had been previously handled by planners without detailed or specific knowledge in architecture or landscape architecture which led to confusing or iterative requests to project teams that were not based in design language or skill. In 2012, there was one staff architect who planners consulted with for advice. By 2018, an entire team of staff architects was hired and included two principal planner-level managers (licensed architects), three staff architects (licensed architects), and with one architectural designer. There were three design advisory teams that coordinated consistent approaches to design review inputs centered on specific adopted documents: the Residential Design Guidelines, the Urban Design Guidelines, and the Better Streets requirements. This became a highly effective way to provide consistency, create new guidelines, and document feedback for applicants to be resolved linearly and efficiently.

Cultural Districts

This program addresses housing needs of special populations.

In 2018, the local Cultural District program was created by Ordinance No. 126-18 “to formalize a collaborative partnership between the City and communities and bring resources and help in order to

stabilize vulnerable communities facing or at risk of displacement or gentrification and to preserve, strengthen, and promote our cultural assets and diverse communities so that individuals, families, businesses that serve and employ them, nonprofit organizations, community arts, and educational institutions are able to live, work and prosper within the City.” Cultural Districts most directly address Policy 11.9 of the 2014 Housing Element and were provided a formal definition as “a geographic area or location within the City and County of San Francisco that embodies a unique cultural heritage because it contains a concentration of cultural and historic assets and culturally significant enterprise, arts, services, or businesses, and because a significant portion of its residents or people who spend time in the area or location are members of a specific cultural, community, or ethnic group that historically has been discriminated against, displaced, and oppressed.” In the same year, the San Francisco voters passed Proposition E by 75 percent, providing funding to the Cultural Districts each year of approximately \$3 million as an appropriation from the hotel room tax fund. The program ordinance directed MOHCD to coordinate the program and grant funding with input and support from Arts Commission, OEWD, Planning and other key agencies. It also required that each Cultural District produce a Cultural, History, Housing, and Economic Sustainability Strategy (CHHESS) to be adopted by the Board of Supervisors and to update it regularly.

There are currently eight Cultural Districts: Japantown Cultural District, LEATHER & LGBTQ Cultural District, Transgender Cultural District, SoMa Pilipinas – Filipino Cultural District, African American Arts & Cultural District, Calle 24 Latino Cultural District, Castro LGBTQ Cultural District, American Indian Cultural District, and Sunset Chinese Cultural District. Each Cultural District maintains a community-based advisory board, staffing, and ongoing community and City partnerships. Below are three of the primary activities of each Cultural District:

- Sharing resources and information and leveraging programming to stabilize their community.
- Connecting community with City programs and efforts to increase reach and efficacy.
- Working to foster cultural safety, pride, and improve the quality of life for its community members.

The program also offers an opportunity for agencies to provide direct technical assistance to build capacity of each district for community planning. The program’s focus on historically discriminated, displaced, and oppressed communities aligns well with the racial and social equity goals of the Planning Department and the department’s resolution to center planning around equity.

To date, no CHHESS reports have been adopted. Three or more are scheduled for adoption in 2022, beginning with the SoMa Pilipinas and Japantown CHHESS reports. No housing specific strategies have been implemented by or for the districts; however, a few districts have implemented special area design guidelines and public realm improvements. Calle 24 has also implemented a Special Use District (Planning Code Section 249.59), which is intended to preserve the prevailing neighborhood character of the Calle 24 Latino Cultural District while accommodating new uses and recognizing the contributions of the Latino community to the neighborhood and San Francisco.

Historic Resources

This program addresses housing needs of special populations.

San Francisco designated the Clyde and Crooks Warehouse Historic District and the Mint-Mission Conservation District and twenty-eight individual landmarks during the 2015-2023 reporting period. The historic designations promote San Francisco's historic fabric, meeting Policy 11.7 of the 2014 Housing Element. Individual landmarks include Ingleside Presbyterian Church and the Great Cloud of Witnesses, Japanese YWCA/Issei Women's Building, El Rey Theater, Paper Doll, and the Sunshine School.

In 2020, the Historic Preservation Commission directed the Planning Department to recenter preservation work through Resolution No. 1127: Centering Preservation Planning on Racial and Social Equity. Key recommendations to the Planning Department include (1) exploring creative approaches to "incorporate new ways of honoring and sustaining cultural heritage" and (2) expanding participation, building capacity, and funding partnerships with American Indian, Black, and other communities of color to ensure these communities can guide and lead the preservation of their historic resources and cultural heritage.

The San Francisco Citywide Cultural Resources Survey (SF Survey) was initiated in 2020. SF Survey is a multi-year effort to identify and document places that are culturally, historically, and architecturally important to San Francisco's diverse communities. Once completed, this analysis will help guide the Department's decisions on future landmark designations and other heritage-based work, as well as on new development, area plans, and building permit applications. SF Survey is comprised of the following interwoven components: community engagement, Citywide Historic Context Statement, field survey, findings and adoption, and ultimately the Cultural Resources Inventory.

In 2020, as part of SF Survey, the Planning Department initiated the development of a methodology to identify and document Intangible Cultural Heritage through a series of stakeholder focus groups conducted through early 2021. Ongoing consultation with culture bearers and completion of the methodology will take place in 2022.

Historic Context Statements were completed on architectural, cultural, and geographic themes during the reporting period. These include Earthquake Shacks, Citywide Historic Context Statement for LGBTQ History in San Francisco, and neighborhood context statements on Central SOMA, Corbett Heights, and Eureka Valley. The Planning Department is developing a Citywide Historic Context Statement. Historic context statements nearing completion and included in the Citywide study include histories of San Francisco's Chinese American, African American, and Latino communities. Architectural theme studies focusing on building typologies and styles currently underway include early residential, small flats and apartments, private institutions, Italianate, Mediterranean Revival, and Queen Anne. Histories of public art and statues and the City's American Indian and Jewish communities will begin in 2022. It is anticipated the studies outlined above will be completed over the next one to three years.

Table 43. Landmarks Designated in San Francisco, 2015–2021

<i>Landmark No.</i>	<i>Name of Landmark</i>	<i>Location by Address</i>	<i>Assessor's Block/Lot*</i>	<i>Legislative History</i>
267	Swedish American Hall Building	2174-2178 Market Street	3542/017	Ord. <u>61-15</u> File No. 150246 App. 5/8/2015
268	R. L. Goldberg Building	182-198 Gough Street	0837/014	Ord. <u>71-15</u> File No. 150002 App. 5/21/2015
269	University Mound Old Ladies' Home	350 University Street	5992/001	Ord. <u>201-15</u> File No. 150866 App. 11/25/2015
270	The Cowell House	171 San Marcos Avenue	2882/035	Ord. <u>52-16</u> File No. 151164 App. 4/22/2016
271	The Bourdette Building	90-92 Second Street	3707/012	Ord. <u>77-16</u> File No. 151211 App. 5/20/2016
272	Alemaný Emergency Hospital and Health Center	35-45 Onondaga Avenue	6956/016 6956/017	Ord. <u>99-16</u> File No. 160293 App. 6/17/2016
273	Ingleside Presbyterian Church and the Great Cloud of Witnesses	1345 Ocean Avenue	6942/050	Ord. <u>222-16</u> File No. 160820 App. 11/22/2016
274	El Rey Theater	1970 Ocean Avenue	3280/018	Ord. <u>161-17</u> File No. 170430 App. 7/27/2017
275	Third Baptist Church Complex	1399 McAllister Street	0778/013	Ord. <u>226-17</u> File No. 170923 App. 11/15/2017
276	Gaughran House	2731-2735 Folsom Street	3640/031	Ord. <u>240-17</u> File No. 170922 App. 12/15/2017
277	New Era Hall	2117-2123 Market Street	3543/012	Ord. <u>49-18</u> File No. 170755 App. 3/29/2018
278	Phillips Building	234-246 First Street	3736/006	Ord. <u>148-18</u> File No. 180387 App. 6/28/2018
279	Arthur H. Coleman Medical Center	6301 Third Street	4968/032	Ord. <u>203-18</u> File No. 180559 App. 8/10/2018
280	New Pullman Hotel	228-248 Townsend Street	3787/018	Ord. <u>253-18</u> File No. 180720 App. 11/2/2018
281	Piledrivers, Bridge, and Structural Ironworkers Local No. 77 Union Hall	457 Bryant Street	3775/085	Ord. <u>254-18</u> File No. 180721 App. 11/2/2018
282	Hotel Utah	500-504 4th Street	3777/001	Ord. <u>255-18</u>

<i>Landmark No.</i>	<i>Name of Landmark</i>	<i>Location by Address</i>	<i>Assessor's Block/Lot*</i>	<i>Legislative History</i>
				File No. 180722 App. 11/2/2018
283	Dunham, Carrigan & Hayden Building	2 Henry Adams Street	3910/001	Ord. <u>11-19</u> File No. 181144 App. 1/25/2019
284	Benedict-Gieling House	22 Beaver Street	3561/060	Ord. <u>32-19</u> File No. 181175 App. 2/22/2019
285	Theodore Roosevelt Middle School	460 Arguello Boulevard	1061/049	Ord. <u>37-19</u> File No. 180003 App. 3/15/2019
286	Sunshine School	2728 Bryant Street	4273/008	Ord. <u>38-19</u> File No. 180005 App. 3/15/2019
287	Paper Doll	524 Union Street	0103/009	Ord. <u>114-19</u> File No. 181107 App. 6/25/2019
288	Kinmon Gakuen Building	2031 Bush Street	0676/027	Ord. <u>243-19</u> File No. 190644 App. 11/1/2019
289	"History of Medicine in California" frescoes	In Toland Hall auditorium in UC Hall, 533 Parnassus Avenue	2634A/011	Ord. <u>241-20</u> File No. 201033 App. 11/25/2020
290	Royal Baking Company	4767-4773 Mission Street	6084/021	Ord. <u>267-20</u> File No. 201034 App. 12/23/2020
291	Japanese YWCA/Issei Women's Building	1830 Sutter Street	0676/035	Ord. <u>60-21</u> File No. 210064 App. 4/30/2021
292	Lyon-Martin House	651 Duncan Street	6604/036	Ord. <u>74-21</u> File No. 210286 App. 5/21/2021
293	Ingleside Terraces Sundial and Sundial Park	Within Entrada Court	6917B/001	Ord. <u>153-21</u> File No. 210423 App. 10/8/2021
294	Fresco titled "The Making of a Fresco Showing the Building of a City"	In the Diego Rivera Gallery, San Francisco Art Institute, 800 Chestnut Street	0049/001	Ord. <u>169-21</u> File No. 210565 App. 10/15/2021
295	San Francisco Eagle Bar	396-398 12th Street	3522/014	Ord. <u>175-21</u> File No. 210734 App. 10/29/2021
296	2778 24th Street	2778 24th Street, Casa Sanchez Building	4210/018	Ord. <u>17-22</u> File No. 211233 App. 2/11/2022

Residential Design Guidelines

In 1989, the Planning Department proposed a set of design guidelines to help ensure that new residential development respects the unique character of many of San Francisco's neighborhoods. These guidelines were refined and adopted as part of the 1990 Residence Element update and were updated again in 2003 as part of the 2004 Housing Element program.

Design Guidelines added since 2014: Urban Design Guidelines, Excelsior Streetscape Design Guidelines, 100% Affordable Housing Bonus Program/HOME-SF Design Guidelines, Polk Street Special Area Design Guidelines, Calle 24 Special Area Design Guidelines, Retained Element Special Topic Design Guidelines, and Japantown Special Area Design Guidelines.

Plans for design guidance: Given the Housing Crisis Act, which does not allow the application of new design guidelines effective January 1, 2020, the Department does not have plans to create any new design guidelines. Any design policy implementation proposed would be in the form of objective design standards. Currently, the only design standards project accompanies the implementation of the California HOMES Act and would support the addition of housing units in areas currently zoned for single-family housing.

Appropriateness of Objective 11

San Francisco's urban design policy, anchored in the Urban Design Element, has long been predicated on maintaining the unique character of its neighborhoods, so ensure compatibility of scale, texture, types, and densities across blocks and precincts. These are common goals and practices in American city design practice that come out of the experiences of many neighborhoods during Modernization in the mid-Twentieth century when new technologies changed the ways buildings were built and new aesthetic sensibilities arose from the development of technology and futuristic optimism. This version of history represents the experience of some people, white populations whether affluent or part of the growing middle class, who had choices, financial resiliency, few restrictions on the ability to gain land or capital, and access to jobs and opportunities to anchor roots. For others, especially members American Indian, Black, Latina/e, Chinese, Japanese, or Filipino communities, and other communities of color were systematically, intentionally excluded from these same opportunities by governmental and private entities. People in these communities were dispossessed of land, denied access to capital, in threat of incarceration and, in many cases, did not express their cultural identities for fear of attack, erasure, or further harm. Other parts of this history of the mid Twentieth century describe the displacement and dismantling of communities of color-- settled in neighborhoods rich with belonging, property ownership, and cultural identity-- through redevelopment. As those built environments were destroyed, soon thereafter, low density neighborhoods that had rules to allow small, multifamily housing could have accommodated these households, reduced their density to one and two-family structures, essentially cementing the restrictive and exclusive environment even after fair housing laws had eliminated racial covenants and redlining. In light of these histories in combination, this desire built into design guidance at the end of the Twentieth-century to "maintain" the character and density of the residential environment could also be seen not just as a desire for familiarity, but as a way for these residents to stabilize their

investments, reduce the proliferation of housing, keeping high values on single and two family housing types, and avoid intrusion by “outsiders” with different habits and sensibilities. The Urban Design Element was adopted in 1972, with the first residential design guidelines created in 1989, followed by the current set adopted in 2003. The residential design guidelines have significantly more emphasis on compatibility than the Urban Design Element.

Architecture and urban design have become tools for maintaining the status quo, to the detriment of authenticity, shared experience, across generations and the natural evolution and innovation of culture and expression. Many of the same people who complain that new projects are “generic” and “look the same” lift up the same echoes of compatibility which reinforce the repeating of materials, forms, and scales. And the emphasis has dropped from dramatic changes in architectural scales or qualities to more superficial reflections of shapes and sizes—for example asking windows to be vertical rather than horizontal or roof shapes to match. San Francisco has long expressed city values around inclusion, inviting people of all places, backgrounds, ethnicities, races, preferences, genders, and artistic lens to come, join, be who you are and live your truth. It has invited people to make and find families to bring their talents together, yet our design expressiveness has been held by patterns citywide without differentiation of quality, meaning, and evolution. Design policies have also preferenced buildings over people, focusing on historic aesthetics and forms over the symbolism, impressions, and even legacies. When a member of Japanese American communities in San Francisco sees a Victorian house, it may evoke memories or stories of their displacement journey, while those from the Trans and LGBTQ+ communities may connect to stories of saved Victorians that helped anchor their communities. Architecture symbolism is in the eye of the experiencer.

While reflective of the time, design policy that maintains neighborhood character reduces housing opportunities, personal and cultural expression, and inclusion on social and physical levels. To provide housing choice and places of belonging, density and architecture must expand. The majority of policies in Objective 11 are no longer appropriate. Policy 11.6 will be continued in the Housing Element Update 2022, however, as there are features which encourage relationships between inside and outside and community interaction. Policy 11.9 will also be expanded to clarify and prioritize the role of Cultural Districts and other area of cultural identity that anchor those who have been subject to past system harm and at current risk for displacement.

Review of Implementation Programs for Objective 11 from 2014 Housing Element

Name of Program 85	Planning staff shall coordinate the City’s various design guidelines and standards, including those in the General Plan, Planning Code, and Residential Design Guidelines into a comprehensive set of Design Standards. This effort shall include development of Neighborhood Commercial Design Standards as well as updates to existing standards.
Effectiveness	The Department developed the Urban Design Guidelines adopted by the Planning Commission in 2018 which applies in all mixed-use, neighborhood commercial, and downtown commercial districts; on large parcels in residential districts; but not in Historic Districts. https://sfplanning.org/project/urban-design-guidelines
Appropriateness	Delete. This program has been completed.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 86	Planning staff shall reform the Planning Department’s internal design review process to ensure consistent application of design standards, establish a “Residential Design Team” who shall oversee application of the standards on small projects, and continue the “Urban Design Advisory Team” to oversee design review for larger projects.
Effectiveness	The Urban Design Advisory Team (UDAT) and Residential Design Advisory Team (RDAT) functions were consolidated into a single Design Review Team in 2020. Planning staff presented information on designs and recommendations of design guidelines at Planning Commission hearings until implementation of the Housing Crisis Act in 2020: https://sfplanning.org/hearings-cpc
Appropriateness	Continue. Staff should conduct an audit/analysis of the Design Review program for consistency and efficacy. The analysis should include recommendations for program improvement to Department leadership.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 87	Planning staff shall continue to work with the design community to provide informational sessions at the Planning Commission, Department of Building Inspection Commission and in public forums to educate decision makers and citizens about architectural design, including co-housing, shared housing and group housing.
Effectiveness	The Department worked with faculty at the California College of the Arts in 2019 through 2022 to research, explore, and demonstrate models of group and co-housing which was presented at the Planning Commission in March 2022.
Appropriateness	Continue. Design Review Staff should work with the Design Community to revise the Urban Design Element of the General Plan and craft Objective Design Standards to implement Design Policy.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 88	Planning staff shall continue to use community planning processes to develop policies, zoning, and design standards that are tailored to neighborhood character; and shall include design standards for mixed use, residential and commercial buildings in development of new community plans (if not covered by the City's comprehensive Design Standards described above).
Effectiveness	Department facilitated the creation of the Special Area Design Guidelines for the Calle 24 Cultural District, the Japantown Cultural District, and the Polk Street neighborhood all adopted by the Planning Commission in 2019.
Appropriateness	Delete during implementation of the Housing Crisis Act.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 89	Planning Department staff shall continue project review and historic preservation survey work, in coordination with the Historic Preservation Commission; and shall continue to integrate cultural and historic surveys into community planning projects.
Effectiveness	<p>Planning Department staff continue to review projects and historic preservation survey work, presenting twice a month to the Historic Preservation Commission. The San Francisco Citywide Cultural Resources Survey (SF Survey) was initiated in 2020. SF Survey is a multi-year effort to identify and document places that are culturally, historically, and architecturally important to San Francisco's diverse communities.</p> <p>Read more about the Citywide Cultural Resources Survey as a program listed for Objective 11.</p>
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program and grants from the Historic Preservation Fund
Schedule	Ongoing

Name of Program 90	Planning Department staff shall continue to develop a process for Neighborhood Design Guideline review and approval including developing next steps for public dissemination.
Effectiveness	<p>In March 2018, the Planning Commission adopted the Urban Design Guidelines. The Urban Design Guidelines, intended to create a coordinated and consistent design review process and promote a more thoughtful and holistic approach to city building, can be found here: https://sfplanning.org/project/urban-design-guidelines</p> <p>Department facilitated the creation of the Special Area Design Guidelines for the Calle 24 Cultural District, the Japantown Cultural District, and the Polk Street neighborhood all adopted by the Planning Commission in 2019.</p>
Appropriateness	Delete during the implementation of the Housing Crisis Action
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Complete

Name of Program 91	Planning Department staff shall research mechanisms to help preserve the character of certain distinctive neighborhoods and unique areas which are worthy of recognition and protection, but which may not be appropriate as historical districts. Such mechanisms should recognize the particular qualities of a neighborhood and encourage their protection, maintenance and organic growth, while providing flexibility of approach and style so as not to undermine architectural creativity, existing zoning, or create an undue burden on homeowners
Effectiveness	Department facilitated the creation of the Special Area Design Guidelines for the Calle 24 Cultural District, the Japantown Cultural District, and the Polk Street neighborhood all adopted by the Planning Commission in 2019. <i>This program addresses housing needs of special populations.</i>
Appropriateness	The Planning Department worked on the Heritage Conservation Element (formerly Preservation Element), a new Element added to the General Plan, in 2014. The Conservation Element process has been indefinitely placed on hold, and may resume late 2022 or 2023 as SF Planning gains more momentum with the Cultural Resource survey and cultural districts work. A working draft of the Conservation Element is complete and may be used as a foundation when work resumes.
Lead Agency	Planning Department, Citywide Division
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 92	The Planning Department has a completed draft of the Preservation Element and the final document will undergo Environmental Review in 2015.
Effectiveness	The Planning Department worked on the Heritage Conservation Element (formerly Preservation Element), a new Element added to the General Plan, in 2014. The Conservation Element process has been indefinitely placed on hold, and may resume late 2022 or 2023 as SF Planning gains more momentum with the Cultural Resource survey and cultural districts work. A working draft of the Conservation Element is complete and may be used as a foundation when work resumes.
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program and grant from the Historic Preservation Fund
Schedule	Ongoing

Issue 7.

Balance Housing Construction and Community Infrastructure

OBJECTIVE 12: BALANCE HOUSING GROWTH WITH ADEQUATE INFRASTRUCTURE THAT SERVES THE CITY’S GROWING POPULATION.

Policy 12.1 Encourage new housing that relies on transit use and environmentally sustainable patterns of movement.

Policy 12.2 Consider the proximity of quality of life elements, such as open space, child care, and neighborhood services, when developing new housing units.

Policy 12.3 Ensure new housing is sustainably supported by the City’s public infrastructure systems.

Effectiveness of Objective 12: Overview

Objective 12 focuses on how new housing contributes to delivering neighborhoods and communities where people can live in proximity to their daily needs and maintain healthy lifestyles and social connections. The City recognizes the importance of community infrastructure and continues to make progress in understanding infrastructure and community needs while implementing capital improvement projects. New housing has played a role in supporting the funding needed for such improvements. Because much of the city’s housing has been concentrated on the east side of the city, the growth of infrastructure has also been concentrated in these areas. These policies have been effective in supporting the new housing, and the neighborhoods where they are located, with more investment but such investment has not always served the existing residents, many of which are low-income people of color.

“Quality of life” elements in Policy 12.2 are essential to fostering a sense of belonging. Open space, child care, and neighborhood services are equally important to considering the growth of an area. Programs in the 2014 Housing Element for this Objective did not include ways to support these neighborhood services as housing grows.

Effectiveness of Key Related Programs

Parking and Transportation-Related Requirements

Changes to parking and transportation-related requirements have allowed for growth in more environmentally sustainable patterns, as called for in Policy 12.1. In December 2018, the City passed an ordinance to eliminate minimum parking requirements for all land uses across all of San Francisco. This proposal was initially recommended by the Planning Commission as part of an amendment to the Better Streets Plan.

The Transportation Demand Management (TDM) program became effective in March 2017. The TDM program’s primary purpose is to reduce vehicle miles traveled (VMT) generated by new development projects. Projects have a menu of options from which to choose to achieve a minimum score based on project site location, project size, land use type, etc. One of the TDM menu categories is Parking

Management, where the following options are available: Unbundled Parking, Short Term Daily Parking Provision, Parking Cash Out for Non-residential Tenants, and Parking Supply (lowering parking ratios).

In March 2016, the Planning Commission adopted a resolution to move forward with state-proposed guidelines that modernize the way City officials measure the transportation impacts of new development. This resolution removed automobile delay (Levels of Services, or LOS) as a significant impact on the environment and replaced with a vehicle miles traveled (VMT) threshold for all CEQA environmental determinations. This means that the primary consideration in transportation environmental analysis is now the amount and distance that a project might cause people to drive.

In December 2015, a new law was passed requiring new development to invest more in the transportation network to help offset the growth created by their projects. The Transportation Sustainability Fee (TSF) can help pay for improvements like more Muni buses and trains, improved reliability on Muni's busiest routes, roomier and faster regional transit, and better streets for pedestrians and bicyclists.

Interagency Plan Implementation Committee (IPIC)

The Interagency Plan Implementation Committee (IPIC) continues to help turn Area Plan visions into on-the-ground improvements, working with community members, development project sponsors, and City agencies. IPIC is key to ensuring that communities include quality of life elements, as called for in Policy 12.2. IPIC reports are published annually and provide snapshots of the success of certain Area Plans, assessing development patterns, impact fee projections, and capital projects. Since the creation of IPIC, the City has collected \$267 million of infrastructure-related impact fees and expects to collect \$510,000,000 over the next ten years. The annual report for 2021 introduced a new section on Equity Considerations that described how racial and social equity is integrated into IPIC.

The Central SoMa Implementation Strategy, adopted December 2018, is comprised of an Implementation Matrix and Public Benefits Package. The matrix describes the actions, and agencies, and stakeholders that will implement objectives and policies of the plan. The Public Benefits Package includes investments in Affordable Housing; Transit; Parks & Recreation; Production, Distribution, and Repair; Complete Streets; Cultural Preservation & Community Services; Environmental Sustainability & Resilience; and Schools & Childcare.

The Market & Octavia Area Plan Amendment adding community improvements to the original plan, including Improvements to Transit Service and Capacity in the Hub; streetscape improvements; building a park at 11th and Natoma; and public open space improvements.

City agencies are required to monitor and report on the implementation of the Central SoMa and Market & Octavia Area Plans, similar to the process in other established plan areas.

Development Agreement Project Public Benefits

Development agreements (DAs) offer a variety of public benefits that project sponsor must agree to providing, including transit, commercial, open space, and space for neighborhood institutions. The Planning Department collaborates with other agencies, particularly the Office of Economic and Workforce Development (OEWD) to develop project plans and associated benefits. DAs typically include

a Master Infrastructure Plan and commitments to additional community benefits, strongly supporting Policy 12.3. In the DAs that have been approved between 2014-2019, infrastructure improvements to accompany growth have included: open space, child care facilities, workforce development programs and spaces, community facilities, grocery stores, and fees to expand utility systems.

ConnectSF

ConnectSF is a multi-agency collaborative process to build an effective, equitable, and sustainable transportation system for San Francisco's future. ConnectSF will identify policies and major transportation investments that will help reach the city's priorities, goals, and aspirations. The process to develop a vision started in 2017. Phase 2 consists of identifying existing and future travel needs and options, developing major projects for the City's transportation needs, and narrowing in on a list of priority project concepts. These will culminate in the last phase (2018-2023), guiding the completion of two policy-related documents: the San Francisco Transportation Plan (SFTP) 2050 and the Transportation Element Update. The SFTP establishes the City's transportation priorities and positions San Francisco for regional, state, and federal funding. Since its initiation, the ConnectSF project has coordinated with the 2022 Housing Element to ensure that housing plans for the future align with transit plans and the City's plans for public infrastructure, as called for in Policies 12.1 and 12.3.

Community Facilities Assessment

The Planning Department completed a Southeast Framework Community Facility Needs Assessment in July 2021. The report represents the information and analysis informing recommendations to provide equitable access to community facilities in the southeast part of the city. The recommendations try to bridge gaps and find potential for integration across City agencies to quality access to libraries, fire stations, public health clinics, childcare facilities, recreation centers, public schools, and police stations.

The Planning Department also completed the Greater SoMa Community Facilities Needs Assessment, which identifies the capital needs of ten types of community facilities in the greater South of Market area, including the Tenderloin, Mission Bay, Showplace Square, and Market and Octavia neighborhoods. Community facility types analyzed in this report include public schools, recreation centers and parks, public and non-profit health facilities, libraries, arts and culture facilities, social welfare facilities and facilities serving the homeless. Community Facilities Assessments continue to be critical to understanding the quality-of-life elements that are needed and wanted to support communities, as called for in Policy 12.2.

Coordination with San Francisco Unified School District (SFUSD)

The Planning Department coordinates with the San Francisco Unified School District (SFUSD) on a regular basis, meeting quarterly to review planned and projected housing development and demographic projections used to inform school facilities planning, as well as to coordinate ongoing major facilities and development projects under consideration by SFUSD. SFUSD is currently planning construction of a new school in the Mission Bay neighborhood to open by 2025 to serve recent and planned residential growth in that part of the city. This coordination supports Policies 12.2 and 12.3 of the 2014 Housing Element.

Appropriateness of Objective 12

Planning for infrastructure improvements should both serve existing needs to address historic inequities in public investment, while also serving new residents. Recognizing that not all infrastructure needs can be provided at the same time and finding methods to decide prioritization of infrastructure will help bring the City another step closer to equitable investments in neighborhood amenities and resources. Improvements to quality of life should be planned for all neighborhoods regardless of whether or not new housing is planned, with equity considerations.

Policies should also ensure that neighborhood quality of life fosters a sense of belonging, responds to community needs, is equitable to those who need it most.

Review of Implementation Programs for Objective 12 from 2014 Housing Element

Name of Program 93	Planning shall cooperate with infrastructure agencies such as SFMTA and DPW to plan for adequate transportation to support the needs of new housing, and within each community planning process shall develop clear standards for transit and transportation provision per unit.
Effectiveness	The Street Design Advisory Team (SDAT) is an advisory body that provides a regular forum for City agencies to review and comment on proposed changes to the public right-of-way. Area plans and Major Development Agreements and Projects continue to include regular infrastructure coordination meetings. These groups include members from SFMTA, Public Works, SFFD, and SFPUC.
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing (community planning processes will be identified in the Department's work program on an annual basis)

Name of Program 94	Planning shall ensure community plans for growth are accompanied by capital plans and programs to support both the "hard" and "soft" elements of infrastructure needed by new housing.
Effectiveness	SF Planning continues to ensure community plans for growth are accompanied by capital plans and programs. The Central SoMa Plan, adopted in 2018, includes a comprehensive Implementation Plan that funds over \$2 billion in public benefits, including affordable housing, transit, complete streets, public open space, community facilities, and funding for cultural preservation and social services.
Appropriateness	Modify. The program should specify how "hard" and "soft" elements are determined, as "soft" elements may vary by community in fostering sense of belonging. Neighborhood infrastructure should include consideration for childcare, neighborhood services, and local-serving businesses that support "quality of life."
Lead Agency	Planning Department
Funding Source	Annual work program (funded under the Implementation Group)
Schedule	Ongoing (community planning processes will be identified in the Department's work program on an annual basis)

Name of Program 95	The Planning Department's "Implementation Group" shall continue to manage the implementation of planned growth areas after Plan adoption, including programming impact fee revenues and coordinating with other City agencies to ensure that needed infrastructure improvements are built.
Effectiveness	The Interagency Plan Implementation Committee (IPIC) Annual Report was last released in January 2022. From the latest report, revenue came in more slowly than anticipated for the third year in a row. As a result, many infrastructure projects for which funds were appropriated in fiscal year 2021 and prior have not received the funds as originally planned. https://sfplanning.org/project/implementing-our-community-plans#monitoring-plan-success
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program	The Planning Department continues to update CEQA review procedures to account for trips generated, including all modes, and corresponding transit and infrastructure demands, with the Goal of replacing LOS with a new metric measuring the total number of new automobile trips generated. The Planning department is currently refining the metric to be consistent with State Guidelines.
96	
Effectiveness	The city adopted updates to its transportation impact fee in 2015 to capture housing impacts. The department replaced LOS with vehicle miles traveled metric in 2016 (first county in California to do so) and comprehensively updated SF transportation impact analysis guidelines in 2019. It provided more certainty to transportation review process, and it aligned transportation review with adopted policy so that projects that reduce vehicle trips are not penalized for their location in a dense, infill location. The results are substantial, as most housing projects that previously required a consultant prepared transportation review no longer such review or the review is focused on issues of city concern.
Appropriateness	Delete. This program has been completed.
Lead Agency	Lead: Planning Department Support: Office of Economic and Workforce Development, San Francisco County Transportation Authority (TA), San Francisco Municipal Transportation Agency, City Attorney's office
Funding Source	Annual work program
Schedule	Complete

Name of Program	Planning should maintain and update as necessary other elements of the City's General Plan.
97	
Effectiveness	The Planning Department is currently updating the Housing Element and is expected to complete the update in 2023. Other element updates currently underway include the Safety and Resilience Element (Summer 2022), Environmental Justice Framework (draft in Winter 2022), and Transportation Element (Winter 2022). An updated Recreation & Open Space plan was released in April 2014, and updated Waterfront Plan was released in 2019.
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program	Planning and the SFMTA continue to coordinate housing development with implementation and the Transit Effectiveness Project (TEP). The TEP adjusts transit routes to increase service, improve reliability, and reduce travel delay to better meet current and project travel patterns throughout the City. The Department in coordination with the SFMTA should provide annual updates on the TEP.
98	
Effectiveness	Muni Forward is SFMTA's ongoing program that implements the findings and recommendations from the Transit Effectiveness Project. The program includes service and capital improvements (e.g., installing bus-only lanes, improving intersection crossings for pedestrian) to make transit more reliable and faster. SFMTA continues to provide Project Updates and Reports on their Muni Forward page: https://www.sfmta.com/projects/muni-forward
Appropriateness	Continue
Lead Agency	San Francisco Municipal Transportation Agency
Funding Source	San Francisco Proposition K funding; outside grants
Schedule	Ongoing

Name of Program 99	Planning and other relevant agencies shall maintain consistency of development fees, while updating such fees through regular indexing according to construction cost index to maintain a correct relationship between development and infrastructure costs. Fees to be updated include the Transportation Impact Development Fee, Area Plan specific impact fees, downtown impact fees, and other citywide impact fees.
Effectiveness	The Planning Department completed an update to the Citywide Infrastructure Nexus Analysis in December 2021. The analysis suggested impact fees for facilities across the city, which mostly exceed the highest previous fees charged at either the citywide or neighborhood level and supports a number of the City's impact fees. The Jobs-Housing Linkage Fee Nexus was updated in 2019 and a fee adjustment followed. The current schedule of fees, updated regularly, is available to the public here: https://sfplanning.org/project/development-impact-fees
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 100	The PUC will continue to ensure charges for system upgrades are equitably established, so that new growth will pay its way for increased demands placed on the system, while all residents pay for general system upgrades and routine and deferred maintenance.
Effectiveness	The SFPUC's rates policy is available here: http://www.sfwater.org/modules/showdocument.aspx?documentid=3236
Appropriateness	Continue
Lead Agency	San Francisco Public Utilities Commission
Funding Source	Not required
Schedule	Ongoing

Name of Program 101	The PUC will continue to implement conservation regulations and incentives such the City's Green Building Ordinance and the Stormwater Design Guidelines.
Effectiveness	The SFPUC's website includes a page devoted to Conservation which includes tips, resources, information about rebates and incentives. http://www.sfwater.org/index.aspx?page=136
Appropriateness	Continue
Lead Agency	San Francisco Public Utilities Commission
Funding Source	Not required
Schedule	Ongoing

Issue 8.

Prioritizing Sustainable Development

OBJECTIVE 13: PRIORITIZE SUSTAINABLE DEVELOPMENT IN PLANNING FOR AND CONSTRUCTING NEW HOUSING.

Policy 13.1 Support “smart” regional growth that locates new housing close to jobs and transit.

Policy 13.2 Work with localities across the region to coordinate the production of affordable housing region wide according to sustainability principles.

Policy 13.3 Promote sustainable land use patterns that integrate housing with transportation in order to increase transit, pedestrian, and bicycle mode share

Policy 13.4 Promote the highest feasible level of “green” development in both private and municipally-supported housing.

Effectiveness of Objective 13: Overview

Objective 13 and its policies are focused on sustainable growth that depends highly on inter-departmental and regional collaboration. San Francisco continues to maintain active participation in local and regional collaborative efforts, such as the Climate Action Plan, Our Child Our Families Council, ConnectSF, and ABAG’s Missing Middle Working Group. As a result of this work, the City now has increased guidance, resources, and incentives to building sustainably; a multi-modal vision and short and long-term plans for sustainably connecting San Franciscans and the region; coordinated plans for creating a family-friendly city; and increased funding opportunities for housing and transportation. San Francisco successfully identified new areas of the city to prioritize for planned growth, increasing the city’s ability to receive regional, state, and federal bonds and grants for planning such areas.

Beyond the key programs included in the 2014 Housing Element, the City has explored other programs to promote resiliency and sustainable development, prioritizing the safety and health of the City’s most vulnerable populations: Sea Level Rise Action Plan (March 2016), Better Roofs ordinance (January 2017), Sustainable Neighborhood Framework (January 2020), Hazards and Climate Resilience Plan (April 2020), Islais Creek Southeast Mobility and Adaptation Strategy (August 2021), and Safety and Resilience Element (updated in 2022).

Below key programs and initiatives are evaluated in terms of their effectiveness in achieving this objective.

Effectiveness of Key Related Programs

Green Building

In 2008 the City adopted a Green Building Ordinance that requires all new residential and commercial construction, as well as renovations to certain buildings, to meet green building standards. The Green Building Code is regularly updated to maintain alignment with the California Green Building Standards Code and to adopt stricter local requirements Electric-Vehicle Ready Ordinance requires new construction and certain major alterations to be "EV Ready", meaning the project must include electric

infrastructure, such as wiring and switchgear, to include sufficient capacity to charge electric vehicles in 20% of off-street spaces constructed for light-duty vehicles.

The City's All-Electric New Construction requirements prohibits gas piping in new construction that applies for building permit after June 1, 2021. This change will likely require additional transformer vaults and other utility infrastructure but also produces houses that do not need gas infrastructure. It is intended to be neutral in cost.

Energy efficiency requires any mixed-fuel new construction that applies for building permit after February 17, 2020, to reduce energy use at least 10% compared to California Building Energy Standards (Title 24 Part 6, 2019). Similar requirements were in place from January 1, 2017, to December 31, 2019, for residential new construction. Each ordinance above was supported by a study by credible experts documenting no net cost impact, and/or utility cost savings greater than marginal cost. Each was accompanied by outreach to affordable housing developers. Prior to adoption the practice imposed by the ordinance was observed to be commonly implemented by several affordable housing developers in recent projects in San Francisco, except for the EV Ready Ordinance.

Effective January 1st, 2017, San Francisco became the first U.S. city to mandate solar and living roofs on most new construction through the Better Roofs program. With the passage of this legislation, between 15 percent and 30 percent of roof space on most new construction projects will incorporate solar, living roofs, or a combination of both.

Non-Potable Water Requirement

In 2021, the Board of Supervisors modified the 2017 non-portable water requirement, adding a considerable constraint on the production of housing. Regulated by the SFPUC, the non-potable water reuse infrastructure requirement affects housing projects that are over 100,000 square feet and requires them to provide their own in-house water treatment and reuse of water from black and gray water sources.

Eco-District

The Central SoMa Area Plan, approved in 2018, includes the City's first Eco-District, an area organized around shared goals and infrastructure. The plan also requires projects that meet certain criteria to build living and solar roofs and living walls. All projects must commit to fulfilling all on-site electricity demands through renewable energy.

SF Climate Action Plan

In the more than two decades since its first environmental plan, the City has adopted progressively more ambitious policies to reduce emissions while simultaneously decoupling emissions from economic growth. Since 1990, San Francisco has reduced 1990-2019 San Francisco trends emissions by 41%, while its population has grown by 22%. The Climate Action Plan continues to support Policies 13.4 and 13.5 of the 2014 Housing Element. The update to the Climate Action Plan, completed in 2021, targets goals for key areas of the city and seeks to mitigate the climate crisis challenges equitably with environmental justice. These actions will not only help to reduce San Francisco's impacts on the environment, but to reduce harm to people and address its consequences:

- Use 100% renewable electricity and phase out all fossil fuels

- Electrify existing buildings
- Invest in public and active transportation projects
- Increase density and mixed land use near transit
- Accelerate adoption of zero emission vehicles and expansion of public charging infrastructure
- Utilize pricing levers to reduce private vehicle use and minimize congestion
- Implement and reform parking management programs
- Increase compact infill housing production near transit
- Reduce food waste and embrace plant-rich diets
- Enhance and maintain San Francisco’s urban forest and open space

Environmental Justice Framework and General Plan Policies

The City began the development of an Environmental Justice Framework in 2020. The City’s environmental justice work will set clear goals and actions to advance health in communities of color and low-income communities that face higher pollution and other health risks. These City commitments will be developed in collaboration with communities and spelled out in an Environmental Justice Framework and related General Plan policies.

Appropriateness of Objective 13

Policies under the Objective continue to be critical to encouraging city and regional collaborative planning for sustainable growth and fostering resilient communities. As climate change continues to threaten San Francisco’s most vulnerable populations, it essential that programs associated with these policies keep racial and social equity at the forefront. To do this, policies related to sustainable and smart growth must prioritize people with highest risk of impact. Consider programs that could prioritize incentives and sustainable and resilient planning for at-risk populations. Planning for sustainable growth must recognize that all communities are not starting from equal ground, many are already in places with higher air, water, or soil risks. Communities of color and low-income communities need repair from past environmental harms along with planning for better outcomes.

Policy 13.1 could be more adapted to recognize that “smart” growth should not only consider jobs and housing, but types of work which may be distributed outside of traditional commercial or industrial buildings or not on predictable daily schedules such as part-time, off-daytime hours, or rotational. Additionally, many people do not work outside of the house or provide other caregiving duties, more commonly responsibilities for women of color and white women, which need to be recognized through proximity, not simply mobility. Placing people near their needs is a way to find disparities and access challenges rather than just planning for the greatest density or most common pathways for trips.

Smart growth should also recognize that development is not inherently an environmental risk or cause damage, especially in an already highly urbanized environment like San Francisco. Planning housing, especially well-built and affordable housing, in places with shared infrastructure and resources reduces impacts to the regional environment or even impacts causing the Climate Crisis.

Knitting neighborhoods together is a very important goal for the emotional and physical health of individuals, their communities, and the use of resources. Land use patterns that integrate services,

housing, open space, transportation, and feel inviting and safe reinforce walking, biking, rolling, and using public transit.

“Green development” can improve the overall impact of development on ecosystems, and it can also help improve the quality of resident outcomes as well. One example is the 100% electric ordinance which not only means more sustainable energy sources that can have less carbon emissions, but studies show that cooking with gas can affect the rates of childhood asthma. These policies are appropriate and important in the development of San Francisco with some reinforcement of who is being served and their needs.

Review of Implementation Programs for Objective 13 from 2014 Housing Element

Name of Program 102	Regional planning entities such as ABAG shall continue to prioritize regional transportation decisions and funding to “smart” local land use policies that link housing, jobs and other land uses, including focusing on VMT reduction. The City shall encourage formalization of state policy that similarly prioritizes transportation and infrastructure dollars transit infrastructure for “smart growth” areas such as San Francisco, rather than geographic allocation.
Effectiveness	In October 2021 Plan Bay Area 2050 was adopted by MTC and ABAG. The Plan includes the region’s Sustainable Communities Strategy and the 2050 Regional Transportation Plan. Regional planning entities MTC and ABAG continue to prioritize regional transportation decisions and funding to “smart” local land use policies that link housing, jobs and other land uses, including focusing on VMT reduction. The City continues to advocate for state policy that prioritizes transportation and infrastructure dollars transit infrastructure for “smart growth” areas such as San Francisco, rather than geographic allocation.
Appropriateness	Continue.
Lead Agency	Association of Bay Area Governments
Funding Source	Proposition 84, other grants
Schedule	Ongoing

Name of Program 103	Plan Bay Area, the nine-county Bay Area’s long-range integrated transportation and land-use housing strategy through 2040, was jointly approved by ABAG and MTC on July 18th, 2013. The Planning Department will continue to coordinate with regional entities for implementation of the Plan
Effectiveness	Throughout 2021 and 2022, the Planning Department has been participating on a Technical Advisory Committee that is advising ABAG/MTC on an update to the Transit Oriented Development policy to implement the land use policies of Plan Bay Area.
Appropriateness	Continue.
Lead Agency	Planning Department
Funding Source	Annual Work Program, with Proposition 84 grants
Schedule	Completed and ongoing

Name of Program 104	The San Francisco County Transportation Authority (SFCTA) was supportive of MAP-21 the latest Federal Transportation Reauthorization Act and continues to play an active role in federal transportation dollars that support transit-oriented development. In March of 2014 the SFCTA lead staff as well as SFCTA commissioners traveled to DC to speak to federal transportation officials about Bay Area transportation priorities. SFCTA will continue to advocate at the federal level for transit-oriented development
Effectiveness	In 2021 the Board of Supervisors designated several additional PDAs, including the Richmond District, Lombard Corridor, and Sunset Corridors PDAs, and expanded several other PDAs. These PDAs were incorporated into Plan Bay Area 2050. The City continues to prioritize planned growth areas such as designated Priority Development Areas (PDAs), Area Plans or Redevelopment Areas for regional, state and federal bond and grants, especially for discretionary funding application processes such as the State’s Prop 1C.
Appropriateness	Continue.
Lead Agency	Mayor’s Office
Funding Source	Not required
Schedule	Completed and ongoing

Name of Program 105	On a local level, the City shall prioritize planned growth areas such as designated Priority Development Areas (PDAs), Area Plans or Redevelopment Areas for regional, state and federal bond and grants, especially for discretionary funding application processes such as the State's Prop 1C.
Effectiveness	Ongoing. The City continues to prioritize planned growth areas such as designated Priority Development Areas (PDAs), Area Plans or Redevelopment Areas for regional, state and federal bond and grants, especially for discretionary funding application processes such as the State's Prop 1C.
Appropriateness	Continue.
Lead Agency	Mayor's Office, Board of Supervisor's
Funding Source	Annual Work Programs
Schedule	Ongoing

Name of Program 106	The San Francisco Transportation Authority shall implement regional traffic solutions that discourage commuting by car, such as congestion pricing, parking pricing by demand, and shall continue to work with the Metropolitan Transportation Commission (MTC) on funding strategies.
Effectiveness	SFCTA continues to develop and adopt a Congestion Management Program to monitor activity on San Francisco's transportation network and adopt plans for mitigating traffic congestion. A report is released every two years for the program. Pricing programs that SFCTA are currently considering to reduce congestion include: Carpool and express lanes on freeways, Downtown congestion pricing, tolls to enter and exit Treasure Island, and reservations and pricing system for the crooked section of Lombard Street.
Appropriateness	Continue .
Lead Agency	San Francisco Transportation Authority
Funding Source	Proposition K Funding; state and Federal grants
Schedule	Ongoing; Geary BRT to being construction TBD, with service potentially beginning in 2015

Name of Program 107	The City shall continue to support efforts to use state or regional funds to give housing subsidies or income tax credits to employees who live close to their workplaces, and shall consider offering housing subsidies or income tax credits to employees who live close to their workplaces.
Effectiveness	<p>The City continues to identify opportunities for workforce housing, particularly for San Francisco's essential workers, such as teachers and first responders. MOHCD's Teacher Next Door program helps SFUSD educators buy their first home in San Francisco. MOHCD also administers a First Responders Downpayment Assistance Loan Program for active members of SFPD, SFFD, or SFSD. The City is also building over 100 affordable rental units at Francis Scott Key Annex specifically for low-, moderate-, and middle-income SFUSD educator households.</p> <p>Applicants who live or work in San Francisco also receive priority in the City's affordable housing lottery.</p>
Appropriateness	Continue. Also acknowledge that while many employers are returning to the office after COVID-19, many have transitioned employees to being fully remote and may no longer see a need to offer incentives for employees to live close to workplaces. Tax credits and housing subsidies should prioritize vulnerable populations and those most at-risk of displacement
Lead Agency	Mayor's Office
Funding Source	Not required
Schedule	Ongoing

<i>Name of Program</i> 108	The City will continue to support transit-related income tax credits to encourage employees to commute to work via transit. The City shall also require master developers to provide transit passes as a condition of approval in major development projects, such as Visitacion Valley, Executive Park and Bayview; and shall explore local requirements that require new developments to provide residents with a MUNI FastPass as part of condominium association benefits to promote local transit use.
<i>Effectiveness</i>	<p>Planning Commission first adopted TDM Program Standards in 2016 to reduce vehicle miles traveled generated by new development projects. Measures to encourage alternative modes of transportation are included on the TDM Menu of Option, including subsidized transit passes, bike share memberships, and car share memberships.</p> <p>The City has required provision of transit passes as a condition of approval in the Treasure Island project, Visitacion Valley/Schlage Lock project, the Executive Park project, the Park Merced project, and the Hunter's Point Shipyard project.</p> <p>The TDM program produces reports regularly: https://sfplanning.org/transportation-demand-management-program#plans-monitoring</p>
<i>Appropriateness</i>	Continue.
<i>Lead Agency</i>	Planning Department
<i>Funding Source</i>	Annual work program
<i>Schedule</i>	Ongoing

<i>Name of Program</i> 109	OEWD will facilitate employer-supported transit and transportation demand management (TDM) programs, including rideshare matching, transit improvements, bicycle and pedestrian facility improvements, parking management and restriction of free parking; and continue to require that employers offer commuter benefits per Section 421 of the Environment Code to encourage employees to use transit or carpool.
<i>Effectiveness</i>	<p>SF Planning continues to facilitate the TDM program. Any Development Project that meets the applicability criteria of Planning Code Section 169.3 shall be subject to TDM program requirements and must submit a TDM program.</p> <p>The TDM program produces reports regularly: https://sfplanning.org/transportation-demand-management-program#plans-monitoring</p>
<i>Appropriateness</i>	Continue.
<i>Lead Agency</i>	Office of Economic and Workforce Development
<i>Funding Source</i>	Not required
<i>Schedule</i>	Ongoing

<i>Name of Program</i>	DBI, Planning, and the Department of Environment shall continue to implement the City's Green Building Ordinance, mandating that newly constructed residential buildings must meet a sliding scale of green building requirements based on the project's size in order to increase energy and water efficiency in new buildings and significant alterations to existing buildings.
110	
<i>Effectiveness</i>	The Municipal Green Building Task Force (MGBTF) advises the Department of the Environment on updates to the San Francisco Environment Code Chapter 7: Green Building Requirements for City Buildings. The Task Force consists of one member of the public appointed by the mayor and a representative with building design, construction, and/or finance experience from many city departments. The MGBTF recently advanced a comprehensive draft of revisions to Chapter 7 for consideration and adoption.
<i>Appropriateness</i>	Continue to participate in the Municipal Green Building Taskforce to advise the SF Department of the Environment on updates to the San Francisco Environment Code.
<i>Lead Agency</i>	Planning Department, Department of Building Inspection, Department of the Environment
<i>Funding Source</i>	Annual work program
<i>Schedule</i>	Ongoing

<i>Name of Program</i>	The City shall continue local and state incentive programs for green upgrades.
111	
<i>Effectiveness</i>	Department of the Environment continues to offer incentives for green upgrades to homes and businesses: https://sfenvironment.org/buildings-environments/green-building/policy-incentives-and-resources/incentives
<i>Appropriateness</i>	Continue.
<i>Lead Agency</i>	Department of Building Inspection, Department of the Environment, San Francisco Public Utilities Commission
<i>Funding Source</i>	Annual work program
<i>Schedule</i>	Ongoing

Housing Needs of Special Populations

Since the 2014 Housing Element, San Francisco has continued to implement programs that better understand and address the housing needs of special populations, including the Language Access Ordinance, preventing loss of housing for protected resident categories, launching a Citywide Cultural Resources Survey, preserve historic resources, and recognizing cultural heritage as important qualities of a neighborhood. Still, housing needs of special populations are not fully met, especially housing affordability, protection from discrimination, tenant and evictions protections, and population-specific design.

The follow is a brief overview of 2014 Housing Element programs addressing the housing needs of special populations and their progress. A detailed description of each program is provided throughout the 2014 Housing Element Evaluation.

Housing for Seniors and People with Disabilities

Existing SRO hotels continue to be preserved through the Residential Hotel Conversion Ordinance, helping prevent the displacement of low-income, elderly, and disabled persons. The City has many programs and policies in place to support housing for seniors and disabilities, including the Community Living Fund, Reasonable Accommodation, and increased options for principally permitting housing for seniors and people with disabilities. These vary from providing funding, offering services, code requirements, enforcement, to regular reporting. Additional measures can be taken to meet the housing needs of seniors and people with disabilities. In addition to housing that is designed to meet specific physical needs, access to on-site services, assistance, and care are equally important. Increasing access and funding to these housing types will be important to addressing the needs of seniors and people with disabilities.

Related Programs:

- Residential Hotel Conversion Ordinance
- Community Living Fund and Community Living Fund Annual Plan
- Implement Planning Code Sections 209.1 and 209.3
- Reasonable Accommodation
- Planning Code amendment to define Homeless Shelters
- Tenants' Rights to Relocation for No-Fault Evictions

Housing for Families with Children

San Francisco has taken steps to better understand the housing needs of families with children and address these needs. City-initiated reports have reinforced this need, especially as the city continues to lose families with children. This has been partially attributed to lack of affordable housing for families, discrimination against households with children, and inadequate design and space. Recent programs,

such as HOME-SF, and amendments to the Planning Code and General Plan require and encourage housing projects to provide the space needed to house families with children. City code also prohibits the housing discrimination against families. In spite of these measures, families with children continue to face barriers related to housing. Beyond the existing measures, San Francisco should focus attention on housing affordability to families, family-friendly design, and services for families to know their rights.

Related programs:

- Housing for Families with Children report
- Amendments to 2014 Housing Element promoting family-friendly housing
- HOME-SF bedroom requirements
- Required minimum dwelling unit mix for residential projects with 10+ units
- Dwelling unit mix requirements
- Enforcement of Police Code Article 1.2
- Enforcement of Housing Code 503(d)

Housing for People Experiencing or At Risk of Homelessness

Since the 2014 Housing Element, San Francisco launched a new agency specifically focused on preventing and ending homelessness for people in the city, the Department of Homelessness and Supportive Housing (HSH). Some of HSH's programs are also specifically dedicated to housing and services for older adults and people with disabilities. HSH focuses work around six core components: Outreach, Temporary Shelter, Coordinated Entry, Problem Solving and Prevention, Housing, and Housing Ladder. Beyond HSH's work, San Francisco voters passed a major ballot measure that provides significant new funding for homelessness and mental health services. These programs demonstrate that San Francisco has invested in and prioritized programs for the housing needs of people experiencing or at risk of homelessness, but the city's economic state continues to put many households at risk and has inequitable impacts on those at higher risk, including formerly incarcerated, American Indian, and Black people. The City needs to continue advancing programs that eliminate homelessness, further prioritizing preventing and eliminating homeless for those highest at risk.

Related Programs:

- HSH core components: Outreach, Temporary Shelter, Coordinated Entry, Problem Solving and Prevention, Housing, and Housing Ladder
- Proposition C

Housing for Extremely Low and Low-Income Households

Many of San Francisco's housing programs are applicable and offered to all income levels, including Extremely Low and Low-Income Households. Some of the ones that are specific to the lowest income levels, include administering Housing Choice Vouchers (HCV), Emergency Rental Assistance, Rental Assistance Demonstration, and Partnership for HOPE-SF. These programs offer subsidies, housing, housing rehabilitation, and services to low-income households. San Franciscans also passed a ballot

measure that allows the City to own, develop, construct, acquire, or rehab low-income rental housing. Extremely low and low-income households still face some of the most challenges with housing affordability. Most of these households are unable to receive HCV due to limited funding for the program, and, if they do have HCV, may face administrative barriers with using them. The City's inclusionary housing units are also often out of reach for extremely low and low-income households. Additional funding and programs should ensure that these households know about resources available to them, and that additional funding and housing is provided to meet these deep levels of affordability.

Related programs:

- Housing Choice Vouchers
- Emergency Rental Assistance
- Proposition K: Affordable Housing Authorization
- Partnership for HOPE-SF
- Rental Assistance Demonstration

Housing for Transgender, Non-Binary/Gender Non-Conforming, and LGBTQ+ People

San Francisco has long strived to provide a home for transgender, non-binary/gender non-conforming, and LGBTQ+ people, who experience some of the highest rates of homelessness in San Francisco. The city has a number of services that offer housing specific to transgender and gender non-conforming youth and adults, including Our Trans Home SF, which offers rental assistance, transitional housing and navigation, and advocacy and provider training. HRC continues to monitor fair housing laws and worked with the SF Sheriff's Department to develop and implement inclusionary housing and programming policies for transgender inmates. Beyond housing itself, the continued development of the LEATHER & LBGTQ+, Transgender, and Castro LGBTQ Cultural Districts leverages City programming aimed to foster cultural safety and stabilize these communities. Housing for transgender, non-binary/gender non-conforming, and LGBTQ+ people can be further supported by increasing affordable housing options, efforts to better understand the particular needs of this population, and designing and providing housing that specifically meets these needs.

Related programs:

- Our Trans Home SF
- HRC support and monitoring of fair housing laws
- Housing and programming for transgender inmates
- Cultural Districts
- Permanent Supportive Housing (including the 2022 Ending Trans Homelessness Initiative)

Housing for Persons with HIV/AIDS

The Mayor's Office of Housing and Community Development (MOHCD) continues fund housing, housing subsidies, and services for people living with HIV/AIDS (PLWHA). The City also has dedicated housing units specifically for PLWHA, which are further dedicated to different needs, including transitional

housing, substance abuse treatment, and residential care facilities. As the housing needs for the PLWHA population continues to change, the City should continue efforts to better understand what these needs are through the HIV/AIDS Housing Five-Year Plan and coordinate an interagency path toward implementation.

Related programs:

- Housing Opportunities for Persons with Aids (HOPWA)
- Plus Housing Programs
- HIV/AIDS Rent Subsidy Program
- HIV/AIDS Housing Five-Year Plan

Appendix G: Glossary

FINAL DRAFT – DECEMBER 2022

Prepared as Part of the San Francisco Planning Department's

Housing Element 2022 Update



San Francisco
Planning

<i>Term</i>	<i>Definition</i>	<i>Link</i>
Accessory Dwelling Units (ADUs)	Housing units added to existing or proposed residential buildings. ADUs are also often called in-law units, granny flats, secondary units, or basement or garage apartments.	http://projects.sfplanning.org/community-stabilization/accessory-dwelling-units.htm
Administrative (or "ministerial") approval	A governmental decision involving little or no personal judgment by the public official; it involves only the use of fixed standards or objective measurements, and the public official cannot use personal, subjective judgment in deciding whether or how the project should be carried out.	
Affirmatively Further Fair Housing (AFFH)	Enacted by AB 686 in 2018, this California law strengthens existing fair housing requirements and protections. AFFH contains requirements state and local governments must follow to ensure inclusive communities, including new requirements for municipal housing element updates.	https://www.hcd.ca.gov/community-development/affh/index.shtml ; https://leginfo.ca.gov/faces/billTextClient.xhtml?bill_id=201720180AB686
All-Home Plan	All Home Plan recommends a proportion of 1-2-4 where for each four units of permanently supportive housing, two shelter beds and interim-housing options are added, along with homelessness prevention services for one individual.	210413_Regional_Action_Plan_Final.pdf (allhomeca.org)
At-risk of becoming unhoused	People with prior experience of homelessness, with involvement with the criminal justice system, extremely-low and very-low income American Indian, Black, and Latinos/es/x, domestic violence victims, those at imminent risk of losing housing (for example with an eviction notice, or subject to landlord harassment).	
Cost burdened	Households that pay more than 30 percent of their income for housing.	
Cross-laminated timber	An engineered wood building material that can be used in walls, roofs or ceilings, may be eco-friendly, and could lower construction cost through decreased lead times.	
Cultural anchors	Businesses, community and cultural centers, and other spaces of cultural importance for communities.	
Cultural Districts	A geographic area or location within San Francisco that embodies a unique cultural heritage. Through a formalized, collaborative partnership between the City and communities, the mandate requires that the City coordinate resources to assist in stabilizing vulnerable communities facing, or at risk of, displacement or gentrification.	http://projects.sfplanning.org/community-stabilization/cultural-districts-initiative.htm
Discriminatory programs	Discriminatory programs by government action affecting housing, including government sanctioned programs, include but are not limited to urban renewal, redlining, segregated public housing, racial covenants, and exclusionary zoning regulations, such as single-family zoning.	
Ellis Act evictions	Evictions for which landlords have the right to evict tenants to remove all the units in the building from the rental market for at least 10 years. Units that have been recovered due to an Ellis Act eviction have restrictions on its future use, including conversions into condos and rentals.	https://projects.sfplanning.org/community-stabilization/rent-stabilization-eviction-protection.htm#:~:text=%28OMI%29.-,Ellis%20Act,evictions,-landlords

Environmental Justice Communities Map	<p>The draft Environmental Justice Communities Map (EJ Communities Map) describes areas of San Francisco that have higher pollution and are predominately low-income. This map is based on CalEnviroScreen, a tool created by CalEPA & OEHHA that maps California communities that are most affected by pollution and other health risks. This draft EJ Communities Map includes additional local data on pollution and demographics. The draft map received public feedback for refinement, through a community engagement process, and is expected to be finalized in Fall 2022, as part of the Environmental Justice Framework. Environmental Justice Communities (EJ Communities) are defined as the census tracts with the top 30% of cumulative environmental and socioeconomic vulnerability across the city.</p>	
Exclusionary zoning practices	<p>Land use regulations that through their design and effect perpetuate racial and social exclusion. Early zoning regulations including single-family zoning often institutionalized racially exclusive practices for real estate profits.</p>	<p>https://belonging.berkeley.edu/root/spaceplace#:~:text=Explicitly%20Racial,Exclusionary%20Zoning,-Many</p>
Five-Minute Network (MUNI)	<p>A conceptual network of high-frequency transit lines, where a substantial investment in on-street improvements would markedly increase the routes' speed and reliability. These improvements include bus-only lanes, traffic signal adjustments, and queue jumps, and can be installed relatively quickly. Lines on the five-minute network include routes in the Rapid Network.</p>	<p>https://connectsf.org/wp-content/uploads/ConnectSF_Transit_Strategy_FINAL-20211209-1.pdf (pg. 24)</p>
Group housing, co-housing, or co-living	<p>Co-housing, group housing, or co-living rooms are a type of housing that may have limited cooking facilities and do not contain a full kitchen in each room. Co-housing may include (but is not limited to) communes, fraternities and sororities, or Residential Hotels.</p>	
High opportunity areas	<p>Areas in every region of the state whose characteristics have been shown by research to support positive economic, educational, and health outcomes for low-income families—particularly long-term outcomes for children. SF Planning used this same index to identify "Well-resourced neighborhoods."</p>	<p>https://www.treasurer.ca.gov/ctcac/opportunity.asp</p>
Housing accelerator fund	<p>This fund offers affordable housing developers lending opportunities to bridge permanent financing programs offered by MOHCD for production and preservation of affordable housing. The speed of execution, flexible terms, and ability to coordinate with public funders helps borrowers acquire sites quickly. It also allowed investors to provide grants, equity-like investments, program-related investments (PRIs), and secured and unsecured debt for funding affordable housing.</p>	<p>https://www.sfhaf.org/</p>
Housing Ladder strategy	<p>A rehousing approach that offers opportunities for residents of Permanent Supportive Housing (PSH) to move from intensive supportive housing to more independent living, thus freeing up their PSH unit for others.</p>	<p>https://hsh.sfgov.org/services/the-homelessness-response-system/housing-ladder/</p>
Inclusionary units	<p>San Francisco requires new residential buildings of 10 or more units to include on-site affordable units (called inclusionary housing). Other options to meet this requirement include the payment of in-lieu fees (that fund 100 percent affordable housing), off-site affordable units, and land dedication.</p>	<p>http://projects.sfplanning.org/community-stabilization/inclusionary-housing.htm</p>

Inventory of rental housing units	A registry of rent controlled units that could provide policy makers and advocacy organizations greater insight into occupancy status, rental rates, or eviction history.	http://projects.sfplanning.org/community-stabilization/rent-stabilization-eviction-protection.htm#C-3
Junior Accessory Dwelling Units (JADUs)	A type of ADU that is generally smaller than average ADUs and shares a restroom and/or kitchen with the main home.	https://projects.sfplanning.org/community-stabilization/accessory-dwelling-units.htm#:~:text=program%20for,junior%20ADUs%2C,that%20home..-However
Mid-rise multifamily buildings	Buildings of 5 to 8 stories	
Modular housing	A type of prefabricated housing, where the pieces of the building are usually built in one place using a factory assembly line, shipped to a construction site, and then assembled. Using this housing production method reduces construction costs through its building process and through decreased lead times.	
Navigation centers	Low-threshold, high-service temporary shelter programs for adults experiencing homelessness in San Francisco. Services include case management, housing navigation, DPH health services, HSA benefits enrollment, SSI advocacy, and harm reduction therapy.	https://hsh.sfgov.org/services/the-homelessness-response-system/shelter/navigation-centers/
No-fault evictions	Evictions that allow landlords to take possession of their property from the tenant and are not due to tenant actions. These evictions include Ellis Act, owner move-in, demolition, capital improvement, substantial rehabilitation, sale of unit converted to condo, and lead paint abatement.	https://projects.sfplanning.org/community-stabilization/rent-stabilization-eviction-protection.htm#:~:text=%27No-fault%27,evictions,-allow
Overcrowding	More than 1 person per room (including living rooms) for overcrowding, and more than 1.5 persons per room for severe overcrowding.	
Owner Move-In (OMI) eviction	Evictions that allow owners to evict the tenant for the owner or their family to live in the unit as their principal place of residence. It is generally restricted to one OMI eviction per building.	https://projects.sfplanning.org/community-stabilization/rent-stabilization-eviction-protection.htm#:~:text=years.-,Owner,evictions,-allow
Payments of relocation assistance	Payments that landlords must provide tenants that are evicted through no-fault evictions. At the time of publication (Jan 2022) payments are set between \$7,200 to \$12,000 per tenant.	https://sfrb.org/sites/default/files/Document/Form/579%20Multilingual%20Relocation%20Payments%2037.9C%2020-21.pdf
Preference programs	Lottery preference programs provide priority for specific housing projects or affordable housing to households qualifying for each program. Having lottery preference improves a household's chances in a housing lottery for affordable housing and gives current and former San Francisco residents a chance to continue living in the City.	http://projects.sfplanning.org/community-stabilization/lottery-preference-programs.htm
Proposition 13	A 1978 ballot measure that reduced property tax rates on homes, businesses and farms, and capped assessed property taxes at 1% for assessed values with no more than 2% annual increase. Prop 13 significantly reduced the tax revenue of local jurisdictions to fund schools, services, and infrastructure.	

Racial and social equity assessment tool	An analysis approach to assessing the potential racial and social equity impacts of a proposed action. This tool is part of San Francisco Planning's Racial and Social Equity Action Plan, which aims to pro-actively advance equity in the Department's internal and external work such as community planning, community engagement, policy/laws development, hiring, and process improvements. At the time of publication (March 2022), this tool is still being developed.	https://sfplanning.org/project/racial-and-social-equity-action-plan#about
Racially restrictive covenants	Throughout the late-nineteenth and mid-twentieth centuries, white property owners and subdivision developers wrote clauses into their property deeds forbidding the resale and sometimes rental of such property to non-whites, particularly African Americans. This approach was endorsed by the federal government and the real estate industry at least through the 1940s, and in many cases was required by banks and other lending institutions.	https://belonging.berkeley.edu/root/sraceplace#:~:text=138-.Racially%20Restrictive,Association%20Bylaws,-Throughout
Rapid Network (MUNI)	<p>The 13 rail and bus lines that account for the majority of Muni's ridership. Before the pandemic, Rapid Network lines were scheduled to operate every 10 minutes or better all day on weekdays.</p> <p>The lines in the Rapid network consist of J Church; KT: K Ingleside; T Third Street; M Ocean View; N Judah; 5 Fulton; 5R Fulton Rapid; 7 Haight/Noriega; 9 San Bruno; 9R San Bruno Rapid; 14 Mission; 14R Mission Rapid; 28 19th Avenue; 28R 19th Avenue Rapid; 38 Geary; and 38R Geary Rapid.</p>	https://connectsf.org/wp-content/uploads/ConnectSF_Transit_Strategy_FINAL-20211209-1.pdf (pg. 24)
Rapid rehousing	A set of interventions that provides people with grants to pay for living expenses like first and last month's rent managed by the SF Department of Homelessness and Supportive Housing.	https://hsh.sfgov.org/services/the-homelessness-response-system/housing/
Redlining	An explicitly discriminatory federal policy that color-coded Black and nearby neighborhoods in red, deeming them "hazardous" to potential mortgage lenders. This systematically denied residents in these neighborhoods loans for homeownership or maintenance, leading to segregation and cycles of disinvestment in primarily Black and other communities of color.	https://www.urbandisplacement.org/about/what-are-gentrification-and-displacement/
Rent control	Rent Ordinance (1979) that restricts annual rent increases, ensures tenants can only be evicted for "just causes," and restricts evictions of tenants occupying a qualifying unit built prior to June 13, 1979. Once tenants vacate the rent-stabilized unit, landlords can raise its rent to market rate (otherwise known as vacancy decontrol).	http://projects.sfplanning.org/community-stabilization/rent-stabilization-eviction-protection.htm
Severely cost-burdened	Households that pay more than 50 percent of their income for housing.	
Short-term rentals	A rental of all or a portion of a home for periods of less than 30 nights (for example, Airbnb rentals).	http://projects.sfplanning.org/community-stabilization/short-term-rental-regulations.htm
Single Room Occupancy (SRO)	A form of housing that serves low-income residents. A typical room in an SRO residential hotel is a single eight (8) x ten (10) foot room with shared toilets, kitchens and showers on each floor.	http://projects.sfplanning.org/community-stabilization/sro-hotel-protections.htm

Small multifamily building	Buildings of 4 or less stories that include between 4 and 19 units	
Small Sites Acquisition	An acquisition and rehabilitation loan program for small multifamily rental buildings to protect and establish long-term affordable housing throughout San Francisco, launched in 2014.	http://projects.sfplanning.org/community-stabilization/small-sites-program.htm
Supportive housing	A type of housing managed by the SF Department of Homelessness and Supportive Housing that offers tenants long-term affordable housing with on-site services, such as case management, mental health services, etc.	https://hsh.sfgov.org/services/the-homelessness-response-system/housing/
Trauma-informed systems (TIS)	The TIS Initiative at the San Francisco Department of Public Health (SFDPH) is an organizational change model to support organizations to respond to and reduce the impact of trauma.	https://www.sfdph.org/dph/comupg/oprograms/TIS/default.asp
Urban renewal	A federally funded program that acquired, razed, and redeveloped areas of cities condemned as "blighted." In practice, redevelopment areas often followed redlining, and property was often taken from people of color by eminent domain for minimal compensation creating massive displacement of those communities.	https://belonging.berkeley.edu/root/spaceplace#:~:text=The%20Beginnings,Suburban%20Revolt
Vulnerable populations	Populations defined by a shared identity or life experiences that society, institutions, and the state marginalize. Vulnerable populations frequently experience barriers to thriving from institutions and systems and report poor life outcomes across some or many variables. SF Planning identified and incorporated vulnerable populations in the identification of Priority Equity Geographies and the prioritization of resources and services in the Housing Element. Populations may include, but are not limited to, people of color, transgender and LGBTQ+ people, youth, seniors, formerly incarcerated people, people with limited English proficiency, low-income households, and people with disabilities.	

2022 UPDATE

Housing Element

AN ELEMENT OF THE
SAN FRANCISCO GENERAL PLAN



San Francisco
Planning

Land Acknowledgement

The San Francisco Planning Department acknowledges that we are on the unceded ancestral homeland of the Ramaytush Ohlone, who are the original inhabitants of the San Francisco Peninsula. As the indigenous stewards of this land and in accordance with their traditions, the Ramaytush Ohlone have never ceded, lost, nor forgotten their responsibilities as the caretakers of this place, as well as for all peoples who reside in their traditional territory. As guests, we recognize that we benefit from living and working on their traditional homeland. We wish to pay our respects by acknowledging the Ancestors, Elders, and Relatives of the Ramaytush Ohlone community and by affirming their sovereign rights as First Peoples.

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Acknowledgements

The Planning Department wishes to acknowledge the many community partners, members of the public, and sister city agencies who contributed their time and knowledge to shape new housing policy that reflects our collective values and vision for San Francisco. Staff were humbled by the energy, resilience, and grace of the community to come together during a global pandemic and engage in respectful dialogue about the complexities of the housing affordability crisis. Our partners were often also frontline service providers in the health crisis and many of the residents who participated were directly impacted by housing and job insecurity, making their contributions even more admirable. It is the Planning Department's hope that the following Housing Element does justice to the insights that were shared and that the policies accurately reflect the paths forward outlined by the community's collective voice.

Housing Element 2022 Update

TABLE OF CONTENTS

Acknowledgements	i
Executive Summary	1
Introduction to the Plan	13
Goals, Objectives, and Policies	16
Overview	16
Goal 1. Recognize the right to housing as a foundation for health, and social and economic well-being	17
Objective 1.A Ensure housing stability and healthy homes	18
Objective 1.B Advance equitable housing access	21
Objective 1.C Eliminate homelessness	25
Goal 2. Repair the harms of racial and ethnic discrimination against American Indian, Black, and other people of color	27
Objective 2.A Make amends and inform reparative actions by telling the truth about discriminatory actions and the resulting harm	29
Objective 2.B Offer reparations for communities directly harmed by discriminatory action and bring back their displaced people	30
Objective 2.C Increase accountability to American Indian, Black and other communities of color	31

Goal 3. Foster racially and socially inclusive neighborhoods through equitable distribution of investment and growth	34
Objective 3.A Build intergenerational wealth for American Indian, Black, and other communities of color	37
Objective 3.B Create a sense of belonging for all communities of color within Well-resourced Neighborhoods through expanded housing choice	39
Objective 3.C Eliminate displacement of vulnerable communities and communities of color	
Goal 4. Provide sufficient housing for existing residents and future generations for a city with diverse cultures, family structures, and abilities	44
Objective 4.A Substantially expand the amount of permanently affordable housing for extremely low- to moderate-income households	46
Objective 4.B Expand small and mid-rise multi-family housing production to serve our workforce, prioritizing middle-income household	50
Objective 4.C Expand and diversify housing types for all	51
Goal 5. Promote neighborhoods that are well-connected, healthy, and rich with community culture	54
Objective 5.A Connect people to jobs and their neighborhood with numerous, equitable, and healthy transportation and mobility options	57
Objective 5.B Advance environmental justice, climate, and community resilience	58
Objective 5.C Elevate expression of cultural identities through the design of active and engaging neighborhood buildings and spaces	63
Policies	66
<hr/>	
Implementing Programs	84
1. Affordable Housing Resources and Equitable Access	86
1.1 Affordable Housing Funding	86
1.2 Affordable Housing Production	88
1.3 Inclusionary Housing	91
1.4 Affordable Housing Preservation	93
1.5 Deep Affordability and Rent Assistance for Lowest Income Renters	94
1.6 Homeownership Support	95
1.7 Eligibility and Access for Affordable Housing	96
2. Stabilizing Tenants and Rental Housing	99
2.1 Eviction Prevention and Anti-displacement	99
2.2 Tenant Protections	100
2.3 Acquisitions and Rehabilitation for Affordability	101
2.4 Preserving Rental Unit Availability	103

3. Preventing and Eliminating Homelessness	106
3.1 Coordinated Entry and Referrals	106
3.2 Problem Solving and Targeted Homelessness Prevention	107
3.3 Temporary Shelter	108
3.4 Supportive Housing	109
4. Centering Equity Communities and Cultural Heritage	111
4.1 Accountability	111
4.2 Community Planning	113
4.3 Access to Economic Opportunity	114
4.4 Cultural Districts	116
4.5 Cultural Heritage and Expression	117
5. Redressing and Preventing Discrimination	119
5.1 Truth-telling and Acknowledging Past Harm	119
5.2 Cultural Investment and Restitution	120
5.3 Fair Housing Compliance and Enforcement	121
5.4 Housing Programs to Redress Harm	122
6. Serving Special Needs Groups	124
6.1 Families with Children	124
6.2 Transgender and LGBTQ+ People	125
6.3 Seniors and People with Disabilities and Chronic Illness	126
7. Expanding Housing Choices	128
7.1 Rezoning Program	128
7.2 Mid-rise and Small Multifamily Buildings	129
7.3 Housing Near Job Centers and Transit	131
7.4 Accessory Dwelling Units (ADUs)	132
8. Reducing Constraints on Housing Development, Maintenance, and Improvement	133
8.1 Cost and Fees	133
8.2 Small Multifamily Financing and Support	136
8.3 Objective Design Standards & Findings	137
8.4 Process and Permit Procedures	138
8.5 Compliance with State Programs and Law	142
8.6 Support for Affordable Housing and Shelters	144
8.7 Facilitating Large Projects	146
8.8 Policy and Practice Review	147

8.9 Policy and Practice Review	147
9. Healthy, Connected, and Resilient Housing and Neighborhoods	149
9.1 Housing Rehabilitation for Health and Safety	149
9.2 Resilient and Healthy Neighborhoods and New Housing	151
9.3 Transportation	153
9.4 Community Services	155
Quantified Objectives	157
Key Constraints Reduction Actions	159
Affirmatively Furthering Fair Housing Actions	163

APPENDICES

Appendix A: Housing Needs Assessment and Assessment of Fair Housing
Appendix B: Site Inventory Analysis and Rezoning Program
Appendix C: Analysis of Governmental and Non-Governmental Constraints on Housing
Appendix D: General Plan Consistency
Appendix E: Public Input Summaries
Appendix F: 2014 Housing Element Evaluation
Appendix G: Glossary

Executive Summary

The Housing Element serves as San Francisco's roadmap for meeting the housing needs of all its residents. It is one component of the city's broader general plan, which also includes other elements on transportation, community safety, and open space. California expects all cities and counties to maintain a current general plan and specifically requires an update their housing element every eight years.

The Housing Element Law mandates that local governments must adopt plans and regulatory systems that provide opportunities for, and do not unduly constrain, private market housing development. As a result, housing policy in California rests largely on the effective implementation of local general plans and, in particular, housing elements. Additionally, the California legislature passed Assembly Bill 686 Affirmatively Furthering Fair Housing (AFFH) in April 2020, a new law which builds upon existing fair housing protections to require housing

elements include policies to combat patterns of segregation to foster more inclusive communities. All housing elements must ultimately be adopted by each municipality's local government and approved by the California Department of Housing and Community Development (HCD).

To fulfill these mandates, the Housing Element 2022 Update (2022 Update) is San Francisco's first housing plan that is centered on racial and social equity. It includes policies and programs that express our city's collective vision and values for the future of housing in San Francisco. The 2022 Update articulates San Francisco's commitment to recognizing housing as a right, increasing housing affordability for low-income households and communities of color, opening small and mid-rise multifamily buildings across all neighborhoods, and connecting housing to neighborhood services like transportation, education, and economic opportunity.

Regulatory Context

California Housing Element Law requires that housing elements accommodate and prepare for the creation of enough housing to meet each region's specific housing target, called its Regional Housing Needs Allocation (RHNA). This target was set by the Association of Bay Area Governments (ABAG), a regional planning agency, and approved by the California Department of Housing and Community Development (HCD) for San Francisco. This assessment is based on San Francisco's unmet housing need at every income level and projected population growth. San Francisco's 2023-2031 RHNA mandates the creation of more than 82,000 units within the city, broken down into targets by income group.

The 2022 Update is both a policy framework and an actionable plan. While this document does not immediately alter land use or housing programs, it facilitates action by identifying priorities for decision makers, guiding resource allocation for

housing programs and services, and defining how and where the city should create new homes for existing and future residents.

This update is the result of a multi-year, cooperative, public, and interagency planning process that began in 2019. As a result, its goals and actions cut across agencies and are consistent with broader goals identified in the San Francisco General Plan. The main portion of the Housing Element contains the Housing Goals, Objectives, and Policies outlining the values and priorities for the 2022 Update, following by the Housing Implementation Plan that details actions to achieve the goals set forth. These goals and actions are supported by public input and data analysis – the Public Input Summary, Housing Needs Assessment and Fair Housing Assessment, Sites Inventory and Rezoning Program, Analysis of Governmental and Non-Governmental Constraints on Housing, General Plan Consistency and 2014 Housing Element Evaluation.

San Francisco 2023-2031 RHNA by Income Group

	<i>Units</i>	<i>Annual Target</i>	<i>Percent of Total</i>
Extremely Low Income ¹	13,981	1,748	17%
Very Low Income	6,886	861	8%
Low Income	12,014	1,502	15%
Moderate Income	13,717	1,715	17%
Above Moderate Income	35,471	4,434	43%
Total RHNA	82,069	10,258	100%

Source: Bay Area Metro. SF Planning.

Racial and Social Equity Context

San Francisco's housing problem is a racial and social equity challenge and an economic problem. Racial disparities are evident in income, housing cost burden, overcrowding, homeownership rates, and homelessness, with American Indian, Black, and other communities of color consistently worse off compared to white households. These severely disparate outcomes are the result of discriminatory policies that the City implemented or supported as well as private regulations and practices over the past decades. The recent COVID pandemic further spotlighted the inequities: the American Indian, Black, Hispanic or Latino(a,e), and Asian population was heavily impacted by the virus with higher infection, hospitalization, and death rates than the citywide averages. Primarily within those communities, essential workers and their families were exposed to the virus at higher rates than office workers who could work from home.

San Francisco's housing challenge is also an economic problem that impacts many residents. The city and the region have enjoyed a rapid and robust economic growth of capital and jobs based on their innovation, professional services, and visitor sectors as well as their diverse culture and natural resources. This strong economy has triggered higher housing needs. Jobs have grown faster than new housing. Wages have become increasingly polarized, with high-wage workers driving housing cost and displacing low-income communities.

Similarly, the housing built statewide hasn't matched the growth in population and workers. This increasingly acute housing shortage has led the State to increase the number of housing units that cities need to consider in their housing plans. San Francisco is now expected to produce over 82,000 units during the period from 2023 to 2031, three times higher than past requirements. More than half of these units should be affordable to very low-, low- or moderate-income households.

Public Input Highlights

SF Planning has engaged in substantial discussions on housing concerns, goals, and actions with constituents that are representative of diverse income levels, age, special needs, housing situations, race and ethnicity, sexual orientation and gender identity, immigration status, household type, and neighborhoods. The engagement process for the 2022 Update incorporates three phases of outreach and engagement, each summarized in a Public Input Summary (Appendix E). After vetting key ideas with the community in Phase I, the project team reviewed draft housing policy and related actions with residents, community and government leaders, and housing experts and advocates in Phase II. During Phase III of outreach and engagement, the project team demonstrated how community input was reflected in revised policy and further refined critical ideas such as the reparative framework for housing. The final phase of engagement allowed for deeper collaboration with key stakeholders to refine the implementation programs and keep them informed about the adoption process. In sum, residents directed the city to:

- Repair past harms of discrimination
- Improve housing services
- Prioritize the most vulnerable
- Eliminate community displacement
- Build accountability to communities
- Support community wealth building.

Outreach occurred in the following timeframes:

May - Dec 2020

Phase I outreach – Vetting Key Ideas with the Community

Apr - Sep 2021

Phase II outreach – Refining Policies Together

Jan - Mar 2022

Phase III outreach – Refining Policies & Verifying Public Input Findings

May - Nov 2022

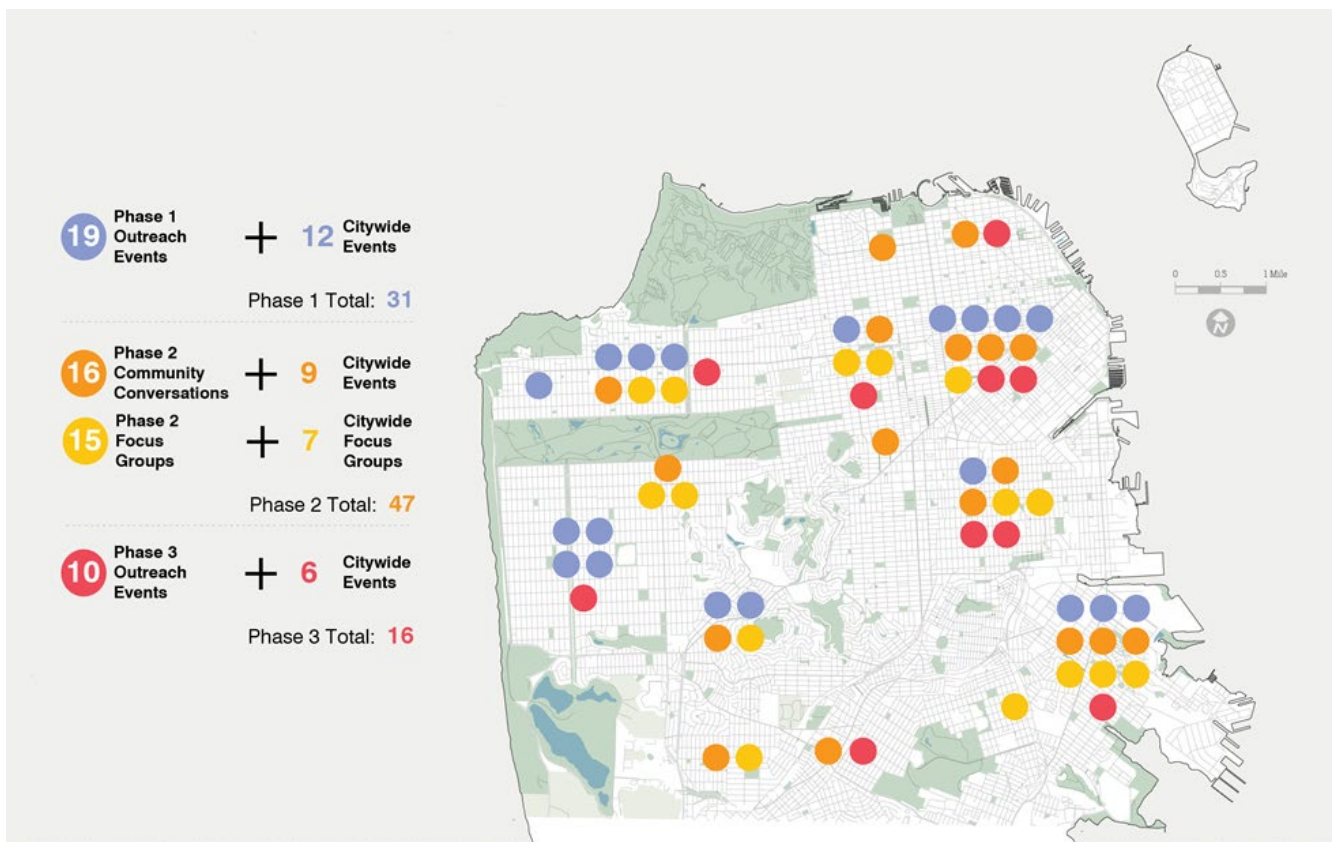
Phase IV outreach – Moving Towards Adoption

- 11 in-language events in Cantonese and Spanish
- 21 community partners
- 2 Housing Policy Group discussion series (12 meetings total), including representatives of 27 organizations
- 4 Planning Commission and 2 Historic Preservation Commission hearings
- 226 respondents through the Digital Participation Platform (DPP), along with informational tools such as policy navigation tools
- 11 Community ambassadors (HEARD)
- A survey administered online and in person, completed by 1,631 respondents

Methods of outreach have included:

- 23 focus groups with vulnerable populations co-hosted or co-facilitated by community-based organizations
- 65+ community hosted community conversations, listening sessions, and presentations

Outreach and Engagement Map and List



Housing Needs Assessment and Assessment of Fair Housing

The Housing Needs Assessment and Assessment of Fair Housing (Appendix A) provides data and analysis to inform policies and objectives for housing in San Francisco. It directly informs the Housing Element 2022 Update by presenting data on the city's residents and existing housing stock to help identify unmet housing need and the needs of vulnerable groups.

For the first time, the State of California requires municipalities to further fair housing when updating their housing elements. State law and guidance defines "affirmatively furthering fair housing" as:

- Taking meaningful actions that address significant disparities in housing needs and in access to opportunity
- Replacing segregated living patterns with truly integrated and balanced living patterns
- Transforming racially and ethnically concentrated areas of poverty into areas of opportunity
- Fostering and maintaining compliance with civil rights and fair housing laws

The Housing Needs Assessment and Assessment of Fair Housing report includes detailed analysis of disproportionate housing needs and unequal access to opportunities. Overall, U.S. Census data reports that while San Francisco's population increased by 10% from 1990-2018, the city lost 5.5% of its American Indian and Alaska Native population over 2014-2019 and 5.7% of its Black or African American population from 1990-2020 as a share of the city's overall population. All racial and ethnic groups of color also report lower median incomes than the white population in San Francisco, with the median Black household making \$34,237 a year and the median American Indian and Alaska Native household making \$55,898. This reflects a growing income inequality

across San Francisco households generally – between 1990 and 2018, the number of households making above 120% AMI and households making below 30% AMI grew while the number of households making 30%-120% AMI between the two ends of the spectrum fell.

The household types and composition that make up the city's population have also changed, with the number of couples growing 51% between 1990-2018 while the number of households with children grew only 1% in that same period. Mirroring overall income inequality trends, couples in San Francisco are more likely to report incomes above 120% AMI while households with children are more likely to report incomes below 120% AMI. San Francisco is also an aging city, reporting higher percentages of residents 45 years and over and lower percentages of residents 44 years and under from 2000 to 2018.

With respect to its housing stock, San Francisco's housing is generally older than housing in the rest of the Bay Area. San Francisco is a renter-majority city, with Pacific Islanders, Latino and Hispanic, Black and African American, and American Indian and Alaska Native populations reporting the highest rates of renting. The majority of renters live in rent-controlled housing concentrated in specific neighborhoods, such as the Mission, Chinatown, Nob Hill, Tenderloin, Marina, and Outer Richmond. Many renters and homeowners, however, report spending over 30% of their incomes on housing costs.

Inequities are also apparent spatially. Low-income households primarily concentrate around downtown and the southern portions of San Francisco. A portion of these low-income households also include people experiencing homelessness, who are also concentrated around downtown and the southeast neighborhoods of Potrero Hill, Bayview-Hunters Point, and the Excelsior. These settlement patterns are mirrored in two other indices - California's State Tax Credit

Allocation Committee (TCAC)'s areas of "high segregation and poverty" on their Opportunity Maps and the Department of Housing and Urban Development's (HUD) Racially and Ethnically Concentrated Areas of Poverty (R/ECAP). These two indices both identify specific census tracts, located around Chinatown, Tenderloin, Fillmore, Bayview, and the Excelsior, as areas of high poverty and segregation.

Conversely, affluence is also concentrated in specific neighborhoods. Racially Concentrated Areas of Affluence, defined by a high proportion of white residents and high median incomes, are primarily concentrated in the northern and central neighborhoods of San Francisco, such as the Marina, Pacific Heights, Russian Hill, Noe Valley, and West Portal. Together, segregated concentrations of poverty and affluence created an unevenly resourced infrastructure and deepen housing challenges for vulnerable communities. As such, racially and socially equitable housing framework must take into consideration these existing inequities.

Sites Inventory and Rezoning Program

According to California Housing Element law, San Francisco must show that it has adequate land zoned to accommodate the entirety of its Regional Housing Needs Allocation (RHNA) for 2023 through 2030 of 82,069 units. The Sites Inventory and Rezoning Program (Appendix B) presents the City's inventory of land suitable for residential development, the methodologies used to identify these sites, and additional methods for satisfying the RHNA allowed by state law including preservation of existing affordable housing and provides an analysis of how the inventory complies with Affirmatively Furthering Fair Housing (AFFH) requirements.

This Sites Inventory estimates that San Francisco is short of sufficient sites to accommodate full

RHNA targets by about 23,000 units under existing land use ordinances. San Francisco is short capacity for about 35,600 units to meet the target of 115% of RHNA encouraged by state law to ensure adequate sites over the 2023-2030 RHNA period.

The Sites Inventory also shows that San Francisco's capacity to accommodate housing falls short of meeting AFFH targets. The number of affordable housing units that can be accommodated on sites in Well-resourced Neighborhoods is substantially less than the 2022 Update's minimum 25% target for building new permanently affordable housing in those areas (Policy 19). Moreover, the capacity is insufficient to meet the Update 2022's goal of substantially increasing mid-rise and multi-family housing types in Well-resourced Neighborhoods (Policy 20).

As a result of the lack of zoned capacity to accommodate the target 115% of RHNA and to meet AFFH, the city will need to rezone to accommodate additional housing. The rezoning will focus on adding low- and moderate-income housing opportunities in Well-resourced Neighborhoods through a variety of approaches including privately funded mixed income development, 100% affordable subsidized housing, small and mid-rise multifamily developments, ADUs, and others.

Analysis of Governmental and Non-Governmental Constraints on Housing

The Analysis of Governmental and Non-Governmental Constraints on Housing (Appendix C) provides an overview and analysis of the public and private factors that impact the production of housing in San Francisco. This analysis is especially important given that public and private actors combined were only able to produce 71% of the 29,011 housing units required for San Francisco's 2015-2023 RHNA.

The analysis of constraints reveals that while there are some cases where one point in the process of improving, maintaining, or constructing housing has a large impact, it is often an accumulation of these uncertainties that create the biggest challenge. The analysis helps the City understand where to reduce constraints so that, little by little, changes in process and requirements will have a cumulative impact and tip projects into feasibility.

Affordable housing projects, especially, face complex development and funding challenges even though there are unique ministerial pathways they may be eligible for. They must provide detailed reporting of their construction and maintenance costs and verify the incomes of their tenants to ensure public accountability. Use of public funds also triggers additional expectations including review, use of long-lasting materials, and size requirements. Affordable housing projects are particularly subject to delays, costly upgrades, and equipment requirements related to utilities. Many projects incur additional expenses for outreach and to respond to both supportive and oppositional audiences.

Small, multi-family housing construction projects also face unique challenges and constraints. Proportionate to their scale and the number of units they deliver, small multi-family projects confront longer entitlement process than large projects. The current landscape of high land value and construction costs couple to create barriers that discourage the average homeowner and developer to pursue this housing type. Small projects in Well-resourced Neighborhoods have historically faced strong neighborhood opposition and have limited paths to build consensus.

Across projects of all sizes and income levels, challenges in the entitlement process result in uncertainty and higher development costs. Uncertainty in the time or even the eventual success of project approval increases financial risks and return expectations for private

investment. The project approval process may be extended by regulatory discretion and community opposition. City-required application, impact, and inclusionary fees and on- and off-site improvements may also contribute to unanticipated development costs.

The lack of affordable housing and displacement in low-income and communities of color can motivate community opposition to many projects. This opposition can take the form of CEQA litigation on individual projects, a tactic used by both advocates demanding greater equity and affordability and groups opposed to a specific project for aesthetic or financial reasons alike. This diverts public and private resources away from structural changes towards equity.

In resolving California's mandates to both affirmatively further fair housing and build more housing units, reducing inequities also reduces constraints on housing production. Making a reliable, implementable system that supports tenants and existing rent-controlled units and identifies community agreements on expected benefits then clears a pathway for new or preserved housing would substantially reduce stress in communities and offer more sites for new housing.

2014 Housing Element Evaluation

As part of the Housing Element update process, California Government Code Sections 65588(a) and (b) require an evaluation of San Francisco's existing Housing Element that was adopted in 2014. The 2014 Housing Element Evaluation (Appendix F) includes an assessment of the appropriateness and effectiveness of the objectives, policies, implementation the programs listed in the 2014 Housing Element. By examining past policies and objectives, as well as evaluating the implementation of programs initiated during the reporting period, the Housing Element can

illustrate the success and redress challenges posed by policies and objectives that may no longer apply to the current context.

San Francisco has met only half of its lower income housing targets over the past eight years. In the last five years, San Francisco more than doubled the annual average of new housing units built compared to prior decades.

The City has also expanded local affordable housing investments. In 2019-2020, local affordable housing funding reached \$500 million, more than four times the \$110 million which had been the average over the previous 15 years. Most recently, voters passed a housing bond, a gross receipts tax, and a real estate transfer tax to fund affordable housing and supportive housing for unhoused residents. The City has also strengthened eviction and tenant protections and preserved the affordability of 563 units across 53 properties through its Small Sites acquisition and rehabilitation program since 2014.

The 2014 Housing Element emphasized on retaining existing units and preserving affordability of rental units. However, the underlying policy direction and implementation emphasized more

on preventing demolition of single-family homes. Policies also considered older ownership units as "naturally affordable," referring to older single-family homes.

The 2014 Housing Element did not emphasize anti-displacement strategies, such as tenant and eviction protections, strongly enough. Home sales prices also indicate that older single-family homes are one of the most expensive and unaffordable homeownership opportunities in the city. Demolition controls to a great extent focused on preventing demolition of single-family homes, regardless of whether or not they were tenant occupied. Restricting the demolition of single-family homes is prohibitive to building small multi-family buildings that could house more of San Francisco's workforce in the same area, especially moderate-income households.

The 2014 Housing Element did direct equitable distribution of growth within the City. Programs such as HOME SF and ADUs were great first steps in advancing this policy directions but more substantial shifts are necessary to ensure that all neighborhoods contribute to addressing our housing needs.

San Francisco Regional Housing Needs Allocation Progress Summary, 2015 - 2021

<i>Household Affordability</i>	<i>Housing Goals</i>	<i>Authorized Units</i>	<i>Deficit</i>	<i>% Progress</i>	<i>Completed Units</i>
Very Low-income (<50% AMI)	6,234	2,688	3,546	43%	2,657
Low-income (50%-80% AMI)	4,639	2,500	2,139	54%	2,317
Moderate Income (80%-120% AMI)	5,460	2,847	2,613	52%	1,817
Above Moderate (> 120% AMI)	12,536	18,826	0	150%	22,220
Total	28,869	26,861	8,298	71%	29,011

*Includes units legalized under Ord. 43-14, and all ADUs.

Source: SF Planning, Authorized Permits

Housing Goals, Objectives, and Policies

The Housing Goals, Objectives, and Policies draws from all analysis reports prepared for the 2022 Update to identify a set of values and priorities to guide housing development over the next eight years – and beyond. These goals were not created in isolation at SF Planning, but a product of collaboration and engagement with San Francisco’s other city agencies, elected officials, community organizations, housing developers, and general public. As stated at the outset of 2022 Update’s development, the goals primarily aim to integrate equitable growth, the redress of harm, and anti-displacement into housing development.

The 2022 Update sets out to:

1. Recognize the right to housing as a foundation for health, and social and economic well-being.

Access to safe and affordable housing is a social determinant of health. Several studies have found that housing instability contributes to children and youth being more vulnerable to mental health problems – including developmental delays, poor cognitive outcomes, and depression - and inferior educational opportunities. This trauma can compound to impact health, education, and employment outcomes that can affect people throughout their lives and their descendants’ lives.

For the first time, San Francisco is formally recognizing the right to housing. By doing this, the City is making a commitment to offer housing solutions that are healthy and dignified to vulnerable households: those who are unhoused, poorly housed, have been subject to discrimination, or are exposed to instability or inequities due to disabilities, disorders, criminal records, traumas, immigration status, tenure, income, sexual orientation, gender identity, or race.

2. Repair the harms of historic racial, ethnic, and social discrimination against American Indian, Black, and other people of color.

San Francisco has a role to play in redressing the compounding effects of racial discrimination against American Indian, Black, and other people of color perpetuated at all levels of government and throughout American society. To advance this transformative work, the City must deepen its understanding of the direct harm that discriminatory housing programs and policies caused to American Indian, Black, Japanese, Filipino, and other communities of color in San Francisco. It must also understand the multiple ways in which broader mechanisms of racial and social discrimination reduce a person’s access to housing, such as job discrimination or racial disparities within the criminal justice system. The City must actively dismantle these discriminatory policies by reallocating resources to increase housing access, financial stability, economic opportunities, and community building investments for these communities. Lastly, the City must remain accountable to these communities and transparent in the processes it undertakes to redress harm.

3. Foster racially and socially inclusive neighborhoods through equitable distribution of investment and growth.

Racial concentrations overlapped with concentration of low-income households are strongly visible in San Francisco (Mission, Fillmore and Bayview, Chinatown, SoMa) indicating segregated living patterns. At the same time, well-resourced neighborhoods with greater access to parks, quality schools, better environmental conditions, and with higher median incomes have experienced the lowest rates of new housing development over the last few decades.

The goal of greater integration, and racially and socially inclusive neighborhoods, relies on building intergenerational wealth within areas with high concentration of American Indian, Black, or other communities of color. This goal requires the City to ensure low-income communities and communities of color can also benefit from investment in housing, including the opportunity to build wealth. The goal also requires the City to open wealthy, white, and well-resourced neighborhoods to all communities of color and low-income households in order provide access to high-quality neighborhood resources that foster positive economic and health outcomes. To prevent further inequities as an unintended impact of investments, targeted anti-displacement investments are needed to stabilize existing racially and socially inclusive communities.

4. Provide sufficient housing for existing residents and future generations for a city with diverse cultures, family structures, and abilities.

San Francisco has been in a state of affordability crisis in the past couple of decades, a crisis felt by low-, moderate-, and, more recently, middle-income households. As the cost of living in San Francisco has ballooned over the years, the city has lost much of the diversity that once defined its identity. The City has been unable to provide the needed housing for the diversity of workers that our economy requires and most importantly the housing for our diverse cultures and communities that define the essential values of San Francisco.

Achieving the goal of providing sufficient housing will require providing an abundance of permanently affordable housing, which requires a substantial increase in public funding. It also means continuing production of market-rate housing for all segments of San

Francisco's workforce. The City's future diversity also relies on ensuring that new housing responds to the needs of a diversity of cultures, incomes, household types and family structures, age, and abilities.

5. Promote neighborhoods that are well-connected, healthy, and rich with community culture.

San Francisco's neighborhoods have unique qualities and histories that enrich their residents and communities, but they also are the result of incremental decision-making and discriminatory practices that have left disparities in public services, resources, and impacts from environmental damage. Government agencies have sometimes organized past public investment around the location of new housing or land-use changes rather than an accounting for equity, which may consider needs, and quality of public investments.

Having a safe, sustainable, nurturing home means more than inhabiting an indoor structure, it must be in and connected to a larger place that fulfills residents' social, cultural, and physical growth. To achieve healthy neighborhoods for housing residents, the City must focus on repairing past harms through environmental justice and equitable mobility strategies to address the disparate outcomes in wealth and health in Priority Equity Geographies while protecting these communities against displacement.

Housing Implementation Program

The 2022 Update is San Francisco's first housing element to include a detailed implementation plan with actions, coordinating agencies, and approximate timelines to achieve the goals set out in its Goals, Objectives, and Policies document.

The Housing Implementation Plan would ensure **housing stability** and eliminate community displacement through policies and actions such as:

- Increasing production of housing for extremely low- and very low-income households
- Elevating rental assistance to prevent evictions, and enhance eligibility to affordable housing
- Measuring benchmarks for involuntary displacement resulting from public and private investments and supporting investments that would offset displacement impacts
- Expanding support for CBOs delivering tenant and eviction protection services, as well as financial education and outreach for accessing affordable rental and homeownership opportunities
- Tailoring zoning changes to the needs of American Indian, Black and other communities of color
- Updating Planning requirements to improve project sponsor engagement with Cultural Districts

The Implementation Plan would work towards **eliminating homelessness** by:

- Increasing investments in permanent supportive housing setting specific targets
- Prioritizing investments for racial and social groups overrepresented amongst our homeless population and those with the highest risks,
- Supporting strategies to house those with lower risks to avoid worsening their situation while waiting for housing and services.

The Implementation Plan begins the process of **redressing harm** committed against American Indian, Black, Japanese, Filipino, and other communities, groups directly harmed by past discriminatory government actions including redlining, Redevelopment and Urban Renewal, the

Indian Relocation Act or WWII Japanese incarceration, through:

- Homeownership opportunities that would support intergenerational wealth building and improved access to affordable rental and ownership opportunities
- Investing in cultural anchors and expand access to land and spaces that hold cultural importance
- Improving access to well paid jobs and business development through job training and business ownership assistance

The plan would direct the city to more strongly move towards equitable distribution of growth, focusing on **small and mid-rise multi-family buildings**, through:

- Supporting small- and mid-rise buildings by increased development capacity (heights or density) within well-resourced neighborhoods along transit corridors, or within low-density neighborhoods
- Streamlining approval of small and mid-rise buildings where community benefits are in place such as serving moderate-income households, and community benefit uses on the ground floors.
- Providing technical assistance and financing programs especially for low-income homeowners through new programs
- Build between 25% and 50% of the City's new permanently affordable housing within Well-resourced Neighborhoods within the next two RHNA cycles

Why the Housing Element Matters

Over the past decade, San Francisco has been implementing new housing programs and adding new resources. The city has been increasing rent subsidies, retaining affordable units, building more housing. But the severity of the housing challenges is demanding additional efforts.

Dismantling the underlying inequities requires substantial changes in our policies, programs, and investments as stated in the Planning Equity Resolution and Office of Racial Equity goals. Thus, the Housing Element 2022 Update is proposed as San Francisco's first housing plan that centers in racial and social equity. We can overcome our history and build a more affordable, resilient, and just city, but we must make real changes. These changes will require hard work and investments. They will take time and impact many parts of the city. But they will work. We can leave our grandchildren a better city than the one we inherited.

Introduction

Purpose

The Housing Element serves as San Francisco's roadmap for meeting the housing needs of all its residents. It is one component of the city's broader general plan, which also includes other elements on transportation, community safety, and open space. California expects all cities and counties to maintain a current general plan and specifically requires an update their housing element every eight years.

The Housing Element Law mandates that local governments must adopt plans and regulatory systems that provide opportunities for, and do not unduly constrain, private market housing development. As a result, housing policy in California rests largely on the effective implementation of local general plans and, in particular, housing elements. Additionally, the California legislature passed Assembly Bill 686 Affirmatively Furthering Fair Housing (AFFH) in April 2020, a new law which builds upon existing fair housing protections to require housing elements include policies to combat patterns of segregation to foster more inclusive communities. All housing elements must ultimately be adopted by each municipality's local government and approved by the California Department of Housing and Community Development (HCD).

To fulfill these mandates, the Housing Element 2022 Update (2022 Update) is San Francisco's first housing plan that is centered on racial and social equity. It includes policies and programs that express our city's collective vision and values for the future of housing in San Francisco. The 2022 Update articulates San Francisco's commitment to recognizing housing as a right, increasing housing affordability for low-income households and communities of color, opening small and mid-rise multifamily buildings across all neighborhoods, and connecting housing to neighborhood services like transportation, education, and economic opportunity.

Regional Housing Needs Allocation

California Housing Element Law requires that housing elements accommodate and prepare for the creation of enough housing to meet each region's specific housing target, called its Regional Housing Needs Allocation (RHNA). This target was set by the Association of Bay Area Governments (ABAG), a regional planning agency, and approved by the California Department of Housing and Community Development (HCD) for San Francisco. This assessment is based on San Francisco's unmet housing need at every income level and projected population growth. San Francisco's 2023-2031 RHNA mandates the creation of more than 82,000 units within the city, broken down into targets by income group.

San Francisco 2023–2031 RHNA by Income Group

	<i>Units</i>	<i>Annual Target</i>	<i>Percent of Total</i>
Extremely Low Income ¹	13,981	1,748	17%
Very Low Income	6,886	861	8%
Low Income	12,014	1,502	15%
Moderate Income	13,717	1,715	17%
Above Moderate Income	35,471	4,434	43%
Total RHNA	82,069	10,258	100%

Source: Bay Area Metro. SF Planning.

The 2022 Update is both a policy framework and an actionable plan. While this document does not immediately alter land use or housing programs, it facilitates action by identifying priorities for decision makers, guiding resource allocation for housing programs and services, and defining how and where the city should create new homes for existing and future residents.

The main portion of the Housing Element contains the Housing Goals, Objectives, and Policies outlining the values and priorities for the 2022 Update, following by the Housing Implementation Plan that details actions to achieve the goals set forth. These goals and actions are supported by public input and analysis attached in the appendices – the Public Input Summary, Housing Needs Assessment and Fair Housing Assessment, Sites Inventory and Rezoning Program, Analysis of Governmental and Non-Governmental Constraints on Housing, General Plan Consistency, and 2014 Housing Element Evaluation.

Approach

This update is the result of a multi-year, cooperative, public, and interagency planning process that began in 2019. As a result, its goals and actions cut across agencies and are consistent with broader goals identified in the San Francisco General Plan. The drafting of 2022 Update relied extensively on outreach and engagement to communities historically underrepresented including low-income communities of color and vulnerable groups. Three phases of outreach and engagement, over the course of two years, inform the 2022 Update. For the first time at this scale, the Department funded and supported focus groups led or co-hosted by community-based organizations representing American Indian, Black, Latino, Chinese, Japanese, Filipino, low- and moderate-income households, seniors, people with disabilities, LGBTQ+ and transgender, and homeless advocates. Outreach and engagement also included housing policy experts, advocates, affordable housing developers, labor organizations, architects, and developers.

Reader's Guide

The housing element is organized as follows:

- *Goal* and underlying *Objectives* listed with brief framework narratives
- *Policies* listed with corresponding *Objectives* and related programs
- *Implementing Programs* listed with related *Policies*, responsible agencies, and timeframe for action
- *Quantified Objectives Table* listed with expected number of housing units or people served for each *Implementing Program*
- *Affirmatively Furthering Fair Housing (AFFH) Actions Table* listed with metrics for monitoring progress

Census data cited in the goal and objective narratives have been updated since its last release in January 2022. This new data reflects population definitions based on conversations with the American Indian community. Data from other sources, such as the Mayor's Office of Housing and Community Development and Department of Homelessness and Supportive Housing, however, were not able to be updated along this new definition.

Technical supporting analyses and public input summaries are organized in the appendices.

A glossary of terms is provided in Appendix G at the end of this document as a reference.

The following is a list of acronyms used to identify the agencies responsible for each Housing Element action:

APD	Adult Probation Department
ARTS	Arts Commission
BOS	Board of Supervisors

DAS	Department of Disability and Aging Services
DBI	Department of Building Inspection
DOE	Department of the Environment
DPH	Department of Public Health
DPW	Department of Public Works
DSW	Department on Status of Women
DCYF	Department of Children, Youth and Their Families
HSA	Human Services Agency
HRC	Human Rights Commission
HSB	Department of Homelessness and Supportive Housing
LIB	San Francisco Public Library
Mayor	Mayor's Office
MOD	Mayor's Office on Disability
MOHCD	Mayor's Office of Housing and Community Development
OCII	Office of Community Investment and Infrastructure
OEWD	Office of Economic and Workforce Development
ORE	Office of Racial Equity
ORCP	Office of Resilience and Capital Planning
OSB	Office of Small Business
Planning	San Francisco Planning Department
SF Port	Port of San Francisco
SFCTA	San Francisco County Transportation Authority
SFFD	Fire Department
SFHA	San Francisco Housing Authority
SFMTA	San Francisco Municipal Transportation Agency
SFPUC	San Francisco Public Utilities Commission
SFRPD	San Francisco Recreation and Parks Department

Goals, Objectives, and Policies

Overview

1. Recognize the right to housing as a foundation for health, and social and economic well-being.
 - a. Ensure housing stability and healthy homes. *(Policies 1, 2, 3, 9, 39)*
 - b. Advance equitable housing access. *(Policies 1, 2, 3, 5, 6, 7, 9, 27)*
 - c. Eliminate homelessness. *(Policies 8, 9, 22)*
2. Repair the harms of historic racial, ethnic, and social discrimination against American Indian, Black, and other people of color.
 - a. Make amends through truth-telling of the historic harms. *(Policy 10)*
 - b. Offer reparations for communities directly harmed by past discriminatory government action¹ and bring back their displaced people. *(Policies 11, 12)*
 - c. Increase accountability to American Indian, Black, and other communities of color. *(Policies 2, 13, 14, 18, 21, 29)*
3. Foster racially and socially inclusive neighborhoods through equitable distribution of investment and growth.
 - a. Build intergenerational wealth for American Indian, Black, and other communities of color.² *(Policies 5, 11, 12, 15, 16, 17, 18, 38)*
 - b. Create a sense of belonging for all communities of color within [Well-resourced neighborhoods](#)³ through expanded housing choice. *(Policies 19, 20, 31)*
 - c. Eliminate community displacement within [areas vulnerable to displacement](#).⁴ *(Policies 1, 3, 11, 18, 21, 29)*
4. Provide sufficient housing for existing residents and future generations for a city with diverse cultures, family structures, and abilities.
 - a. Substantially expand the amount of permanently affordable housing for extremely low- to moderate-income households. *(Policies 3, 8, 15, 19, 22, 23, 24, 26, 27, 28, 29, 30)*
 - b. Expand small and mid-rise multi-family housing production to serve our workforce, prioritizing middle-income households. *(Policies 4, 20, 25, 26, 27, 28, 29, 30, 31)*
 - c. Diversify housing types for all cultures, family structures, and abilities. *(Policies 7, 32, 33, 34, 35, 36)*
5. Promote neighborhoods that are well-connected, healthy, and rich with community culture.
 - a. Connect people to jobs and their neighborhood with numerous, equitable, and healthy transportation and mobility options. *(Policies 17, 37, 38)*
 - b. Advance environmental justice, climate, and community resilience. *(Policies 38, 39, 40)*
 - c. Elevate expression of cultural identities through the design of active and engaging neighborhood buildings and spaces. *(Policies 12, 37, 41, 42)*

1 Discriminatory programs led or sanctioned by government action, include but are not limited to urban renewal, redlining, segregated public housing, racial covenants, and exclusionary zoning regulations, such as single-family zoning and communities directly harmed include American Indian, Black, Japanese, Filipino, and other communities.

2 For the purpose of the Housing Element these communities are defined as [Priority Equity Geographies](#) that are identified and updated by [Department of Public Health's Community's Health Needs Assessment as Areas of Vulnerability](#).

3 These areas are identified under [California Housing and Community Development Opportunity Area Maps](#), as high and highest resource.

4 Areas identified in the [Urban Displacement Project's displacement and gentrification analysis](#) as vulnerable or undergoing displacement or gentrification. This analysis is undergoing an update and a new version will be released early 2022, which will inform changes to the definition used under this objective.

Goal 1.

Recognize the right to housing as a foundation for health, and social and economic well-being.

Challenge - Access to safe and affordable housing is a social determinant of health. Several studies have found that housing instability contributes to children and youth being more vulnerable to mental health problems – including developmental delays, poor cognitive outcomes,⁵ and depression⁶ - and inferior educational opportunities.⁷ This trauma can compound to impact health, education, and employment outcomes that can affect people throughout their lives and their descendants' lives. The racial and social disparities associated with housing instability are well documented and include rent burden (paying more than 30% of their income on rent), homelessness, overcrowded living (more than one person per room, including the living room), and health conditions (see Figure 1).

The COVID-19 pandemic further exposed longstanding racial disparities. Communities of color have endured higher infection and death rates partially due to poor living conditions (such as overcrowding) and poor health conditions.

Path Forward - The United Nations (UN) defines the right to adequate housing as “the right to live somewhere in security, peace and dignity.” The UN sees the right to adequate housing as enacting policies, strategies, and programs that “are needed to prevent homelessness, prohibit forced evictions, address discrimination, focus on the most vulnerable and marginalized groups, ensure security of tenure to all, and guarantee that everyone’s housing is adequate.”⁸ For the first time, San Francisco is formally recognizing the right to housing. By doing this, the City is making a commitment to offer housing solutions that are healthy and dignified to vulnerable households: those who are unhoused, poorly housed, have been subject to discrimination, or are exposed to instability or inequities due to disabilities, disorders, criminal records, traumas, immigration status, tenure, income, sexual orientation, gender identity, or race.

In response to the current COVID-19 health crisis, the City prioritized housing and shelter for our unhoused populations embracing the connection between housing and health. A commitment to the right to housing will direct the City to scale up its resources in the long-term to offer these equitable outcomes through series of investments and prioritizations. Achieving this goal will mean eliminating

5 Coley, R. L., Leventhal, T., Lynch, A. D., & Kull, M. (2013). Relations between housing characteristics and the well-being of low-income children and adolescents. *Developmental psychology*, 49(9), 1775.

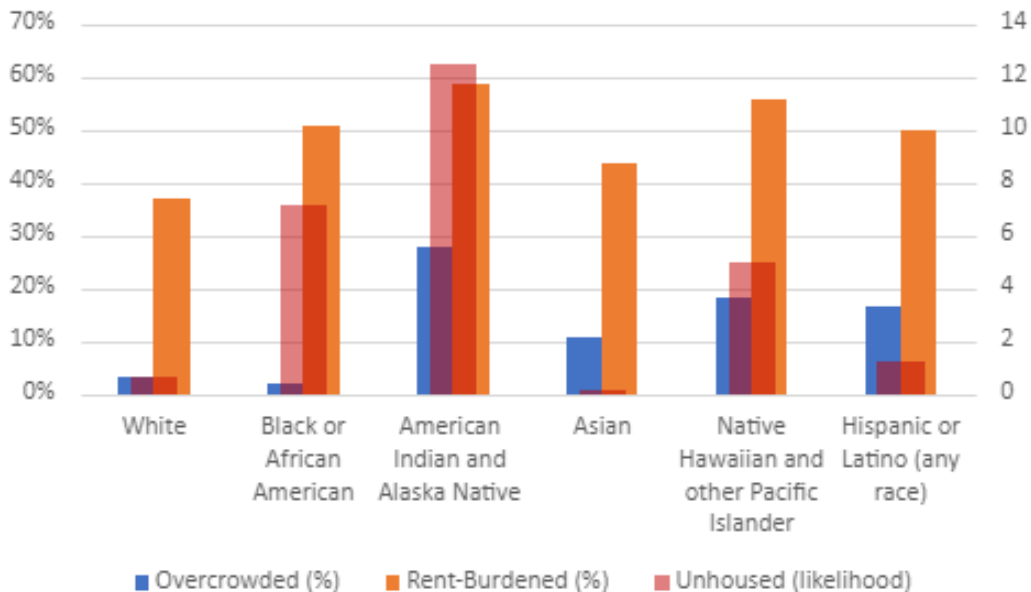
6 Hatem, C., Lee, C. Y., Zhao, X., Reesor-Oyer, L., Lopez, T., & Hernandez, D. C. (2020). Food insecurity and housing instability during early childhood as predictors of adolescent mental health. *Journal of Family Psychology*, 34(6), 721.

7 Ziol-Guest, K. M., & McKenna, C. C. (2014). Early childhood housing instability and school readiness. *Child development*, 85(1), 103-113.

8 Office of the United Nations High Commissioner for Human Rights, The right to adequate housing - Fact Sheet No. 21/Rev. 1 (2009). Geneva; United Nations. https://www.ohchr.org/documents/publications/fs21_rev_1_housing_en.pdf

homelessness, ensuring housing stability and reversing inequities in housing access for those who are vulnerable.

Figure 1. Overcrowding, Housing Rent Burden, and Homelessness by Race (San Francisco)



Source: ACS 2019 1-year Estimates; 2019 San Francisco Point-In-Time Homeless Count and Survey Report, Department of Homeless and Supportive Housing.

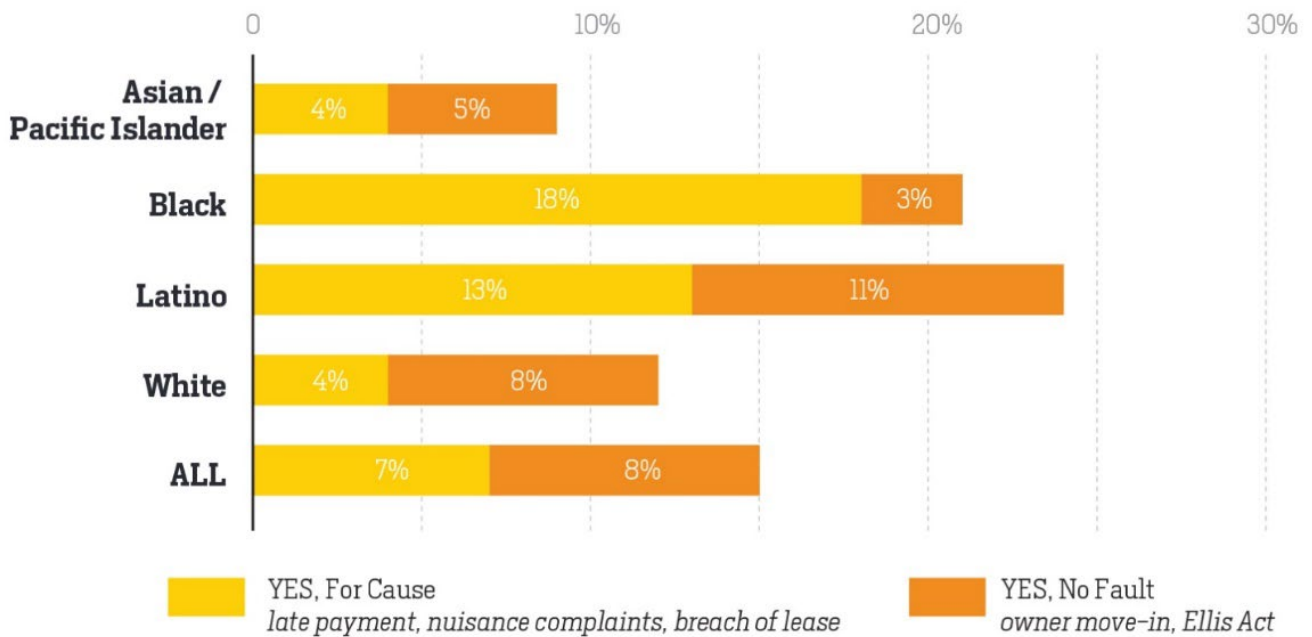
OBJECTIVE 1.A

ENSURE HOUSING STABILITY AND HEALTHY HOMES

Challenge - Around two thirds of San Francisco's households are renters. The majority of San Francisco's rental housing stock is subject to the [Rent Control Ordinance](#), which limits annual rent increases and includes eviction protections. Rent control, however, has been critical but insufficient to fully protect low-and moderate-income residents, as well as American Indian, Black, and other people of color from being at risk of eviction or displacement (see Figure 2). Evictions and displacement increased during recent economic booms during which time rental prices in San Francisco rose to among the highest in the country. The increase in rental prices far outpaced wage growth for low- and moderate-income renters. Now over 80% of very low-income renter households in San Francisco are rent burdened (paying more than 30% of their income on rent). More low- and moderate-income renters are severely cost burdened (paying more than 50% of their income on rent) today compared to 1990 (see Figure 3). Over the past two decades, the city has more households in the low-income category than any other income group (see Figure 4). A survey of around 3,200 renters indicated that about one third would have no housing choice if displaced from their current residence, and another third would have to leave San Francisco to find housing (see Figure 5).

Path Forward - Recognizing a right to housing must start ensuring housing stability for tenants, especially those with limited housing choices and who experience racial and social disparities. San Francisco will expand investment in rental assistance programs as a strong form of protection against housing instability, especially for low-income tenants. These programs have proven critical in preventing evictions during the recent pandemic and have received increased funding at the federal level. San Francisco continues to maintain some of the strongest eviction protections in the region and the country. For effective implementation of these protections, San Francisco passed an ordinance to create a new [rental housing inventory](#). Implementing this inventory will allow proactive enforcement and monitoring of our already strong protection measures, such as regulations controlling [Owner Move-Ins](#) or [Ellis Act Evictions](#). Full implementation will also inform a series of new improvements to these protections. The City will also focus on minimizing the abuse of temporary and nuisance related evictions. Ensuring housing stability also relies on preserving affordability of existing units with deed restrictions. The City's acquisition and rehabilitation programs have been in effect in the past decade and will need to be revamped to ensure the investments are effective and reach those who have been underserved. A renewed interest and focus on co-operative housing will offer expanded opportunities, whether through protections of existing cooperative housing or creating new shared equity and cooperative ownership models.

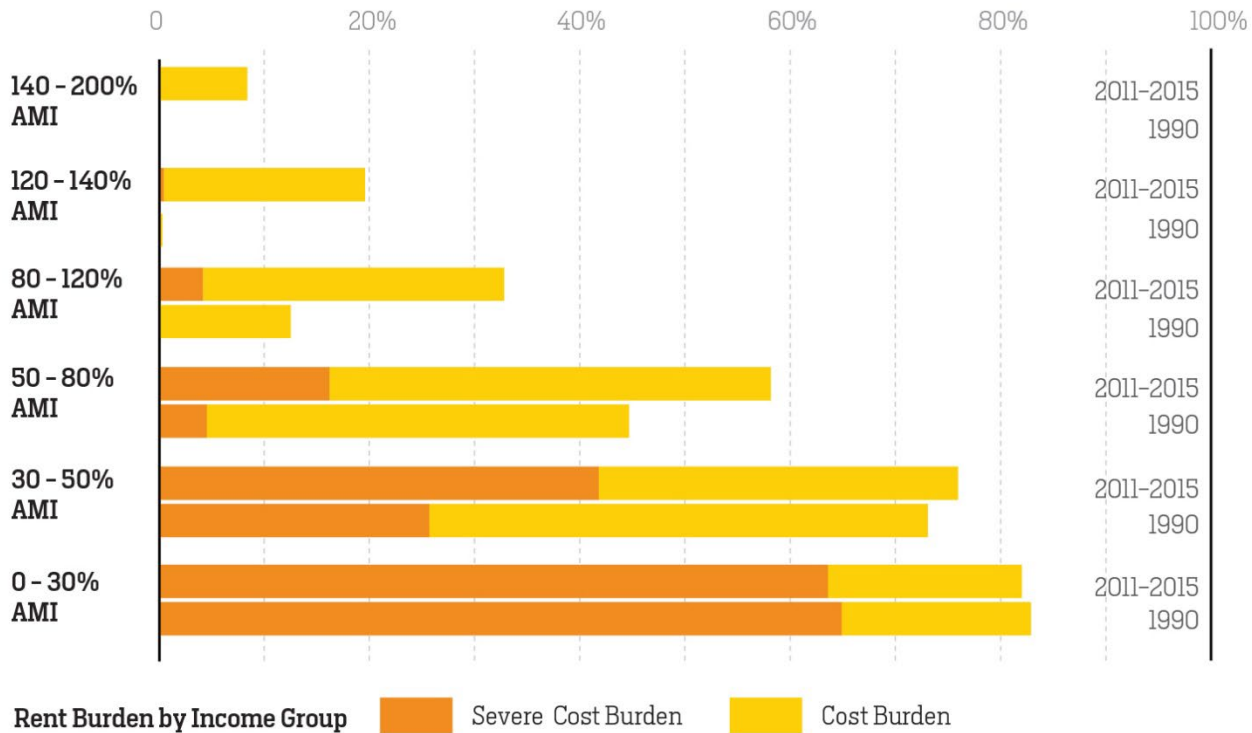
Figure 2. Percentage of the 2018 San Francisco Housing Survey respondents who reported being threatened with an eviction in the previous 5 years by race.



Source: San Francisco Housing Needs and Trends Report; San Francisco Planning Department 2018 Housing Survey.

Figure 3. Percentage of San Francisco households that were rent burdened* by income group (1990 vs 2015).

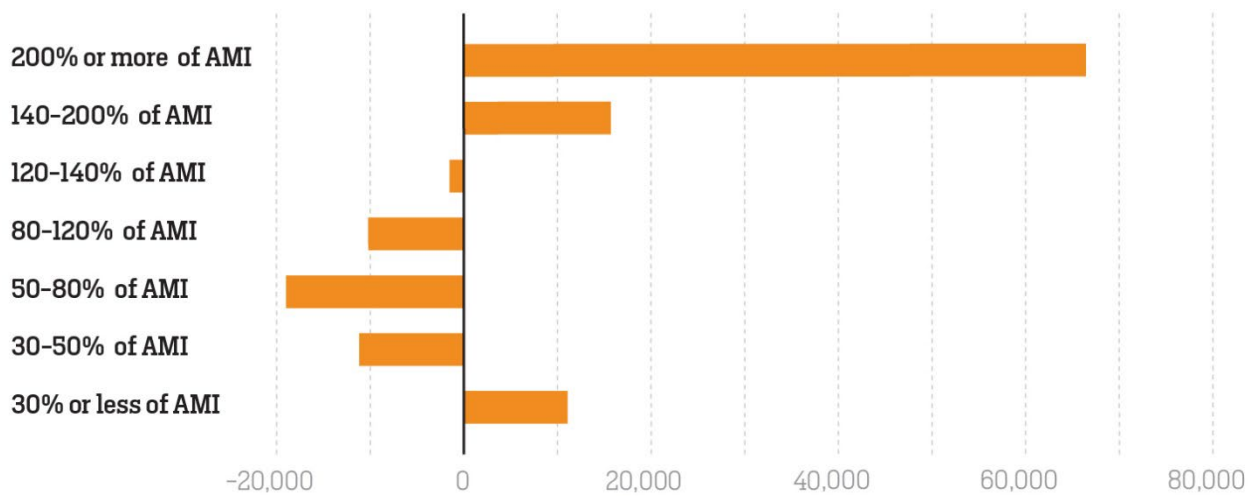
*Rent burden means paying between 30% and 50% of the household's income in rent; severe cost burden means paying more than 50% of the household's income in rent.



Source: San Francisco Housing Needs and Trends Report; 1990 Decennial Census (IPUMS-USA); ACS 2015 5-year Estimates IPUMS-USA).

Figure 4. Change in the number of households by household income group from 1990 to 2015.

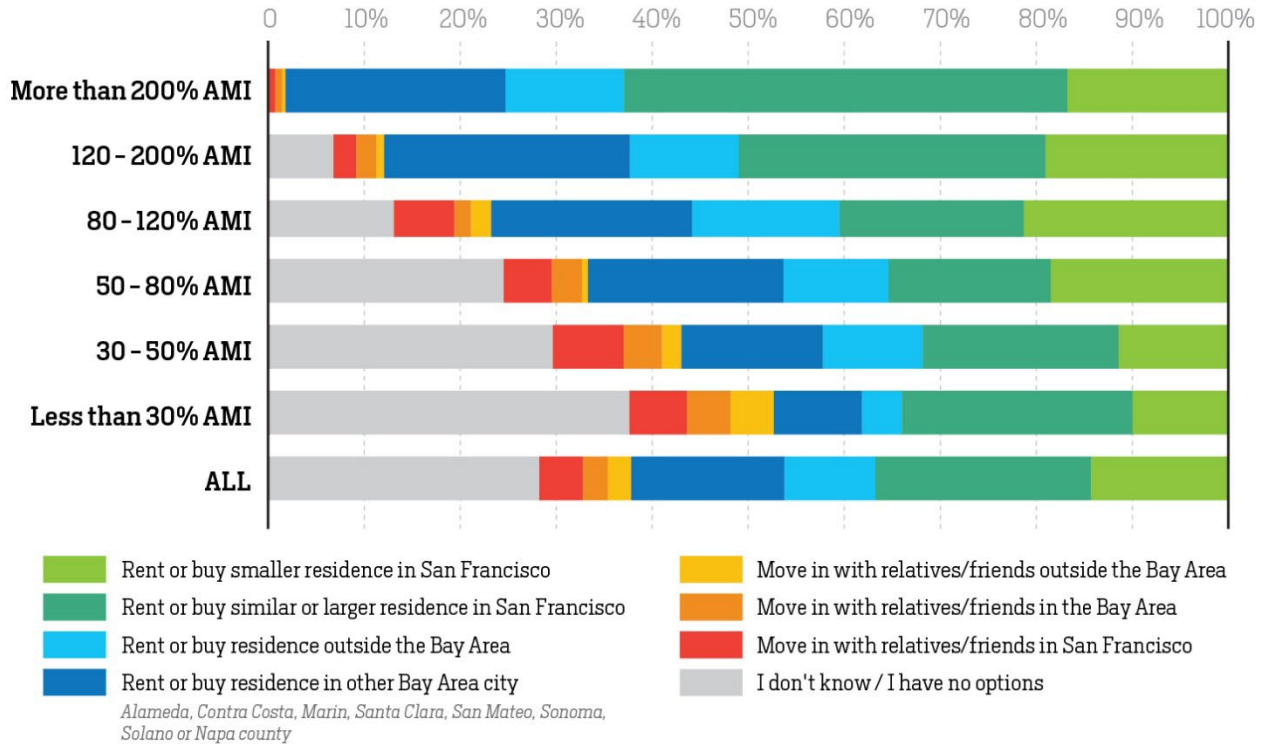
Area median income (AMI) is a normalized measure of income in a geography. 100% AMI is the median income for SF.



Source: San Francisco Housing Needs and Trends Report; 1990 Decennial Census (IPUMS-USA); ACS 2015 5-year Estimates IPUMS-USA).

Figure 5. Housing choices for 2018 San Francisco Housing Survey respondents if forced out of their current residence by income group.

Area median income (AMI) is a normalized measure of income in a geography. 100% AMI is the median income for SF.



Source: San Francisco Housing Needs and Trends Report; San Francisco Planning Department 2018 Housing Survey.

OBJECTIVE 1.B
ADVANCE EQUITABLE HOUSING ACCESS

Challenge - Federal fair housing laws prohibit discrimination based on race, ability, sexual orientation, gender identity, and household type. Despite these laws, racial and social disparities in housing access are stark. A major hurdle to housing equity is housing cost. More than half of Black households are rent burdened (paying more than 30% of their income on rent), and households of color overall are more likely to be rent burdened compared to white households (see Figure 6). The American Indian population is 17 times more likely to be homeless compared to their share of population, and Black households are seven times more likely (see Figure 7). The transgender and gender non-conforming (TGNC) community in San Francisco faces specific, heightened, and disproportionate challenges in accessing fair housing opportunities. Half of respondents to the US Transgender Survey report having experienced homelessness in their lifetime, and approximately fifty percent (50%) of transitional aged youth experiencing homelessness in the 2019 point in time count identified as LGBTQ+. Seventy percent

(70%) of transgender people living in shelters nationally have reported being harassed,⁹ contributing to the 24% of homeless transgender people in California that have reported avoiding in staying in a shelter for fear of mistreatment.¹⁰ Seniors and transitional aged youth (between the ages of 18 to 24) collectively made up more than half of the homeless population in 2019 (see Figure 8). Seventy-four percent (74%) of respondents of the 2019 Point-In-Time Homeless Count and Survey¹¹ reported living with chronic physical illnesses, physical disabilities, chronic substance use, and severe mental health conditions (see Figure 9). Amongst tenants, renters of color continue to be disproportionately affected by evictions in San Francisco. In a survey of around 3,200 renters, 24% of Latino/e/x renters and 21% of Black renters reported being threatened with eviction as opposed to only 9% of white renters (see Figure 2). While Black, American Indian, and other people of color would most benefit from greater affordable housing access, federal regulations, and California Proposition 209, which bans institutions from affirmative action based on race, sex, or ethnicity, pose a challenge to the City to implement preference programs for the communities of color most affected by homelessness, eviction and displacement, such as the American Indian, Black, and Latino(a,e) communities.

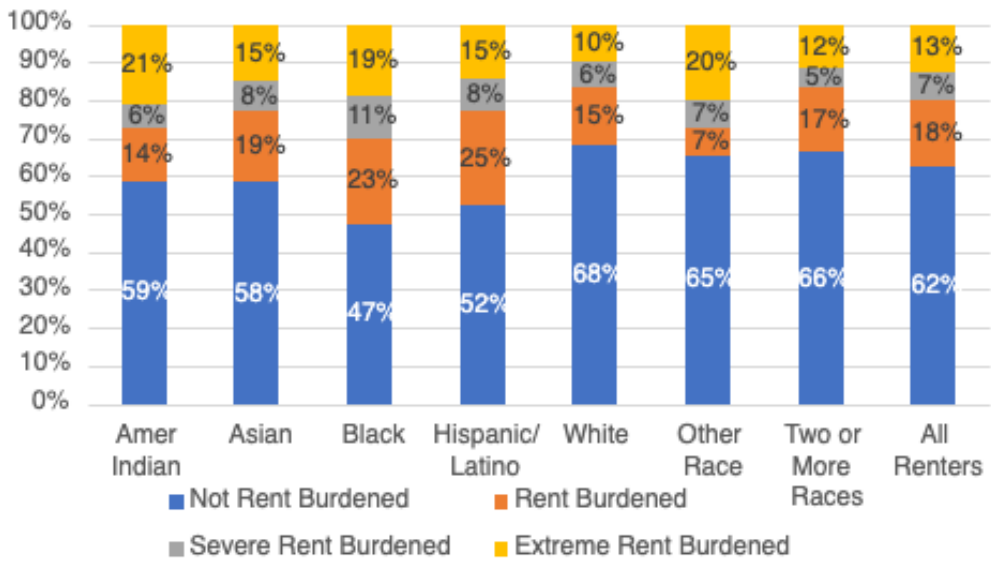
Path Forward - San Francisco has adopted various strategies including [programs](#) designed to ensure access for historically disadvantaged or currently vulnerable households in awarding below market rate units. These programs include the Displaced Tenant Housing Preference Program, Neighborhood Preference Program, and the Certificate of Preference Program. To effectively advance equity, the City will revise existing and implement other programs to improve access to permanently affordable housing for underserved racial and social groups. The City will identify clearer strategies to remove barriers to housing access for transgender, LGBTQ+, seniors, people with disabilities, formerly incarcerated individuals, and other specific vulnerable populations, to inform and strengthen current and new programs.

9 National Center for Transgender Equality (2016). 2015 US Transgender Survey: Executive Summary. Washington, DC. Accessible at: <http://www.transequality.org/sites/default/files/docs/USTS-Executive-Summary-FINAL.PDF>

10 National Center for Transgender Equality (2017). 2015 US Transgender Survey: California State Report. Washington, DC. Accessible at: <http://www.transequality.org/sites/default/files/docs/usts/USTSCAStateReport%281017%29.pdf>

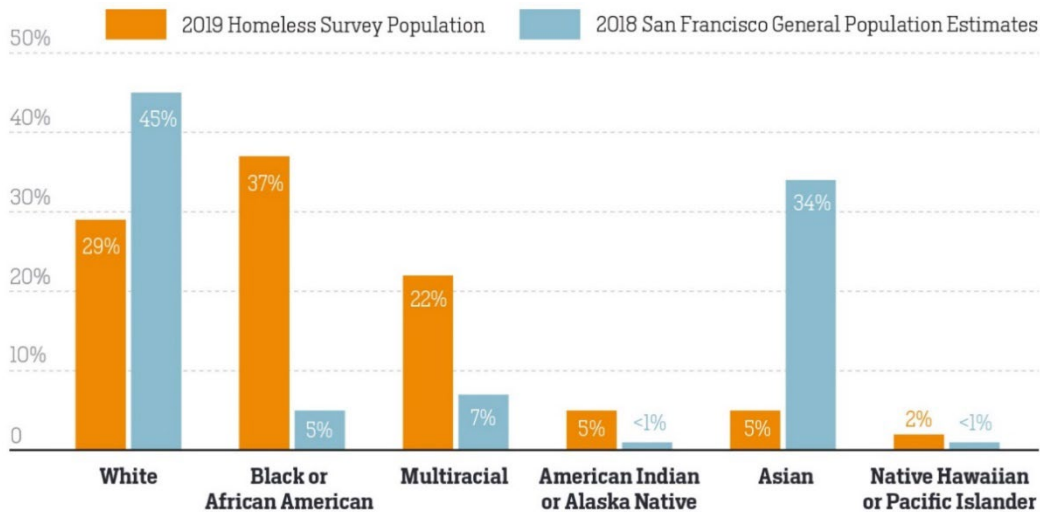
11 Due to COVID-19, San Francisco did not conduct a PIT Count in 2021. The most recently available data at the time of this report is from 2019. New data from the 2022 PIT Count will be available in the summer of 2022. The final version of this report will be updated to contain the 2021 counts.

Figure 6. Percentage of households that are rent burdened* by race and ethnicity (2018).



*Rent burden means paying between 30% and 50% of the household's income in rent; severe cost burden means paying more than 50% of the household's income in rent.
 Source: ACS 2018 5 Year Estimates (IPUMS-USA).

Figure 7. Percentage of people experiencing homelessness by race and ethnicity (2019).

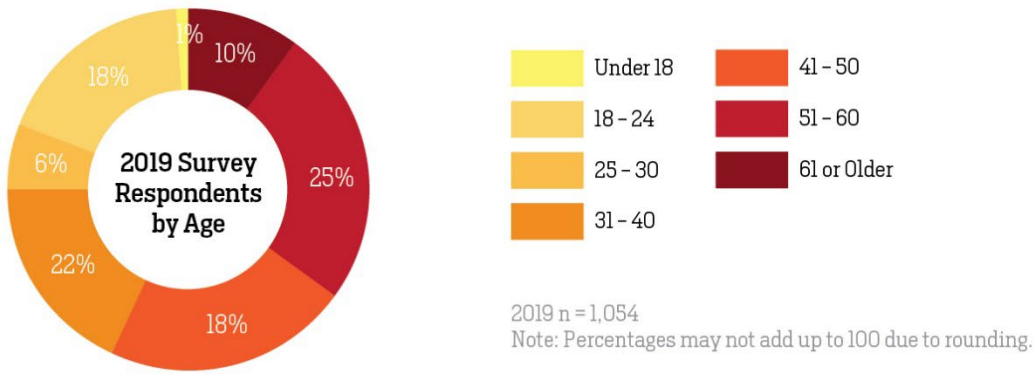


Homeless Survey Population n = 1,025
 Note: Percentages may not add up to 100 due to rounding.

Source: San Francisco 2019 Point-In-Time Homeless Count and Survey Report, Department of Homeless and Supportive Housing.

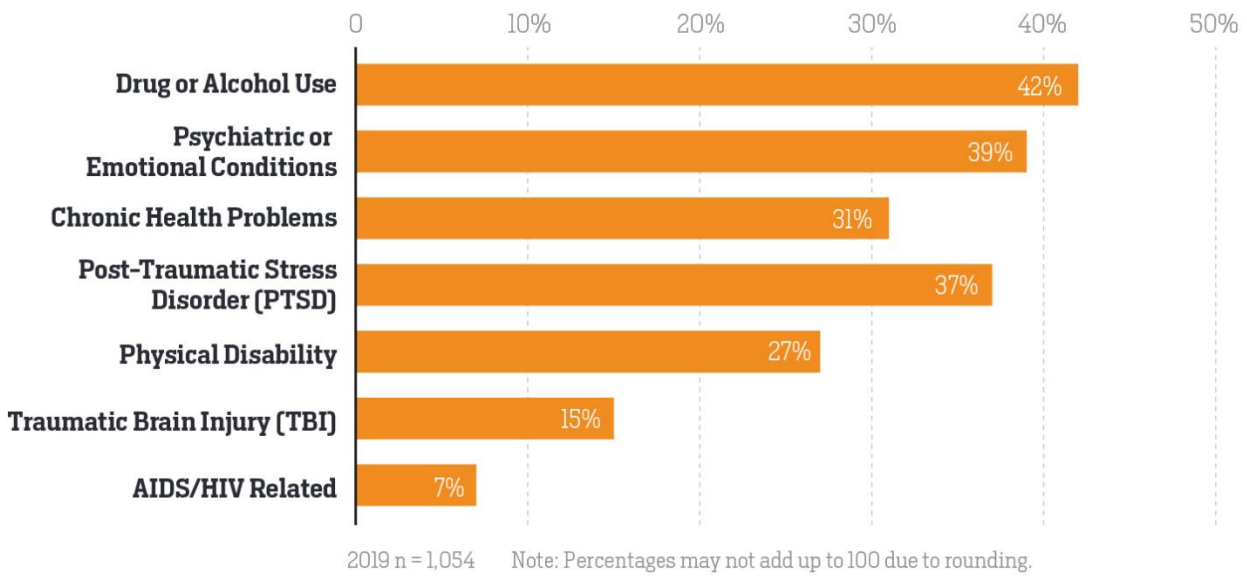
Note: Hispanic/Latino/e/x was represented in a separate chart: 18% of respondents identified as Hispanic/Latino/e/x for 2019 Homeless Survey Population, 15% identified as Hispanic/Latino/e/x for the 2019 San Francisco General Population Estimates.

Figure 8. Percentage of people experiencing homelessness by age group (2019).



Source: San Francisco 2019 Point-In-Time Homeless Count and Survey Report, Department of Homeless and Supportive Housing.

Figure 9. Percentage of people experiencing homelessness with different health conditions (2019).



Source: San Francisco 2019 Point-In-Time Homeless Count and Survey Report, Department of Homeless and Supportive Housing.

OBJECTIVE 1.C

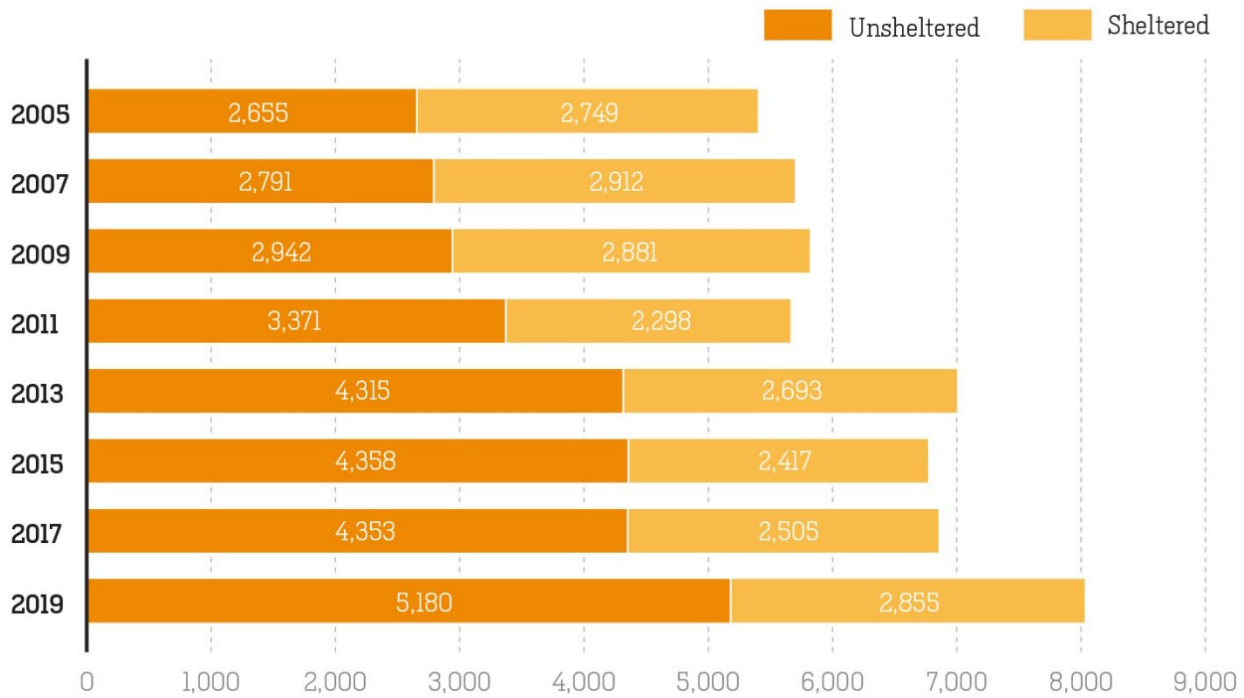
ELIMINATE HOMELESSNESS

Challenge - From 2005 to 2019,¹² the biennial Point-in-Time (PIT) Count of people experiencing homelessness increased from just over 5,400 individuals to approximately 8,000 individuals. Compared to 2015, homelessness increased by 17% (see Figure 10). Of these, 64% were unsheltered and 38% were experiencing chronic homelessness. Since 2015, the City has expanded considerably the number of Permanent Supportive Housing units, subsidies for operation, and temporary shelters. This will include approximately 4,000 units of additional Permanent Supportive Housing by end of 2022. The City has also reduced the number of unsheltered families. In 2016, the City and County of San Francisco created a new department, the Department of Homelessness and Supportive Housing (HSH), to make a significant and sustained reduction in homelessness in San Francisco through the coordinated provision of services. While improvements have been made at multiple levels, the number of unhoused residents has continuously grown over the years. Moreover, homelessness disproportionately impacts specific populations, such as Black and American Indian residents, transgender and LGBTQ+ people, people with disabilities, domestic violence survivors, and veterans. These inequities require targeted and tailored solutions to effectively meet their housing needs.

Path Forward - Recognizing the right to housing means providing basic access to healthy and dignified living for everyone. Eliminating homelessness is a foundation for this goal, which relies on a comprehensive set of strategies. The City will scale up investments in Permanent Supportive Housing and services, in addition to supporting and promoting other solutions such as housing vouchers, short and long-term rental assistance. For example, in July 2020, the city launched the Flexible Housing Subsidy Pool, a scattered-site Permanent Supportive Housing strategy that matches people experiencing homelessness to private market apartments across the city and provides supportive services so that they remain stably housed. The City will also increase the supply of deeply affordable housing as a homelessness prevention strategy for extremely low- and very low-income households as those households bear a higher risk of homelessness. The City prioritizes addressing chronic homelessness. San Francisco's current goal is to end family homelessness and reduce chronic homelessness by 50% by December 2022. Eliminating homelessness goes beyond focusing on what is urgent. In the long-term, meeting this objective means securing investments and solutions to also prevent households with less severe vulnerabilities from falling into homelessness.

¹² Due to COVID-19, San Francisco did not conduct a PIT Count in 2021. The most recently available data at the time of this report is from 2019. New data from the 2022 PIT Count will be available in the summer of 2022. The final version of this report will be updated to contain the 2021 counts.

Figure 10. Number of counted people experiencing homelessness in San Francisco by shelter status from 2005 to 2019.



Source: San Francisco 2019 Point-In-Time Homeless Count and Survey Report, Department of Homeless and Supportive Housing.

Goal 2.

Repair the harms of racial and ethnic discrimination against American Indian, Black, and other people of color.

Challenge - Our nation, from its inception, has initiated and perpetuated harm against people of color, including the genocide, exploitation, and dispossession of American Indian people, the enslavement of Black people, and the systematic denial of suffrage and civil rights to American Indian, Black, and other people of color. San Francisco has participated in this national legacy by creating or enforcing laws, policies, actions, and institutions that have perpetuated racial discrimination and led to disparate outcomes for American Indian, Black, and other people of color (see Figure 11). In San Francisco land use, racial discrimination is evident in the City's 1870 Cubic Air Ordinance and 1880 Laundry Ordinance which targeted San Francisco's Chinese population by limiting where they could live or work. In the 20th Century, housing discrimination in San Francisco occurred through direct government action such as [urban renewal](#) or redevelopment and through a failure of the City to act to provide equal protection to all San Francisco's residents in the face of private instruments of racial discrimination including bank [redlining](#) (see Figure 12), [racial covenants](#), and predatory subprime loans. Furthermore, the City has at times directly removed targeted communities from their homes through local use of eminent domain or stood quietly by while federal actions like WWII Japanese American incarceration unjustly targeted San Francisco citizens based on their race. Lastly, the majority of American Indian people who live in San Francisco today are here due to the Indian Relocation Act of the 1950s.¹³ This policy removed American Indian peoples from their reservations and relocated them to cities nationwide. The policy enticed American Indian youth to come to seven large urban areas, including the San Francisco Bay, with promises of job training, housing, and stipends. The promises often fell short; checks did not arrive, job training was for menial labor, and people were housed in inferior housing, separated from their families and extended tribal communities. The cumulative effects of these discriminatory acts have contributed to the economic oppression that pushed and continues to push American Indian, Black, and other people of color out of San Francisco. As a result, American Indian, Black, and other people of color continue to face significant income inequality, poor health outcomes, exposure to environmental pollutants, low homeownership rates, high eviction rates, and poor access to healthy food, quality and well-resourced schools, and infrastructure.

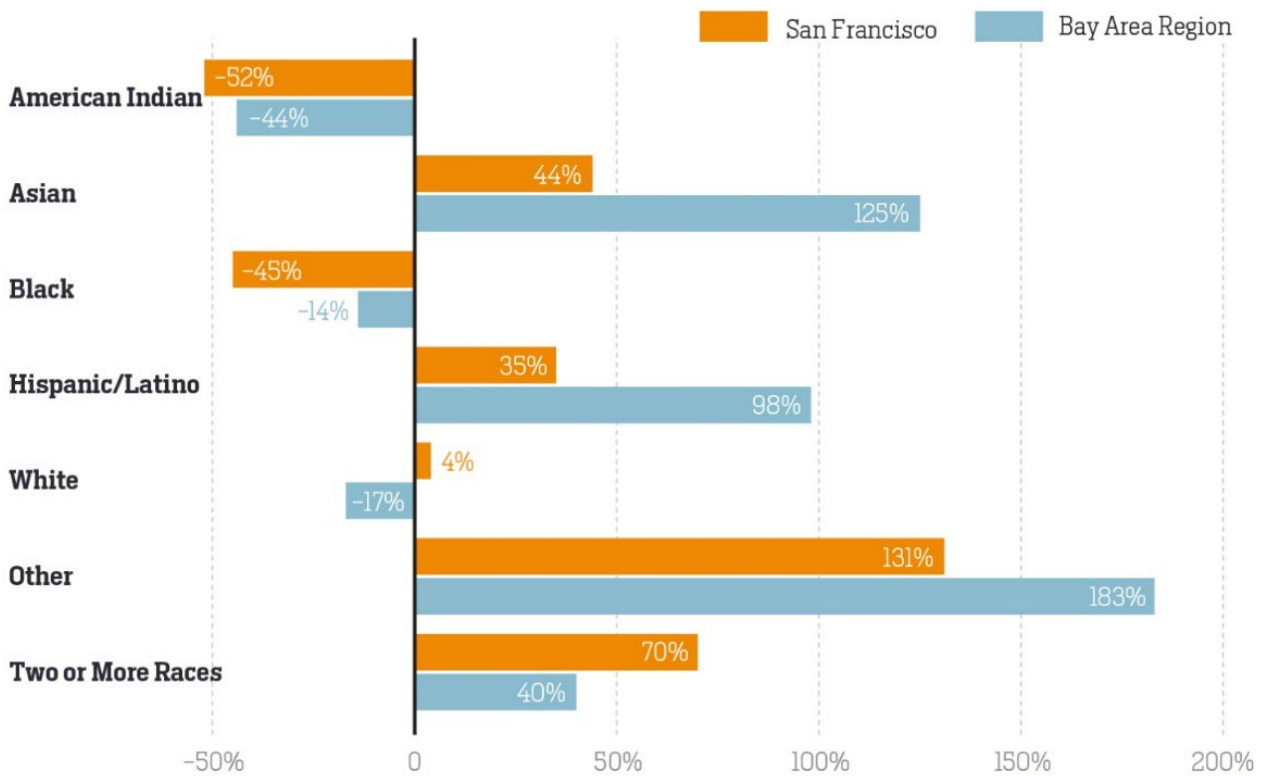
Path Forward - San Francisco has a role to play in redressing the compounding effects of racial discrimination against American Indian, Black, and other people of color perpetuated at all levels of government and throughout American society. While federal action is required to redress the harms of American Indian genocide or the enslavement of Black people, San Francisco can incrementally work towards healing these deep wounds and the disparities that have resulted from centuries of oppression. The San Francisco Planning Commission passed a [resolution](#) on June 11, 2020, that acknowledges and

13 SF Human Rights Commission. Discrimination by Omission: Issues of Concern for Native Americans in San Francisco. August 23, 2007. Accessed online March 16, 2022 at: https://sf-hrc.org/sites/default/files/Documents/HRC_Publications/Articles/Discrimination_by_Omission_Issues_of_Concern_for_Native_Americans_in_San_Francisco.pdf

apologizes for the history of racist, discriminatory, and inequitable planning policies and practices that have resulted in racial disparities. The resolution provides direction for the Planning Department to develop proactive strategies to address and redress structural and institutional racism. The resolution explicitly directs the Planning Department to redress the consequences of government-sanctioned racial harm via meaningful City-supported, community-led processes.

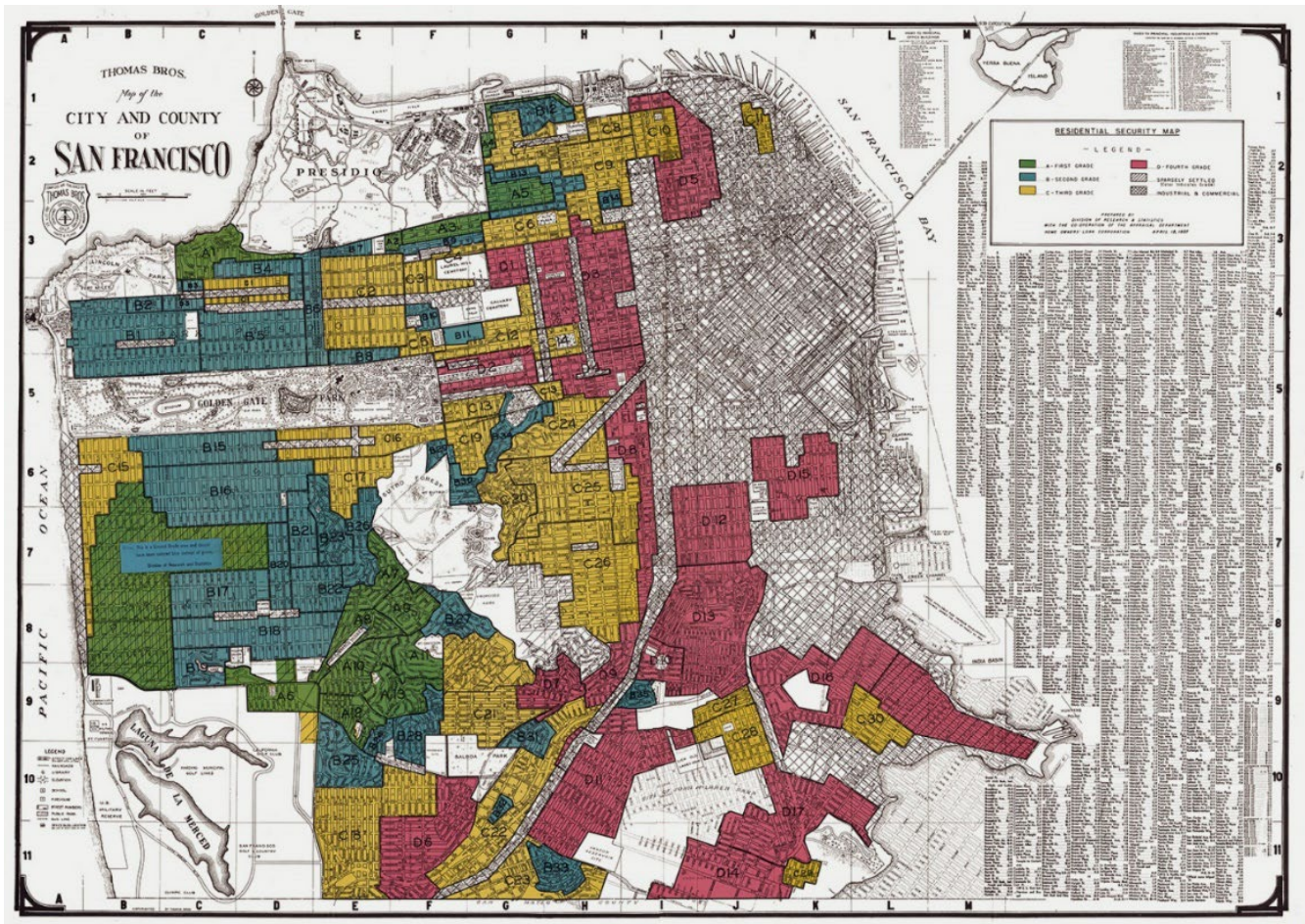
To advance this transformative work, the City must deepen its understanding of the direct harm that discriminatory housing programs and policies caused to American Indian, Black, Japanese, Filipino, and other communities of color in San Francisco. It must also understand the multiple ways in which broader mechanisms of racial and social discrimination reduce a person’s access to housing, such as job discrimination or racial disparities within the criminal justice system. The City must actively dismantle these discriminatory policies by reallocating resources to increase housing access, financial stability, economic opportunities, and community building investments for these communities. Lastly, the City must remain accountable to these communities and transparent in the processes it undertakes to redress harm.

Figure 11. Percentage change of population by race and ethnicity from 1990 to 2015.



Source: 1990 Decennial Census (IPUMS-USA); ACS 2015 5-year Estimates (IPUMS-USA).

Figure 12. Redlining map shows in red neighborhoods that were discriminated for home and improvement loans.



Source: The University Of Richmond's Mapping Inequality Project.

OBJECTIVE 2.A

MAKE AMENDS AND INFORM REPARATIVE ACTIONS BY TELLING THE TRUTH ABOUT DISCRIMINATORY ACTIONS AND THE RESULTING HARM

Challenge - Throughout history, communities of color have been the targets of federal, state and locally sponsored and supported programs which have segregated neighborhoods, displaced, and stripped wealth from communities, and undermined their general health and well-being. The impact of these discriminatory actions on American Indian, Black, and other communities of color has yet to be fully documented or understood. While historians have described national events such as the Japanese Internment Bill of 1942 or the Indian Relocation Act of 1956, or government endorsed practices such as [redlining](#) (see Figure 12), [racially restrictive covenants](#), and [urban renewal](#), the City needs to study and understand how these actions specifically impacted the residents of San Francisco in order to take reparative action. The City cannot make amends or take steps to repair past harm without identifying the persons who suffered these acts of discrimination and, by speaking with them, documenting the nature and magnitude of the harm. In many cases, this will mean tracking how harm to an individual

repercussed through generations and communities. This level of investigation and documentation, centering the voices of the American Indian, Black, and other communities of color, has been limited in San Francisco to date. For example, the Planning Department has constructed historical narratives to explain segregation in public housing or development patterns resulting from [redlining](#) and [urban renewal](#) to inform the department's regulatory review; however, the department is only just beginning to apply this information in a reparative framework to ask, "What actions must we take as a department and a city to redress the harm that resulted from these events?" This is a challenging and urgent task because truth-telling will necessarily rely on oral histories to reveal the largely undocumented stories of impacted communities, and first-hand accounts of these events will become rarer as members of those communities pass on. Moreover, the opportunity to repair harm for those individuals will be lost.

Path Forward - To begin to repair and redress the harm, it is crucial that the City undergoes a truth-telling process to acknowledge the impacts government-sanctioned actions that led to wealth loss, disparate housing outcomes and displacement in the American Indian, Black, Japanese, Filipino and other communities of color. This process of investigation, documentation, and acknowledgment is essential for establishing accountability, raising consciousness, and informing the mechanisms and magnitude of resources required to repair the harm. The City must support the affected communities to lead this investigation and documentation, and acknowledgement of harms and their disparate outcomes must be communicated at all levels of power. This truth-telling can illuminate how City agencies build programs that are harm reductive, culturally competent, accessible, and that do not reproduce racist practices from the past. Lastly, truth-telling can begin to correct the erasure from the historic record, both in its written form and in the city's built-form, that these communities have suffered.

OBJECTIVE 2.B

OFFER REPARATIONS FOR COMMUNITIES DIRECTLY HARMED BY DISCRIMINATORY ACTION AND BRING BACK THEIR DISPLACED PEOPLE

Challenge - Racial discrimination has led to disparate outcomes in income for American Indian, Black, and other communities of color, leaving them vulnerable to housing insecurity and limiting their ability to build intergenerational wealth. The median income for Black households was \$30,442 in 2018, 23% of median income for a white household, and for American Indian households' median income was \$61,250 (see Figure 13), 46% of a white household's median income. As a result, these communities are far more impacted by displacement as discussed also in objective 2.b. San Francisco has a moral obligation to repair the harms of racial discrimination, especially those harms for which it holds the greatest responsibility. Calls for reparations from the federal government have occurred since the Civil War, but it was only in 2021 that House Resolution 40, first introduced in 1989 to create a commission to study slavery and discrimination and potential reparations, moved out of committee. In California, Assembly Bill 3121 was enacted on September 30, 2020 to establish the Task Force to Study and Develop Reparation Proposals for Black Americans. And in May 2021, San Francisco's Board of Supervisors appointed the city's African American Reparations Advisory Committee, described as the first body of its kind to create a comprehensive reparations plan for Black Americans.

Path Forward - The City can build on current and past local and state initiatives to pursue reparations for American Indian, Black, as well as Japanese American and Filipinos harmed by government actions to

create local programs that use housing as tool of repair that addresses persistent housing disparities for these groups and continued community displacement. Reparative acts through housing tools targeted to harmed communities could include dedicating land or housing, offering homeownership loans and grants, ensuring access to below market rate units, facilitating communal forms of land or housing ownership, creating pathways for displaced people and their descendants to return, and strengthening and sustaining their cultural anchors, such as businesses, community and cultural centers, and historic sites.

The city should use the [Cultural District program](#) to help anchor and stabilize American Indian, Black and other communities of color by leveraging the community-government partnerships the program has created to lead community planning and guide resource allocation. The program's mandate requires that the City coordinate resources to assist in stabilizing the districts, which house and provide for vulnerable communities facing, or at risk of, displacement or gentrification. Their community-led processes such as their Cultural History, Housing, and Economic Sustainability Strategies (CHHESS) and direct services, provide a culturally competent framework for stabilizing harmed communities and devising ways to bring back their displaced members.

To incrementally repair the harm inflicted on American Indian and Black people throughout our nation's history and to reverse the displacement and overrepresentation in homelessness of American Indian and Black residents, the City should support these groups for homeownership opportunities, rental housing assistance and other housing services programs. Similarly, to address direct displacement caused by government actions, the City will explore implementing the newly passed State Assembly Bill 1584 that expands the [Certificate of Preference program](#) to serve the descendants of households displaced.

The goal of such actions is to erase racial and ethnic disparities across indicators such as homelessness, homeownership, and rent burden, to improve life outcomes for residents in vulnerable communities, and to grow the city's communities of color whose populations have been diminished by displacement. Housing reparative acts should work in concert with more comprehensive local, state, and federal efforts to redress the nation's history of harm against American Indian, Black, and other communities of color.

OBJECTIVE 2.C

INCREASE ACCOUNTABILITY TO AMERICAN INDIAN, BLACK, AND OTHER COMMUNITIES OF COLOR

Challenge - Limited commitment at the local, state, and federal levels to adequately fund housing programs to meet the City's existing housing need has contributed to profound public frustration and distrust in the agencies that are meant to serve them. In focus groups for the Housing Element with communities of color and vulnerable groups in 2021, participants reported the sense of powerlessness that they have experienced when attempting to access city programs and resources. Participants shared housing-related experiences that have left them feeling unheard, overwhelmed, exhausted, and powerless to improve housing challenges that seem insurmountable. Participants expressed that existing housing programs and systems sometimes contribute to this sense of powerlessness by de-humanizing

already vulnerable community members, and by operating without enough transparency, or accountability to the communities served.

More needs to be done to improve information sharing with the public about why their needs are not being met, how decisions are being made, and why resources have been inadequate. Unmet housing needs for low-income people are the norm around the state and nation as represented by only one Section 8 voucher available for every four qualified households, and very-low-income renters everywhere face cost burdens and a scarcity of affordable housing. Locally, hundreds of households apply for each new affordable housing unit (see Figure 14). American Indian, Black, and other people of color are disproportionately impacted by the failure to adequately fund our housing systems. These are the same communities that are most marginalized from the electoral process and therefore, have fewer means to impact political and government decisions regarding housing policy and resource allocation and to hold those in power accountable to their needs. Likewise, communities of color have not been sufficiently elevated in the City's outreach and engagement efforts or adequately represented in decision-making bodies, further marginalizing their voices.

Path Forward - The City must create systems of accountability that empower American Indian, Black, and other communities of color with the knowledge and means to effect positive change for their communities. Elevating the voices of communities of color and other marginalized groups will require that the City proactively support community-based organizations in leading community engagement, and planning. Working with community organizations that serve American Indian, Black, and other people of color will help expand access to housing programs and ensure that new policies and larger programmatic changes effectively meet the housing needs of these communities. Outreach and engagement processes should be community-led, culturally appropriate, long-term, and with clear expectations about the outcome of the engagement. Whenever possible, the time and knowledge shared by community advisors should be compensated. Elevating the voices of communities of color also means increasing representation of American Indian, Black, and other people of color in advisory and decision-making bodies.

Improving accountability to advance racial and social equity in housing outcomes will require identifying priorities in this housing plan. While the City needs to significantly expand its resources, priority actions will guide City agencies to prioritize their existing limited resources into actions that carry the highest impact in serving the needs of communities of color, and improving housing affordability for all. Working with bodies and organizations that represent American Indian, Black, and other Communities of color, such as the Community Equity Advisory Council, the African American Reparations Committee, or Cultural Districts, the City will update those priorities frequently, and report on their performance. This process will equip communities of color with more knowledge of the functions and performance of housing programs and policies and the means to hold agencies accountable and support efforts to hold greater power in the decisions that affect their communities. The dissemination of information to and capacity building with American Indian, Black, and other communities of color should expand access to housing programs and result in more effective policies and strategies for meeting the housing needs of their communities.

Additionally, transparent processes and interagency coordination will support the City to continuously identify the funding gaps to implement those priorities and inform the City's budgeting process. A new racial and social equity analysis framework will help evaluate the impact of the Housing Element's

policies and programs to ensure timely adjustments to increase accountability and effectiveness in advancing racial and social equity. This new framework will include metrics to evaluate progress, and investment solutions to prevent and reverse adverse impacts and to advance equity. Overall, these new tools should make possible a healthier democratic system in which the needs of all residents are more equitably addressed.

Figure 13. Median household income by race and ethnicity (2018).

SAN FRANCISCO	\$104,552
American Indian / Alaskan Native	\$61,250
Black or African American	\$30,442
Hispanic or Latino/e/x (Any Race)	\$72,578
Native Hawaiian and Other Pacific Islander	\$76,333
Some Other Race	\$ 59,497
Two or More Races	\$114,399
White (Non-Hispanic)	\$132,154

Source: ACS 2018 5-year Estimates (IPUMS-USA).

Figure 14. Below Market Rate Rental Applicants vs Occupants by Race and Ethnicity.

589 units (new and rental)	<i>Applicants</i>	<i>Occupants</i>
American Indian / Alaskan Native	1,818	4
Asian	36,301	214
Black or African American	19,045	71
Hispanic or Latino	28,005	140
Native Hawaiian and Other Pacific Islander	1,710	6
White	18,392	90
Other or Multi-Racial	6,597	24
Unknown	8,169	51
TOTAL	120,037	602

Source: 2019-2020 MOCHD Progress Report

Goal 3.

Foster racially and socially inclusive neighborhoods through equitable distribution of investment and growth.

Challenge - Racial and economic segregation is defined by the UC Berkeley Othering and Belonging Institute (OBI) as “an attempt to deny and prevent association with another group, and a strategy that institutionalizes othering of racial or social groups through inequitable resource distributions.”¹⁴

Racial concentrations overlapped with concentration of low-income households are strongly visible in San Francisco (Mission, Fillmore and Bayview, Chinatown, SoMa) indicating segregated living patterns (Figure 15). Many of these neighborhoods have hosted most of the new growth, with 85% of new housing built since 2005 concentrated in the eastern and central parts of the city: Downtown/South Beach, SoMa, Mission Bay, Potrero Hill/ Dogpatch, Bayview Hunters Point, the Mission, Tenderloin, and Hayes Valley (see Figure 16). While these investments in housing development brought new infrastructure, jobs, and residents to the east side, many lower income communities of color were locked out of access to these benefits and are still contending with the lingering effects of discrimination that make them more vulnerable to homelessness, evictions, and displacement. At the same time, well-resourced neighborhoods with greater access to parks, quality schools, better environmental conditions, and with higher median incomes have experienced the lowest rates of new housing development over the last few decades. Multi-family homes in these neighborhoods are either not currently allowed or zoning restrictions render them too expensive to deliver. These restrictions have the effect of excluding low- and moderate-income households from being able to live in these neighborhoods and in that way serve to maintain racial and economic segregation in San Francisco (see Figure 17).

Path Forward - A new state law, [Affirmatively Furthering Fair Housing \(AFFH\)](#), requires that all public agencies administer programs and activities related to housing and community development in a manner that promotes fair housing. Affirmatively furthering fair housing means “taking meaningful actions, in addition to combating discrimination, that overcome patterns of segregation and foster inclusive communities free from barriers that restrict access to opportunity.”¹⁵ The California Department of Housing and Community Development (HCD) prescribes that in order to prevent further segregation and concentration of poverty, and to increase access to opportunity and redress past actions that led to current inequities, city agencies and decision-makers “must create land-use and funding policies to increase affordable housing in high resource neighborhoods that have often been exclusionary (explicitly or indirectly due to costs or zoning policies) and bring additional resources to traditionally under-resourced neighborhoods.”¹⁶

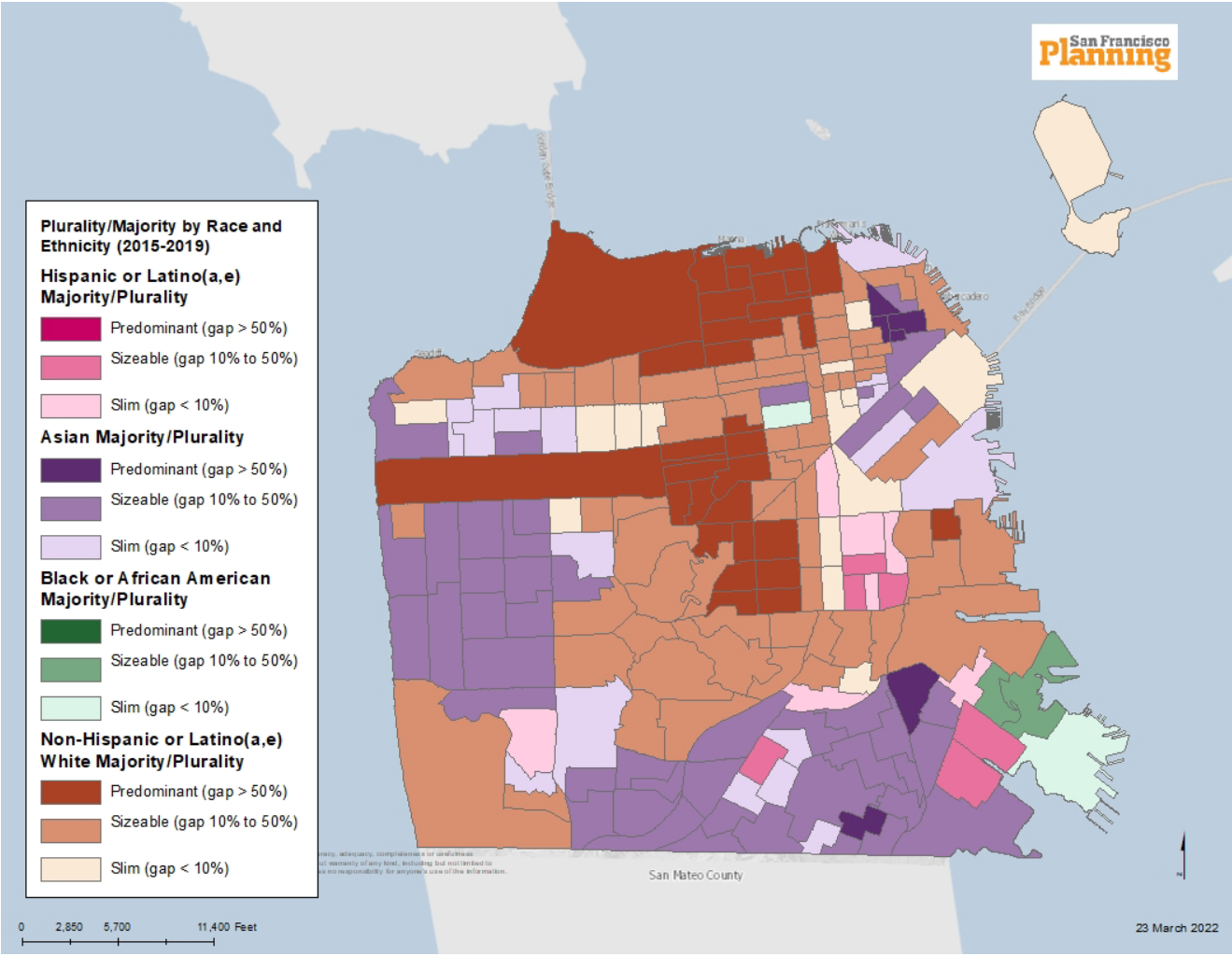
14 <https://www.otheringandbelonging.org/the-problem-of-othering/>

15 AB 686 https://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=201720180AB686

16 https://www.hcd.ca.gov/community-development/affh/docs/affh_document_final_4-27-2021.pdf#page=16

The goal of greater integration, and racially and socially inclusive neighborhoods, relies on building intergenerational wealth within areas¹⁷ with high concentration of American Indian, Black, or other communities of color. This goal requires the City to ensure low-income communities and communities of color can also benefit from investment in housing, including the opportunity to build wealth. The goal also requires the City to open wealthy, white, and well-resourced neighborhoods to all communities of color and low-income households in order provide access to high-quality neighborhood resources that foster positive economic and health outcomes. To prevent further inequities as an unintended impact of investments, targeted anti-displacement investments are needed to stabilize existing racially and socially inclusive communities.

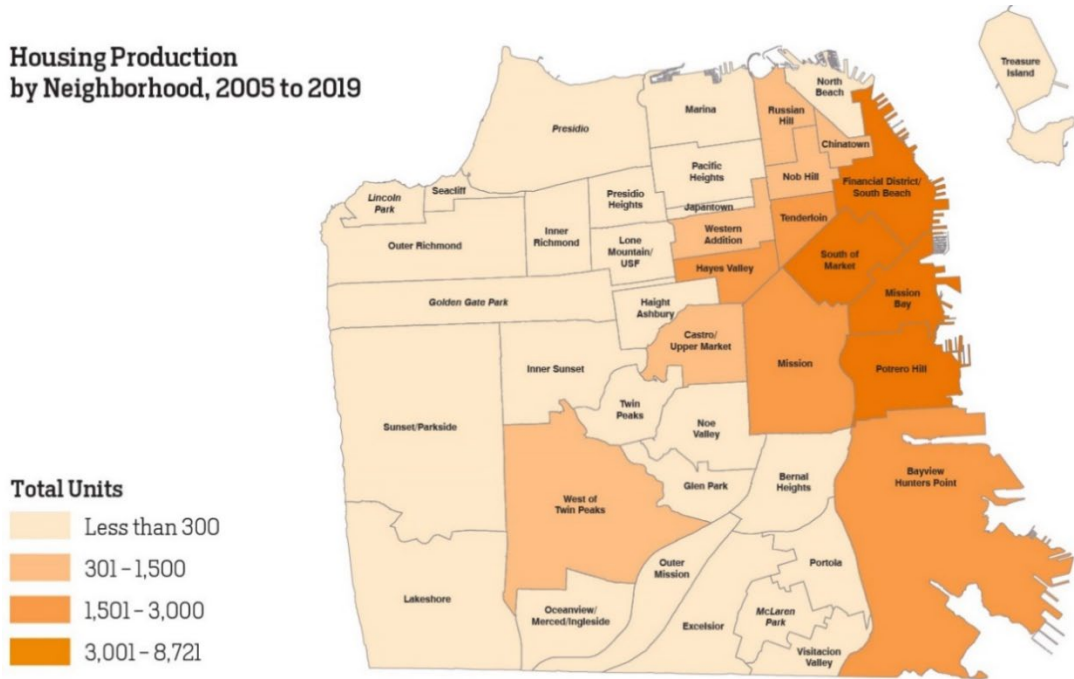
Figure 15. Map of predominant racial and ethnic concentrations and Racially and Ethnically Concentrated Areas of Poverty (R/ECAP) (2017).



Source: Esri, Predominant Race/Ethnicity by Block Group, 2013-2017 (2013-2017 American Community Survey 5 Year)

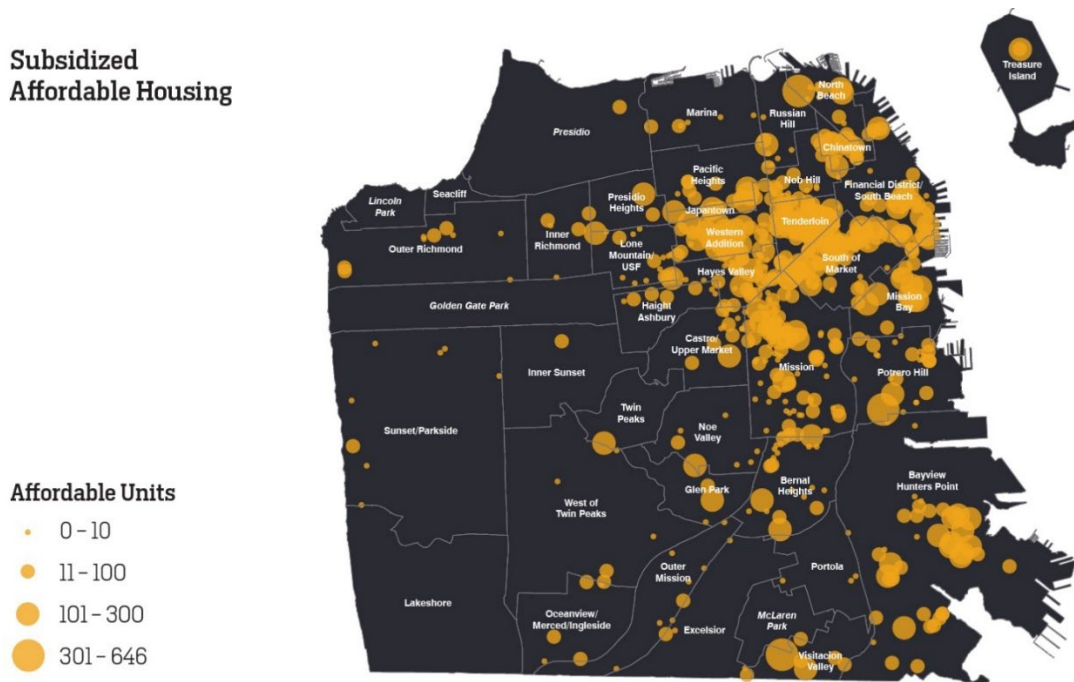
17 Ibram Kendi, "How to Be an Antiracist" (One World, August 13, 2019).

Figure 16. Map of housing production by neighborhood from 2005 to 2019.



Source: San Francisco Housing Affordability Strategies (2020).

Figure 17. Map of permanent affordable housing by units per building (2018).



Source: San Francisco Housing Affordability Strategies (2020) with data from the San Francisco's Mayor's Office of Housing and Community Development (2018).

OBJECTIVE 3.A

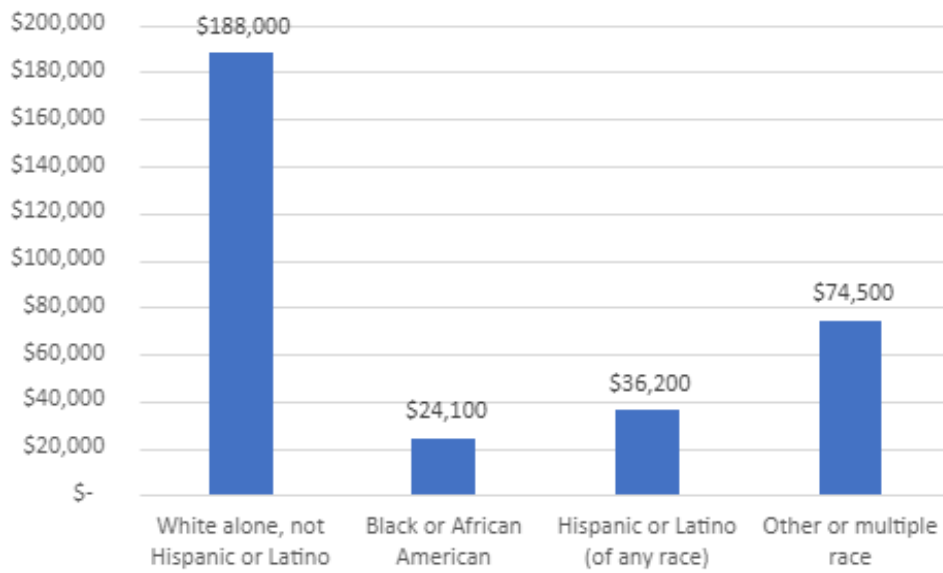
BUILD INTERGENERATIONAL WEALTH FOR AMERICAN INDIAN, BLACK, AND OTHER COMMUNITIES OF COLOR.

Challenge - Government actions in the form of [redevelopment and urban renewal](#) have dispossessed specific communities in San Francisco, such as American Indian, Black, Japanese, Filipino, and other communities, of homes and entire neighborhoods. The median household wealth (the difference between total assets and total debts) for white households is more than five times greater than Latino/e/x households and more than seven times greater than Black households (see Figure 18). Income data from San Francisco echoes these national trends (see Figure 13). The median income for Black households is less than one fourth of non-Hispanic white households. Similarly, the median household income for American Indians (\$61,250), Latinos/es/x (\$72,578), and Asians (\$88,016) was also lower than non-Hispanic white households.

These wealth gaps have left households of color more likely to experience housing instability and cycles of intergenerational poverty, and often unable to build wealth to pass down to their children over decades. Wealth allows people and families to secure safe and healthy housing, open businesses, sustain themselves in retirement, and facilitate education and access to homeownership for their children. Homeownership is one of the primary sources of building wealth for most U.S. families. But decades of lost opportunity due to housing discrimination and neighborhood disinvestment, along with educational and workplace discrimination, have locked many people of color out of homeownership and contributed to the racial wealth gaps we see today. While some neighborhoods with the high concentration of low-income American Indian, Black, and other communities of color in San Francisco have experienced significant housing and infrastructure investments in the past two decades, these communities have experienced limited benefits and, in some cases, experienced displacement of residents and businesses. In addition, these low-income communities of color have had limited access to the new permanently affordable housing units due to income or credit requirements beyond their reach.

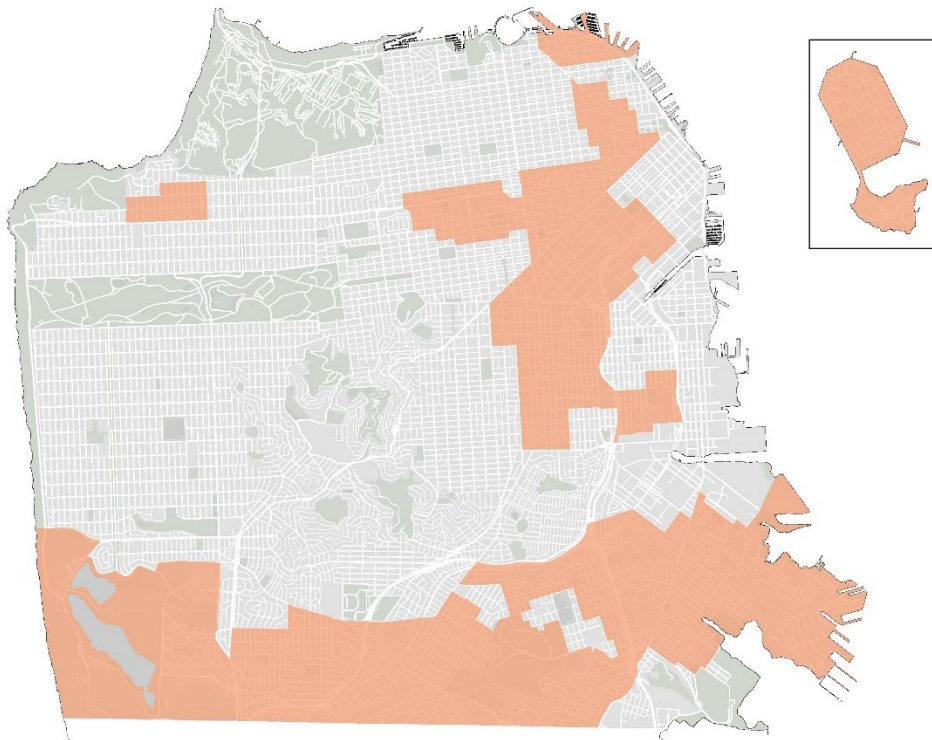
Path Forward - Racially and socially inclusive neighborhoods rely on low-income American Indian, Black, and other communities of color having the opportunity to build wealth to pass on to future generations. This Housing Element defines [Priority Equity Geographies](#), as places where the city will target direct investments to achieve this outcome and implement reparative strategies described in the previous goal (see Figure 19). Wealth building strategies should start with a people-based approach and include access to affordable housing and homeownership, as well as trainings for well-paid jobs, business ownership, and fostering financial literacy and readiness. Wealth building strategies will also include place-based strategies to improve access to opportunity: resources in one's neighborhood that are linked to positive economic, social and health outcomes for communities, such as quality public schools, affordable and accessible transportation options that connect residents to educational and economic development opportunities, affordable community serving businesses, and a healthy environment. These resources create the conditions for thriving neighborhoods that, along with people-based approaches, can build lasting wealth that can be passed on from one generation to the next.

Figure 18. National median household wealth (2019).



Source: [US Federal Reserve \(2019\)](#)

Figure 19. Map of Priority Equity Geographies



Source: San Francisco Department of Public Health's [Areas of Vulnerability map](#).

Note: Priority Equity Geographies are areas with a higher density of vulnerable populations as defined by the San Francisco Department of Health, including but not limited to people of color, seniors, youth, people with disabilities, linguistically isolated households, and people living in poverty or unemployed.

OBJECTIVE 3.B

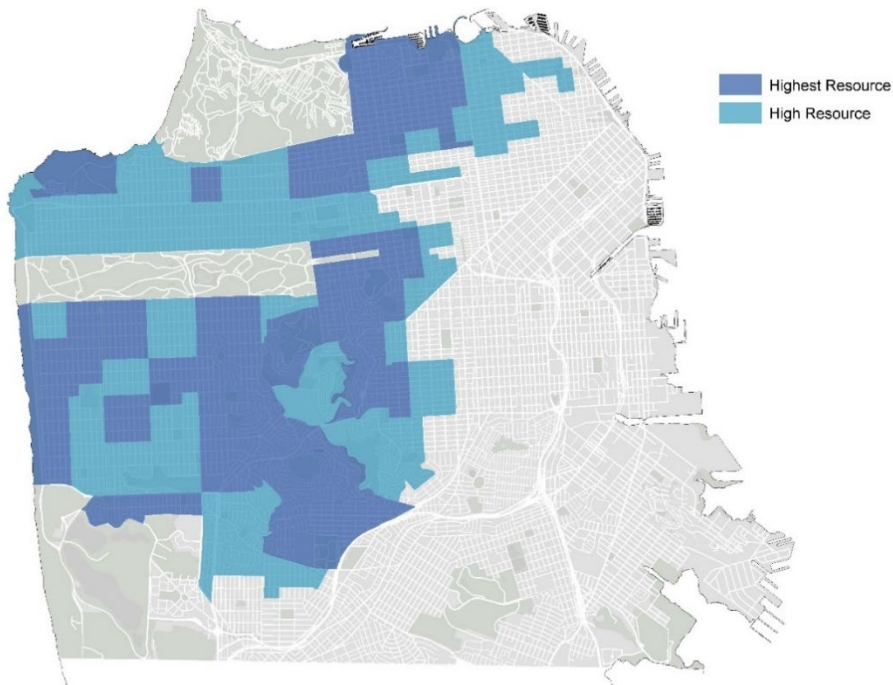
CREATE A SENSE OF BELONGING FOR ALL COMMUNITIES OF COLOR WITHIN WELL-RESOURCED NEIGHBORHOODS THROUGH EXPANDED HOUSING CHOICE

Challenge - [Well-resourced Neighborhoods](#) are areas the state has identified in each jurisdiction as places that have a high concentration of resources that have been shown to support positive economic, educational, and health outcomes for low-income families — particularly long-term outcomes for children (see Figure 20). Since 2005, just 10% of all new housing in San Francisco and 10% new affordable housing has been built in [Well-resourced Neighborhoods](#) though these areas cover nearly 52% of the residential land in the city (see Figures 16 & 17). In part this is because 65% of land in these areas is limited to one or two units and most of the rest also has fixed restrictions on the number of units allowed- even near major commercial districts and transit lines (see Figure 21). This pattern of development has had a two-fold effect on low-income communities and communities of color which mostly reside outside of these neighborhoods. First, these communities disproportionately carry the burden of accommodating growth in our city. Second, a lack of new housing, particularly affordable housing, in neighborhoods with better services and amenities means those neighborhoods remain largely inaccessible to low-income communities and communities of color.

Current restrictions on the number of homes that can be built on most of the city's residential land date largely to the 1970s, when the city faced a substantially different housing context. The city had lost population from 1950 to 1980 as many middle- and high-income households, who were typically white, moved to rapidly growing suburban communities of single-family homes. Jobs were also growing quickly in suburban areas including manufacturing, logistics, and new suburban office parks. The amount of housing produced regionally was significantly higher than today and housing costs were lower to what people earned at the time. These zoning changes from the 1970s often were an indirect way to institutionalize and perpetuate racial and social exclusion from affluent, white neighborhoods in San Francisco. These practices and regulations are known as [exclusionary zoning](#).

Path Forward - Fostering racially and socially inclusive neighborhoods throughout the city means increasing housing choice for all in all neighborhoods. It means ensuring access to housing for American Indian, Black, and other communities of color across all neighborhoods. To promote a sense of belonging for all communities in [Well-resourced Neighborhoods](#), the City needs to shift course regarding where new housing is built, so more diverse communities can call these neighborhoods home. The new [Affirmatively Furthering Fair Housing Law](#) also requires local jurisdictions to create programs that would reverse segregation and promote inclusive neighborhoods, including allowing for more housing, particularly affordable housing, to be built in [Well-resourced Neighborhoods](#). Increasing housing development capacity through changes to zoning in [Well-resourced Neighborhoods](#), focusing on small- to mid-rise multifamily buildings is the first step the City must pursue to shift development patterns. Increasing housing choice in these areas also will rely on incentives and community benefits in order to provide housing choices affordable to not just to low-income residents, but also to middle-income residents, families with children, seniors, and people with disabilities. Opening access to housing choices in the [Well-resourced Neighborhoods](#) must be supplemented with strategies to foster openness to new neighbors, support to those previously excluded in accessing new neighborhoods, and financial strategies for affordable housing.

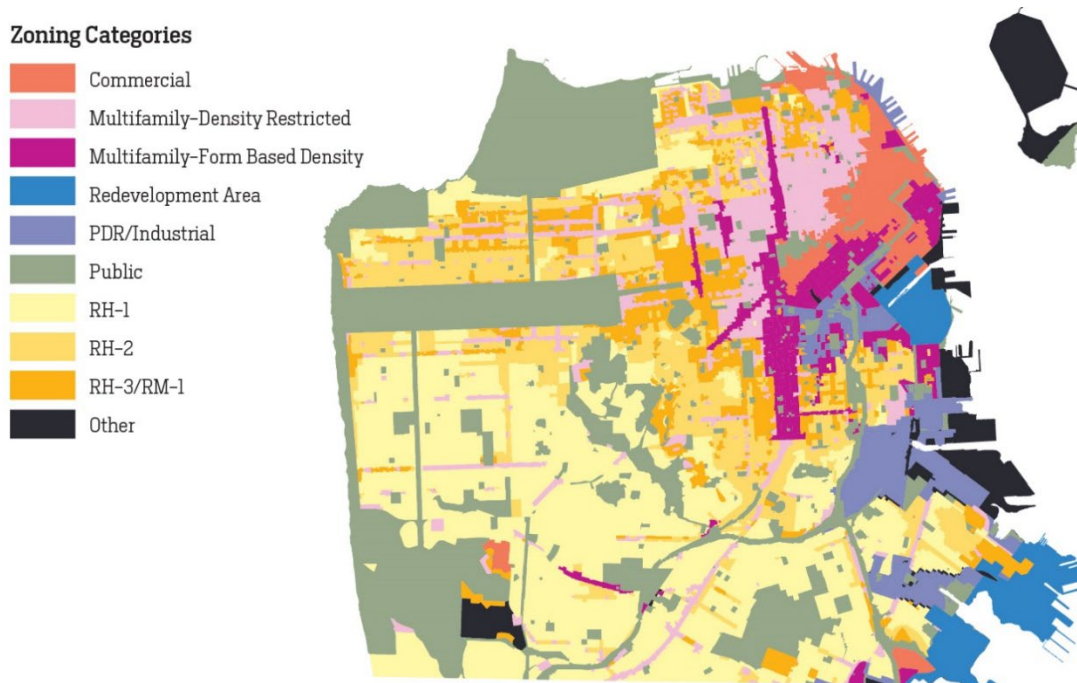
Figure 20. Map of Well-resourced Neighborhoods



Source: [2020 TCAC/HCD Opportunity Map](#).

Note: Well-resourced Neighborhoods are shown below and defined as “High Resource/Highest Resource” by the [California Fair Housing Task Force](#). The purpose of this map is to identify every region of the state whose characteristics have been shown by research to support positive economic, educational, and health outcomes for low-income families—particularly long-term outcomes for children.

Figure 21. Map of simplified zoning categories for the Housing Affordability Strategies analysis.



Source: San Francisco Housing Affordability Strategies.

OBJECTIVE 3.C

ELIMINATE DISPLACEMENT OF VULNERABLE COMMUNITIES AND COMMUNITIES OF COLOR

Challenge - Due to social and economic inequities, low-income households and households of color are particularly vulnerable to displacement. The impacts of displacement, the involuntary or forced movement of households due to causes outside of the household's ability to control on communities are deep and destabilizing. Members of displaced communities report feelings of loss, anxiety, and fear,¹⁸ experience the disintegration of social fabrics,¹⁹ face greater food insecurity,²⁰ and self-report poorer health outcomes.²¹ In San Francisco, economic booms are often accompanied with an increase in eviction rates (see Figure 22).

Eviction notices are only one metric to measure displacement. The Urban Displacement Project has measured displacement through a variety of social and economic indicators (see Figure 23),²² including new metrics such as in and out migration to neighborhoods.²³ Displacement constitutes not only loss of people but also cultural heritage, businesses and services, and social networks, all of which provide vital spaces for immigrants, transgender and LGBTQ+ residents, people of color, and other groups. These resources are also essential to the fabric of San Francisco. Displacement is more likely to occur in neighborhoods with high populations of seniors, low-income households, and Black, American Indian, and other communities of color, making these populations even more vulnerable and disadvantaged. Studies have suggested that major infrastructure improvements, such as new rail or major transit investments, could result in displacement impacts if parallel anti-displacement investments have not been made.²⁴ Low-income communities of color also have expressed concerns about displacement due to rental and price adjustments which can occur along with major zoning changes, or major new market-rate buildings. At the same time neighborhoods without such investments have also experienced high eviction rates and have been identified as [vulnerable to displacement, such as places in the](#) Richmond and Sunset.

Path Forward - Preventing further displacement is key to the goal of racial and socially inclusive neighborhoods as it contributes to greater neighborhood and individual stability and cultivates culturally

18 Atkinson, Rowland, Maryann Wulff, Margaret Reynolds, and Angela Spinney. "Gentrification and displacement: the household impacts of neighborhood change." AHURI Final Report 160 (2011): 1-89.

19 Betancur, John. "Gentrification and community fabric in Chicago." *Urban studies* 48, no. 2 (2011): 383-406.

20 Whittle, Henry J., Kartika Palar, Lee Lemus Hufstедler, Hilary K. Seligman, Edward A. Frongillo, and Sheri D. Weiser. "Food insecurity, chronic illness, and gentrification in the San Francisco Bay Area: an example of structural violence in United States public policy." *Social science & medicine* 143 (2015): 154-161.

21 Izenberg, Jacob M., Mahasin S. Mujahid, and Irene H. Yen. "Health in changing neighborhoods: A study of the relationship between gentrification and self-rated health in the state of California." *Health & place* 52 (2018): 188.

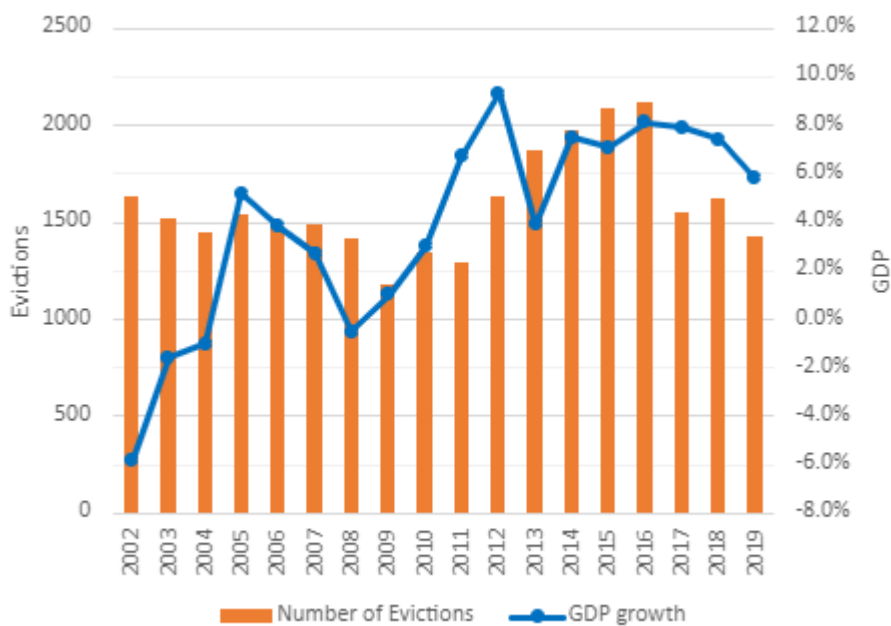
22 Social and economic indicators include: household income, change in household income, housing costs, rent increases, and housing affordability

23 Chapple, K., & Thomas, T., and Zuk, M. (2021). Urban Displacement Project website. Berkeley, CA: Urban Displacement Project.

24 Zuk, Miriam, Ariel H. Bierbaum, Karen Chapple, Karolina Gorska, and Anastasia Loukaitou-Sideris. "Gentrification, displacement, and the role of public investment." *Journal of Planning Literature* 33, no. 1 (2018): 31-44.

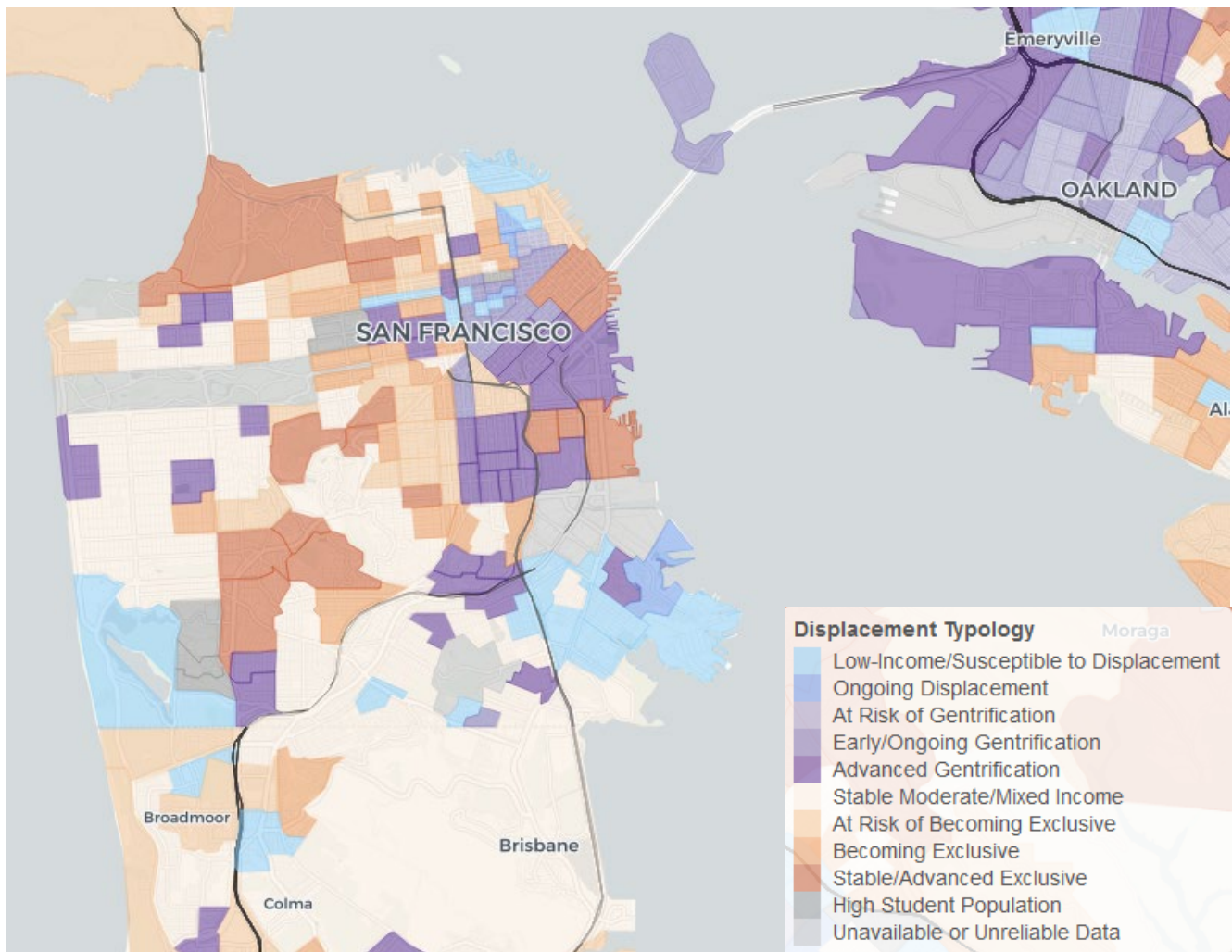
appropriate commercial and social spaces for the most vulnerable communities. The City must understand and measure displacement impacts more clearly and directly to prevent further displacement. Upcoming analyses will identify metrics to measure displacement, especially in [geographies identified as vulnerable to displacement](#). The findings of that analysis will inform anti-displacement investments that will ameliorate, and ideally reverse the displacement impacts. Anti-displacement investments include funding eviction defense programs, such as right to counsel and tenant rights education, bolstering and enforcing existing eviction protections and rent stabilization laws, and providing relief through emergency or targeted rent subsidies, as well as medium- to long-term investments such as preservation of affordability of existing housing that primarily house low-income households and households of color, and building new permanently affordable housing targeted to [communities vulnerable to displacement](#).

Figure 22. GDP growth and eviction notices in San Francisco from 2002 to 2019.



Source: San Francisco Rent Board, US Bureau of Economic Analysis

Figure 23. San Francisco Bay Area gentrification and displacement map.



Source: San Francisco Bay Area Gentrification and Displacement Map, Urban Displacement Project; accessed in January 2022.

Goal 4.

Provide sufficient housing for existing residents and future generations for a city with diverse cultures, family structures, and abilities.

Challenge - San Francisco has been in a state of affordability crisis in the past couple of decades, a crisis felt by low-, moderate-, and, more recently, middle-income households. Current residents or workers wanting to call San Francisco home cannot afford the housing they need. While this crisis is fueled by the consistent housing shortage throughout the state, San Francisco has become one of the least affordable cities in the nation. The median condominium price of \$1.2 million is affordable to households making \$222,000 annually. Less than 25% of San Francisco households earn this income and less than 10% of San Francisco workers have this salary. In 2022, median rent was \$3,800 for a 2-bedroom apartment, affordable to a household earning \$137,000, that is less than 40% of our households.

During the economic boom of the last decade, the city attracted major job growth particularly high salaried jobs. The increasing demand for city living by high earning households, along with historic low housing production rates drove up the rental and sales prices (see Figure 24), and triggered waves of displacement especially in low-income communities of color (see Figure 4). This challenge has been compounded by a significant decline of public funding for affordable housing from the Federal and State governments over the past four decades. High housing costs in our region mean that this disinvestment has had an even greater impact. Securing State affordable housing funds has become more competitive recently, and San Francisco does not fare well due to high costs of construction. Staggeringly high costs of housing development also mean that new homes delivered by private investment are only affordable to higher-income earners, further aggravating the affordability crisis. High costs of construction material, skilled labor priced out of living in the region, and complex review and permitting processes, and with increased investment risk all contribute to increases in the cost of building homes.

As the cost of living in San Francisco has ballooned over the years, the city has lost much of the diversity that once defined its identity. Seniors, families with children and middle-wage workers are confronted with very limited choices. Many are forced to find housing choices that meet their needs across the bay or further away and endure long commute hours. Many are forced to leave the Bay Area or California completely. The City has been unable to provide the needed housing for the diversity of workers that our economy requires and most importantly the housing for our diverse cultures and communities that define the essential values of San Francisco.

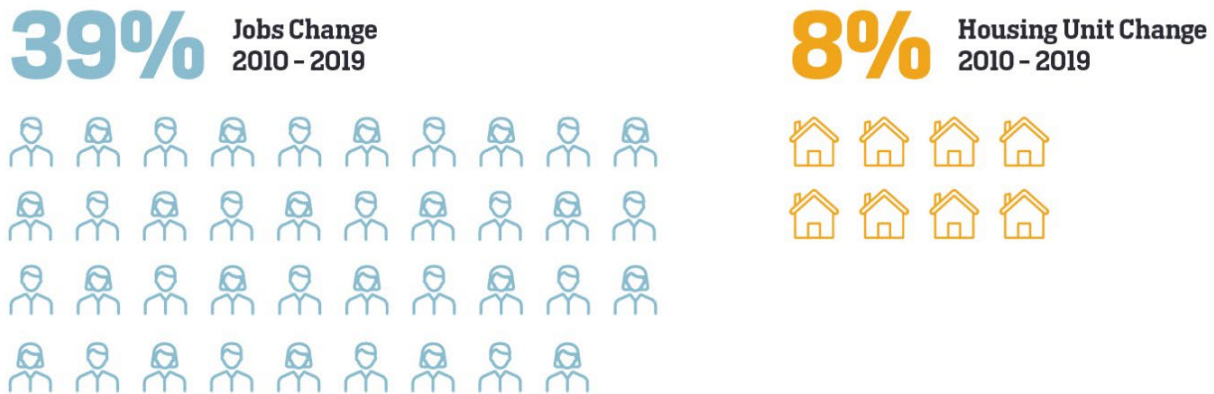
Path Forward - There has been a growing commitment to address housing scarcity in California. Cities throughout the state are required to facilitate sufficient housing that not only responds to natural population growth but also address existing housing needs. These needs are measured by the share of households who bear high housing cost burden (paying more than 30% of their income on rent), or by those living in overcrowded conditions (more than one person per room, including the living room), or by low rates of available units on the market for rent or sale. San Francisco's allocation for the 2023-2031

cycle is 82,069 units, over three times the targets of the most recent regional planning cycle (2014-2022) (See Figure 25).

Many studies illustrate the importance of increasing the supply of housing to address the affordability crisis throughout California. New market-rate housing is generally only affordable to high-income earners. In San Francisco, new housing is also mostly limited to certain neighborhoods, and often in certain typologies within high-rise or mid-rise buildings that may not serve families with children, multi-generational living, or seniors.

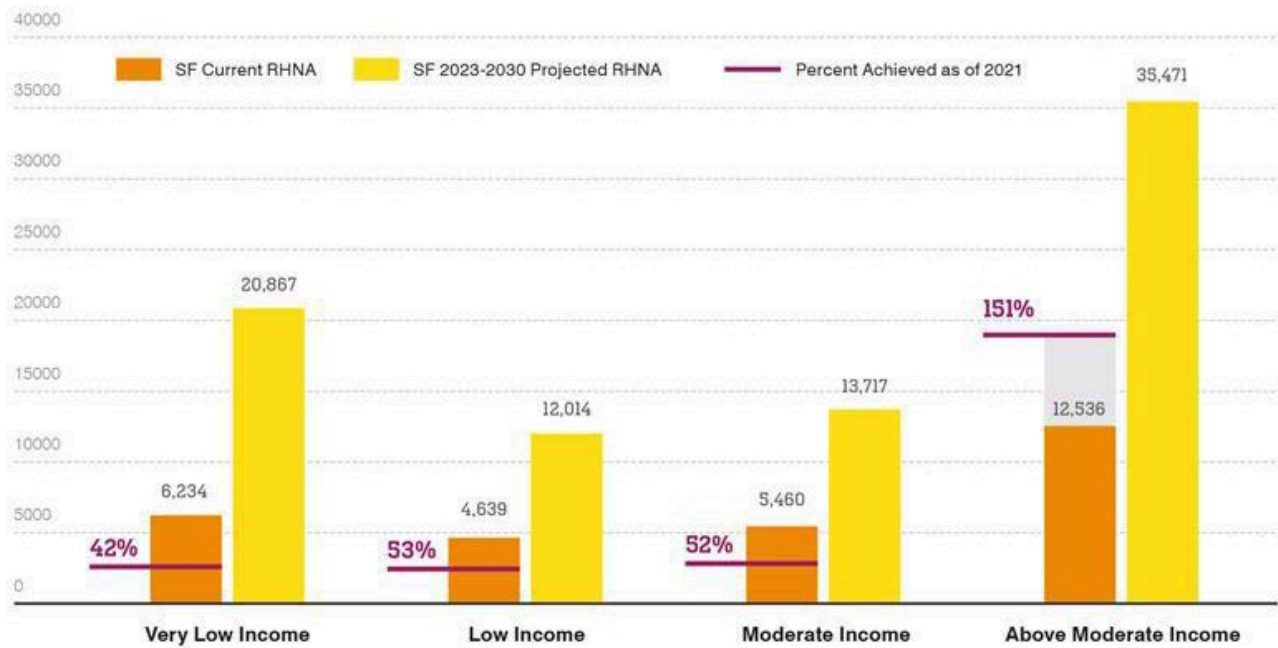
Achieving the goal of providing sufficient housing will require providing an abundance of permanently affordable housing, which requires a substantial increase in public funding. It also means continuing production of market-rate housing for all segments of San Francisco's workforce. It means supporting private investments to build housing for middle-income households. Small and mid-rise multi-family buildings have been a typology that historically played this role without public subsidies or income restrictions. This is a typology that fits the scale of most of San Francisco's neighborhoods, and new strategies can promote the feasibility of these buildings. The City's future diversity also relies on ensuring that new housing responds to the needs of a diversity of cultures, incomes, household types and family structures, age, and abilities.

Figure 24. Percentage change in job growth compared to percentage change in housing unit production from 2010 to 2019.



Source: 2010, 2019 BLS QCEW; ACS 2010 and 2019 1-Year Estimates.

Figure 25. San Francisco Regional Housing Needs Allocation by income level (Cycle 5 vs Cycle 6).



Source: ABAG

OBJECTIVE 4.A

SUBSTANTIALLY EXPAND THE AMOUNT OF PERMANENTLY AFFORDABLE HOUSING FOR EXTREMELY LOW- TO MODERATE-INCOME HOUSEHOLDS.

Challenge - Building housing permanently affordable to people with extremely low- to moderate-incomes requires subsidy to cover the gap between the cost of development and operations and the reduced revenue due to lower rents and prices. Annual affordable housing production has varied from year to year over the past decade, generally following overall housing production (see Figure 26). Federal funding for affordable housing has continually decreased for the past several decades. In the past 15 years, San Francisco has only built or preserved 13,320 units permanently affordable to extremely low- to moderate-income households, 33% of our regional targets. San Francisco also lost a significant and continuous source of funding due to State dissolution of Redevelopment Agencies in 2011. To continue building affordable housing, non-profit developers piece together a variety of public and private funding sources. The City also created new sources of local funding to make up for the loss of redevelopment funds. These include:

- Affordable housing trust fund, established in 2012, a general fund set aside of approximately \$50 million/yr for 30 years.
- Employer gross receipts tax, established in 2018, expected to create \$300 million per year for supportive housing

- Real Estate Transfer tax for properties valued at \$10 million or higher, expected to create \$196 million per year²⁵
- Affordable Housing General Obligation Bonds, \$310 million in 2015, and \$600 million in 2019, and \$147 million in the Health and Recovery G.O. Bond in 2020.

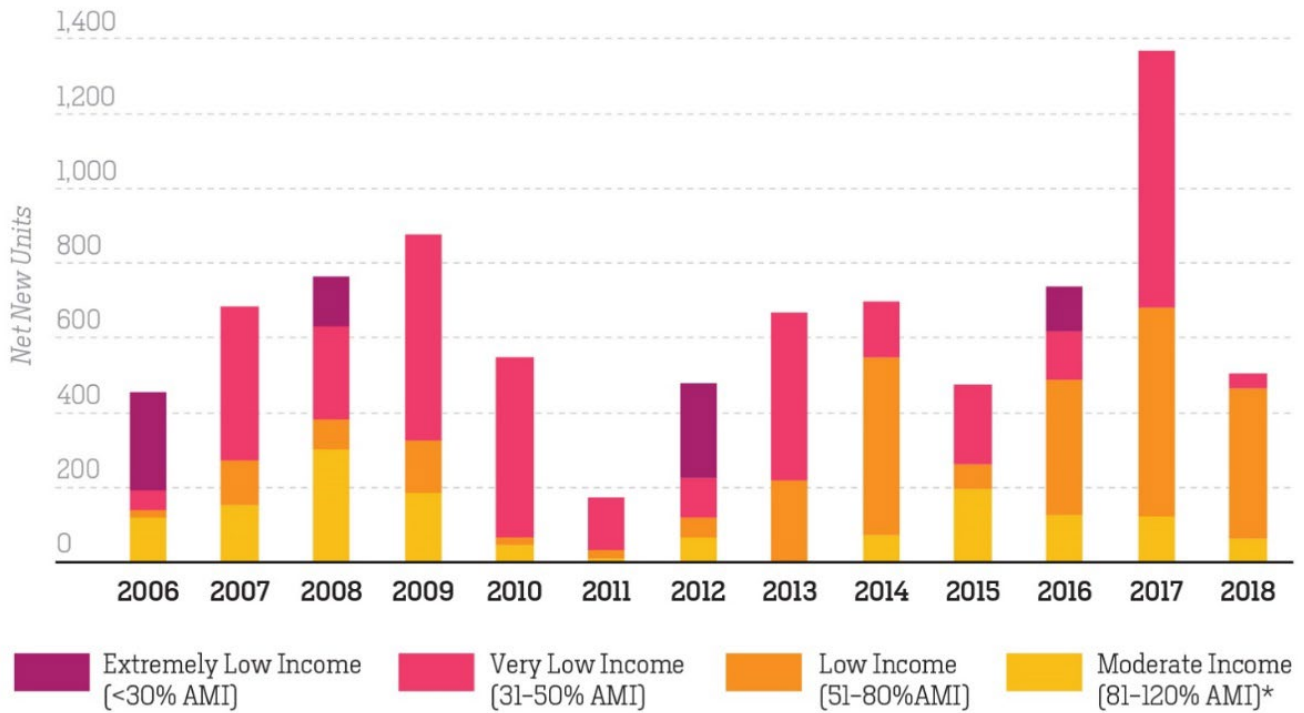
Despite limited funding sources, San Francisco continues to build affordable housing at a faster rate than most other cities. According to the Housing Affordability Strategies report, the City needs to spend over \$517 million per year on building or preserving permanently affordable housing to secure 30 percent affordability of 5,000 new or preserved units (see Figure 27a). This study assumed an average cost of construction of \$700,000 per unit and a subsidy of \$350,000. The City was able to reach the high funding target in 2019. With the additional funding from the new gross receipts tax for Permanent Supportive Housing, the City reached approximately \$650 million in 2021 for production and preservation of affordable housing. However, the new RHNA goals have increased significantly and will require substantially larger investments. Initial analysis shows a significant deficit per year to meet the affordability targets ranging from \$1.3 billion in the 2023 to \$2.5 billion in 2031. This gap also relies on private development providing a portion of our affordable housing units through inclusionary requirements and contributing to housing related fees such as jobs housing linkage fees.

Path Forward - Substantial expansion of permanently affordable housing for extremely low to moderate-income households is a critical pillar of addressing housing needs and housing our workforce. Without that investment the City will continue to lose its racial, social, and cultural diversity. To achieve this objective, the City must seek new paths to substantially expand funding sources for affordable housing whether through new local sources, or expanded State and Federal funding. Figure 27(b) shows projected funding that is fairly certain. The City should utilize the two new sources of funding, gross receipts tax, and the Real Estate Transfer tax, to partially meet our funding gap, and consider new funding sources such as a new affordable housing bond, and other sources to meet the gap. Reducing the cost per unit for building affordable housing is also a critical path forward, which can be possible with streamlined review, and neighborhood support of mid-rise buildings for permanently affordable housing in all neighborhoods. The City will continue and expand streamlined review of all permanently affordable housing, reduce the cost of construction in regulatory review processes, and rely on innovative materials to make more efficient use of limited public funds. The City must also distribute affordable housing investments across all neighborhoods, including investments in Well-resourced Neighborhoods where the production of affordable housing has been limited. Expanding the types of permanently affordable housing beyond non-profit owned and operated or privately-owned below market rate rental units into cooperative housing, shared equity models, and land trusts will expand paths to increase affordable homeownership opportunities. The City must also target its investment to provide permanently affordable housing that serves the particular needs of vulnerable groups, such as transgender and LGBTQ+, transitional-aged youth, seniors and people with disabilities, and families with children. As the City, state and federal governments, continue to expand investment in affordable housing, it is important to recognize the role of private housing developers in building permanent affordable housing, through [inclusionary requirements](#), or affordable housing fees. Beyond the distinct contributions of the

25 This funding source is for the general fund and is subject to annual appropriation. For FY20-21, \$10M of supplemental appropriation was approved for affordable housing

government and private sectors, the City must continue to support public-private partnerships to leverage public funds with private investments to maximize the number of affordable housing units produced.

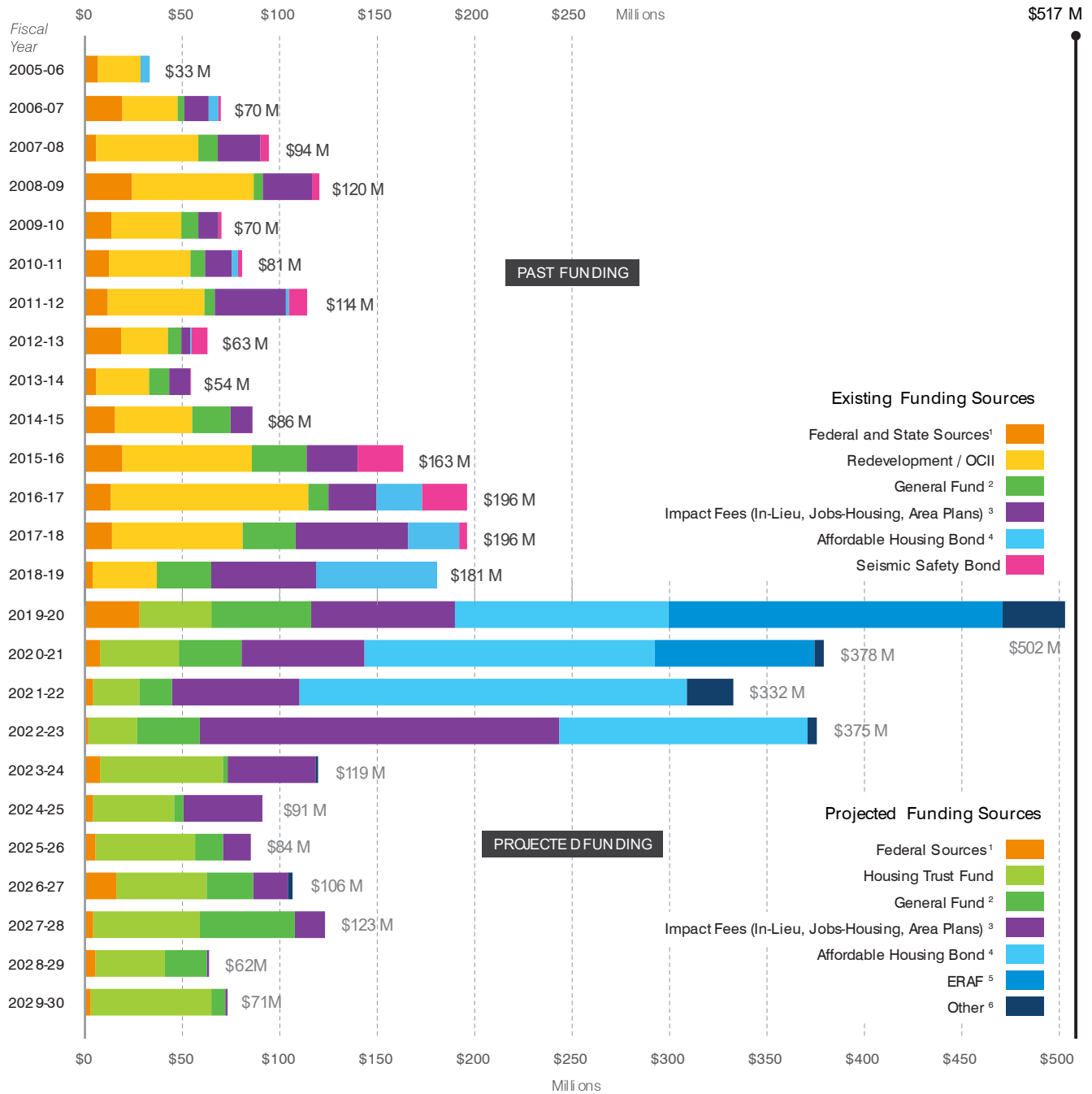
Figure 26. Affordable housing production by income level from 2006 to 2018.



* Does not include new or legalized ADUs.

Source: City of San Francisco Planning Department Housing Inventory Reports, 2006 to 2018; Strategic Economics, 2020.

Figure 27b. Affordable Housing Expenditures by Source Past (2006-2019) and Projected (2020-2030)



Note: OCII will fund about 2,500 new affordable units on specific sites to meet its enforceable obligations in coming years and these units are accounted for in the 50,000 unit, 30-year total. Redevelopment and OCII are included in past expenditures above because they were the main affordable housing funding source. Projected expenditures by funding source shown above and the \$517 million estimate of annual funding need are for MOHCD-funded affordable units and do not include OCII.

- (1) Includes HOME and CDBG
- (2) Includes land sales and Certificates of Participation (COPs)
- (3) Includes area-specific fees, inclusionary housing fees, and jobs-housing linkage fees
- (4) Includes 2015 Proposition A and 2019 Proposition A housing bonds In 2019
- (5) The Board of Supervisors passed an ordinance to establish the use of excess Education Revenue Augmentation Fund (ERAF) revenue for affordable housing production and preservation

OBJECTIVE 4.B

EXPAND SMALL AND MID-RISE MULTI-FAMILY HOUSING PRODUCTION TO SERVE OUR WORKFORCE, PRIORITIZING MIDDLE-INCOME HOUSEHOLDS.

Challenge - While middle income households in San Francisco were not cost burdened (paying more than 30 percent of their income for housing) at all in 1990 more recent data shows that middle-income households are now cost-burdened (see Figure 3). San Francisco's housing costs are so high that even middle-income households – such as teachers, nurses, or first responders - are increasingly finding it hard to remain in the city. Data from the San Francisco Unified School District, for example, shows that anywhere from 300 to 700 educators leave San Francisco every year, leading to a shortage of teachers. While middle-income households may find rental housing affordable in many neighborhoods, median sales prices are completely out of reach. Middle-income households can find homeownership opportunities more easily across the bay, and that alone presents an incentive to leave the city.

Middle-income households have been increasingly left out as a target for newly built private market housing. While San Francisco has consistently met or exceeded regional housing targets for “above moderate-income households,” this housing is not affordable to middle-income households. Factors contributing to this high cost include: land value, construction material costs, labor shortages, a complex regulatory environment, lengthy permitting processes, as well as uncertainties of discretionary approval processes. The high cost of developing housing increases investment risk and focus on projects that can endure uncertainty and yield higher rents and sales prices.

The cost of housing is also conditioned by the city's attractiveness to workers, businesses, and investors from the region, the country, and the world²⁶. San Francisco has been an attractive place for many high-income workers and investors around the world. This attractiveness makes housing in San Francisco a valuable global commodity. The availability of resources to pay for housing partially defines what is being produced by the private market for new housing and drives the market for renovations and modification to existing housing stock. These trends have resulted in market rate housing that is only affordable to higher-income earners.

These pressures leave middle-income households with very limited choices, as federal and state funding resources only target lower income households for affordable housing. The City has recently created programs, such as educator housing, that would produce deed restricted units for eligible middle-income households. [Inclusionary requirements](#) for market rate housing have also been updated to include below market rate units that are affordable to households earning up to 150% of AMI, or \$179,850 for a three-person household. Relying on City housing subsidies to serve middle-income households would certainly mean taking away limited public funding resources from moderate-, low-, and very low-income households who are left without choices in most of the region.

Path Forward - Finding new paths to ensure that the private housing market serves the middle-income workforce is key to maintaining our city's diversity. Expanding where small and mid-rise buildings can be constructed throughout the city provides a path for the market to provide more middle-income housing

26 San Francisco is the third city in the world with the highest concentration of billionaires Source and the Bay Area has concentrated around 20 percent of global venture capital, half of 'unicorn' companies and 8 out of 13 valued over \$10 billion.

opportunities without public subsidy. This objective will be met not only by increasing development capacity for small and mid-rise buildings in areas where they are not currently allowed, but also by removing uncertainty from regulatory review processes, streamlining review, and cost abatements. The smaller scale of these buildings fit within the existing scales of most of the neighborhoods in the city which provides better opportunities for a clearer regulatory framework and streamlined processes, including units that serve middle-income households without deed restrictions. Adding new units to our existing housing stock on vacant lots, and through demolition and reconstruction is a critical strategy to increase small multi-family homes particularly for middle income households. However, new units should meet the affordability rates of existing units and tenants should be offered competitive relocation programs during construction. As building multi-unit buildings has been legalized in areas designated for single-family homes throughout the city and the State, the City must encourage multi-family buildings whenever possible. The retention of single-family homes should include contributions towards affordable multi-family housing given the missing opportunities and high use of land and infrastructure resources by a single household.

OBJECTIVE 4.C

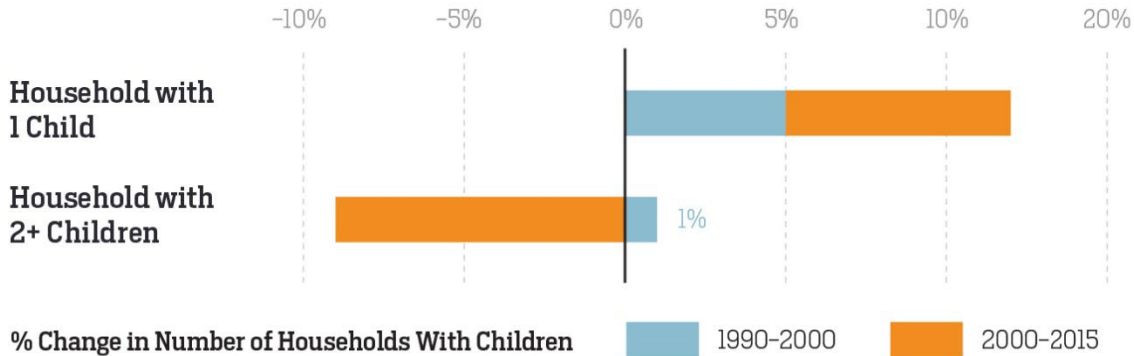
EXPAND AND DIVERSIFY HOUSING TYPES FOR ALL

Challenge - San Francisco is home to a diverse range of family and household structures including multigenerational families, LGBTQ+ families, single parents, roommate living, artist co-ops, single-person households, couples, or families with multiple children among many others. As people's lifestyles change, children move out, families grow, partners move in or out, or physical abilities change, their housing needs change as well. San Francisco residents are finding it increasingly challenging to find housing that meets their changing needs, either within their current neighborhood, or anywhere in the city. Households with children, particularly those with two or more children are having an increasingly hard time staying in San Francisco (see Figure 28), and households with children in San Francisco experience high rates of overcrowding (more than 1 person per room, including the living room) as well (see Figure 29). Other household types are also experiencing pressure: many have been doubling or tripling up to live in the City as roommates or related adults (see Figure 29). Many are forced to live in these arrangements or leave the City because they cannot find housing that is within their financial reach and meets their needs. Seniors, aging adults, and people with disabilities are unable to afford living conditions that match their abilities. A two-person educator household is likely cost burdened (paying more than 30% of their income on rent) or may not live in housing that meets their needs if interested in growing their family. Artists who once found a haven in San Francisco, and who are often the promoters of the city's diverse cultures, are turned away without viable housing choices.

Path Forward - Ensuring a diversity of housing types at various affordability levels is critical to maintaining and advancing the diversity that once defined San Francisco. The City must employ targeted programs and products that serve the particular needs of seniors, people with disabilities, transgender and LGBTQ+, transitional aged youth, or families with children. To meet these unique needs, new housing must offer varying design and amenities, promote certain typologies, be located in certain

neighborhoods, or in proximity to transit amenities. For example, promoting co-housing²⁷ will address the growing interest among some communities in living in small rooms with shared amenities (kitchen, living room, etc.). Housing for seniors and people with disabilities, at variety of income levels, must be promoted along transit corridors to address limited mobility issues. Transgender and LGBTQ+ households are interested in living in neighborhoods where they have built a community over decades. Families with children, at a variety of income levels, need improved access to child friendly amenities, and shared open spaces. All neighborhoods should provide a range of housing types, at a range of affordability levels, as well as amenities that serve the changing needs of seniors, children, people with disabilities, young individuals, and various family structures.

Figure 28. Percentage change in number of households with children from 1990 to 2015.

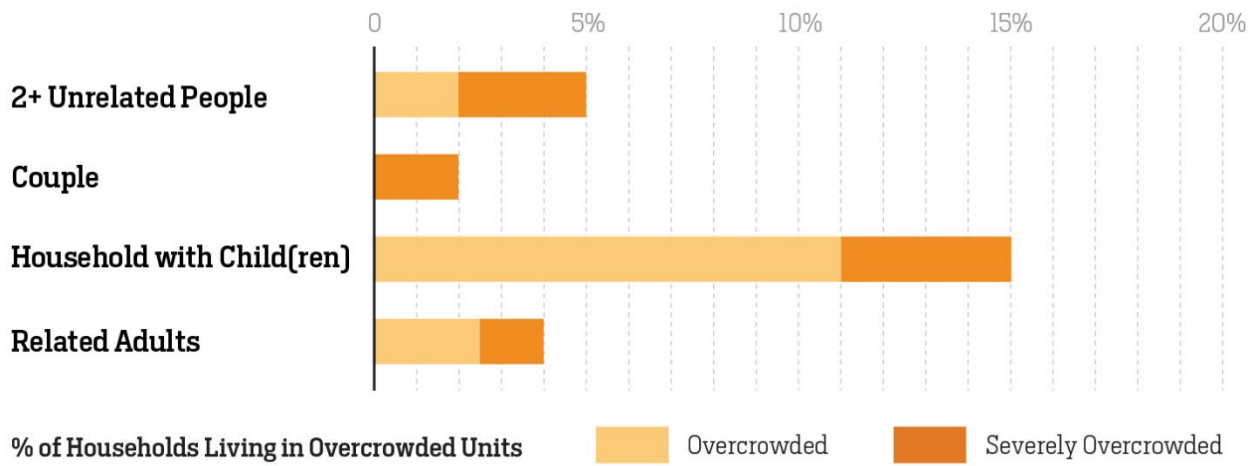


Source: San Francisco Housing Needs and Trends Report. Data: Decennial Census (1990 and 2000) and ACS (2015)

27 Co-housing, group housing, or co-living rooms are a type of housing that may have limited cooking facilities and do not contain a full kitchen in each room. Co-housing may include (but is not limited to) communes, fraternities and sororities, or Residential Hotels.

Figure 29. Percentage of households living in overcrowded* units by household type (2015).

* Overcrowded conditions are defined as more than one person per room, including the living room.



Source: San Francisco Housing Needs and Trends Report. Data: ACS 2015 5-year Estimates.

Goal 5.

Promote neighborhoods that are well-connected, healthy, and rich with community culture.

Challenge - San Francisco's neighborhoods have unique qualities and histories that enrich their residents and communities, but they also are the result of incremental decision-making and discriminatory practices that have left disparities in public services, resources, and impacts from environmental damage. Government agencies have sometimes organized past public investment around the location of new housing or land-use changes rather than an accounting for equity, which may consider needs, and quality of public investments.

Additionally, private enterprise that supports essential services like healthy food, healthcare, laundry, or childcare, has become increasingly pushed to serve high earners as their economic margins have dropped, even prior to the pandemic. Small businesses provide some of these essential services in addition to serving as neighborhood centers. However, according to the California Employment Development Department, the number of retail establishments with fewer than 10 employees in San Francisco dropped over 8%, between 2007 and 2017. As land values and online shopping and delivery services have increased and brick-and-mortar retail declined, the health of neighborhood commercial corridors varied with some corridors struggling, reducing residents' access to nearby services and opportunities to support community culture and cohesion.

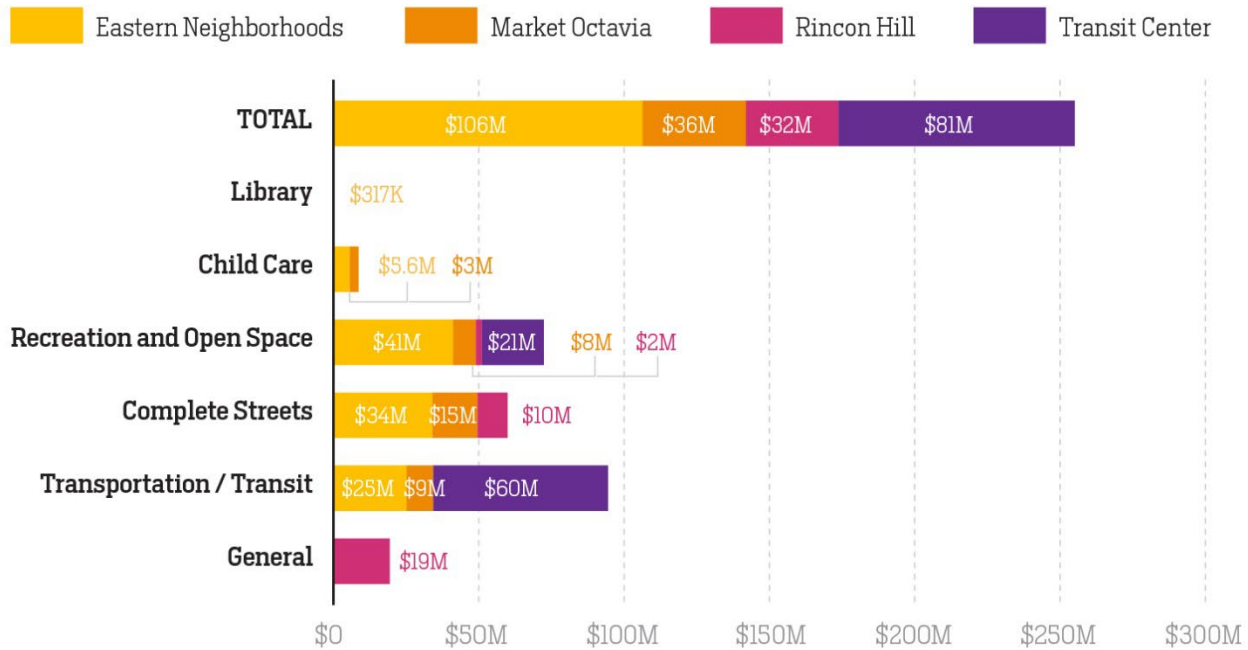
Path Forward - Having a safe, sustainable, nurturing home means more than inhabiting an indoor structure, it must be in and connected to a larger place that fulfills residents' social, cultural, and physical growth. For a neighborhood to house people, it must provide access to good quality grocery stores, healthcare, schools, community services, arts, and cultural institutions. It must create a healthy environment with clean air, water, and soil and be prepared for the heightened impacts of the climate crisis, especially protecting those most at-risk. It must connect us to areas and resources beyond the neighborhood and across the city and region through equitable transit and transportation infrastructure. While a set of amenities may not be the same across neighborhoods, the City should support the unique ecosystem of each one that will nourish its communities and center equity in government investments.

This Goal provides a solid framework for the allocation of resources where changes are more urgent. To achieve healthy neighborhoods for housing residents, the City must focus on repairing past harms through environmental justice and equitable mobility strategies to address the disparate outcomes in wealth and health in [Priority Equity Geographies](#) while protecting these communities against displacement.

At the same time, as San Francisco population grows the existing community facilities and services, including parks, schools, libraries, police, and fire departments, must address the growing need. Recent neighborhood zoning changes have included planning for infrastructure such as transit, open space, and street improvements using development impact fees to help fund such infrastructure, such as the [Southeast Framework](#) and [Greater SoMa Community Facilities Needs Assessment](#) (see Figures 30 to 32).

Housing in a neighborhood can foster relationships, identities, creativity, and individual well-being. Neighborhoods that express individual personalities and shared connections across cultures, race, and ethnicity, or art and architectural heritage provide a sense of community. Considering housing proximity and access to goods and services can reduce burdens, enhance the experience, or encourage healthy habits in daily life. Each neighborhood is a result of its people and histories and their efforts and challenges and should reflect these specific experiences, undo past harms, and adapt to changing conditions.

Figure 30. Infrastructure impact fees generated from development in Area Plans.



Source: SF Planning and DBI.

Figure 31. Nearly half of the cost of, In Chan Kaajal Park, a park built in 2017 in the Mission was funded by development impact fees.



Photo: San Francisco Recreation & Parks

Figure 32. Streetscape improvements along 22nd street to improve pedestrian safety was largely funded by development impact fees.



Rendering: San Francisco Public Works

OBJECTIVE 5.A

CONNECT PEOPLE TO JOBS AND THEIR NEIGHBORHOOD WITH NUMEROUS, EQUITABLE, AND HEALTHY TRANSPORTATION AND MOBILITY OPTIONS

Challenge - As the city and region have developed through decades of changes in economic, living, and land use patterns, transportation infrastructure has often been deployed to reconnect people's needs, primarily around jobs and housing. However, local governmental agencies often focused on the needs of middle- and high-income workers (e.g., freeways, regional commuter transit) and left many populations, especially those of color or with low-wage jobs or those outside the workforce or with other needs, with few or burdensome options. For example, Golden Gate Park, with its world-class cultural institutions and well-maintained open space full of programs and activities, is an hour-long bus ride from the areas in the city with the highest percentage of children, including Bayview, Outer Mission, and the Excelsior.

It has become increasingly difficult and more expensive to complete new infrastructure projects, including transportation projects. Thus, the City is challenged to keep up with growth, which, limits persons quality and life and access to opportunities (e.g., jobs, parks, schools, etc.). Those living in historically underserved communities and those with limited mobility options continue to face greater challenges than those able-bodied persons with more resources.

Additionally, the past two decades have transformed former mostly industrial neighborhoods into more mixed-use neighborhoods, including with housing. This has occurred primarily in the southeast portion of the city where historically there was less investment and stability in the types of small businesses that serve residents. These redeveloping areas include public benefits such as new or improved infrastructure. However, some residents may feel some benefits are oriented to future residents rather than supporting the needs of existing residents and businesses.

Path Forward - A more equitable San Francisco requires planning for how housing, jobs, services, institutions, and resources are interconnected in and between vibrant neighborhoods.

Some areas of the city, primarily lower density neighborhoods in the middle, western, and northern neighborhoods, have had greater per capita public investment in infrastructure. This includes more per capita investments in schools, transit, parks, and other community facilities. Providing more housing in these locations opens access to these benefits to more people. The City will address how new housing impacts existing neighborhoods depending on their geography, history, cultural identity, and past discrimination. These efforts address and support neighborhood life, such as economic development, facility planning, collaboration across agencies, and community-based organizations. The priority is to help people thrive by meeting their needs and providing opportunities that are easily accessible, which also supports San Francisco's goals for of healthier transportation and climate.

San Francisco has been a Transit First City for 45+ years, with a clear intention of supporting public transportation and walkable and bikeable neighborhoods. In the past decade, it has also significantly invested in [Vision Zero](#), a program to get to zero traffic fatalities by 2024; the [Climate Action Plan 2021](#), to reduce carbon emissions; and [ConnectSF](#) a fifty-year vision for San Francisco's mobility. [ConnectSF](#) relates directly to housing considerations, for example that we should preserve permanently affordable housing. Maintaining – and increasing – the City's stock of permanently affordable housing is critical, especially in areas receiving new infrastructure investment and add new low- and moderate-income

housing near essential services and schools. The city’s transportation policies will also be anchored in the upcoming [Transportation Element Update](#) which will be designed to center racial and social equity to redress historic harms, prioritize undoing damage, promote equity, and prioritize those most at-risk of being excluded from transportation resources.

One of the City’s climate goals is to have 80% of trips be made using low carbon modes by 2030 – such as transit, walking, biking, or electric vehicle. Building multi-family housing near transit helps the City meet these goals. It helps the City meet climate goals by providing access to transit for more people; it improves the cost-effectiveness of existing transit investments and makes the City more competitive for regional, state, and federal funds to expand transit; and it provides a larger customer base for businesses located along or nearby transit lines.

OBJECTIVE 5.B

ADVANCE ENVIRONMENTAL JUSTICE, CLIMATE, AND COMMUNITY RESILIENCE

Challenge – Many environmental perils exist for residents of San Francisco, some natural and others exacerbated by human action, resulting in inequitable consequences. In San Francisco, as in many other cities, low-income households and people of color are more likely to live in neighborhoods with environmental hazards, such as toxic groundwater, polluting industrial activities, congested freeways, and hazardous and solid waste facilities. In large part, this is the direct result of [racial covenants](#), [redlining](#), [urban renewal](#) and other discriminatory programs that have historically restricted where people of color may live. Furthermore, these communities may be less likely to have access to health-supportive resources, such as grocery stores, safe parks and open spaces, adequate and stable employment, health facilities, and frequent public transit. These disparities result in worse health outcomes and shortened life expectancy for our most vulnerable populations. For instance, in San Francisco, the average life expectancy for Black men (68 years) is more than a decade shorter than the citywide average (80 years), and 15 years shorter than the group with the longest life expectancy, Asian men (83 years).²⁸

The COVID-19 pandemic has exacerbated the consequences of these existing health disparities. To date, the pandemic has disproportionately impacted communities of color, with those in the Latino/e/x and Black communities at highest risk (see Figure 33). The same health conditions that are more prevalent in neighborhoods most impacted by environmental injustice – asthma, heart disease, diabetes, hypertension – have also been identified as major risk factors for COVID-19.

San Francisco is increasingly vulnerable to climate crisis-related hazards like sea level rise, poor air quality, and extreme heat events. For example, approximately 37,200 people in San Francisco live in areas vulnerable to flooding from sea level rise (see Figure 34) and recent wildfires have shown that the entire city is vulnerable to poor air quality. Environmental pollution also affects certain neighborhoods that

28 “Mortality.” SFHIP. San Francisco Health Improvement Partnership. Accessed January 14, 2022. <http://www.sfhip.org/chna/community-health-data/mortality/>

are identified by the State as “disadvantaged communities.”²⁹ Similarly, earthquakes have been a historic hazard to San Francisco residents despite the city having the highest building code rating for structural safety required in new buildings. The city has had programs that require or encourage seismic upgrades to existing buildings, with the aim of fostering a housing stock resilient to possible future earthquakes. This continues to be a challenge, along with the possible massive disruptions to infrastructure.

Even under normal conditions, housing is in constant need of repair and rehabilitation to remain safe and supportive. Those who have housing instability are more likely to stay in housing that is unsafe or inadequate where either landlords or low-income homeowners defer improvements, with the latter facing increasing pressure to sell and leave the city altogether. Or in cases where the housing is maintained, households may have a higher occupancy than is safe, rendering fire codes insufficient in case of emergency.

Path Forward - Addressing both safe housing and a safe environment for neighborhoods requires substantial investment, planning, and inter-agency coordination. The City’s [Climate Action Plan 2021](#), [Earthquake Safety Implementation Program](#), and the [Environmental Justice Framework](#) (see Figure 35) currently in process are three significant efforts across the city to address the many environmental challenges in relation to housing. In 2019, San Francisco declared a climate emergency in accordance with the Paris Climate Agreement and committed to eliminating greenhouse gas emissions by 2050. This commitment relies on the transformation of energy supply, buildings, transportation, and waste system to reduce emissions. New housing development can help contribute to these goals by meeting the City’s Green Building Code standards. Emissions from buildings stem mostly from the use of natural gas for water and from space heating, recently eliminated as an option through the City’s New Construction Ordinance. San Francisco has committed to zero emissions in new construction by no later than 2030.

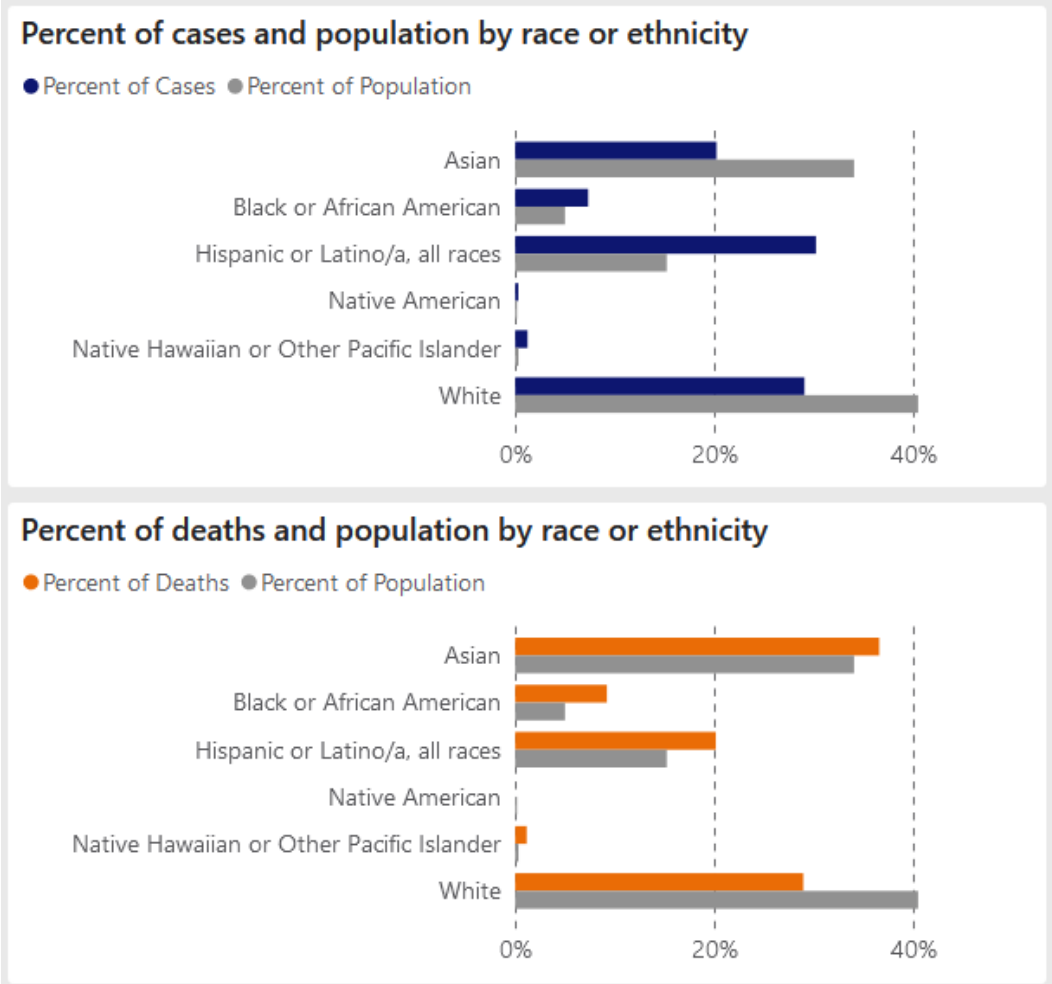
As most of San Francisco’s housing was built before the middle of the last century, many buildings may require upgrades to improve resiliency against these hazards as well as general habitability. Older and inadequately maintained buildings are less able to weather the impacts of these climate and environmental challenges. When these buildings fail, the outcomes are worse for lower-income households and those with health conditions and other existing vulnerabilities. As local, state, and federal resources are made available to address efficiency and resiliency of residential buildings, for example the State-funded and locally run [CALHome program](#), and the [Capital Improvement Program](#), these resources should be prioritized to address existing inequities faced in vulnerable neighborhoods. The city should continue to support seismic upgrades and lead remediation, in such programs as DPH’s [Childhood Prevention Lead Program](#), prioritizing homeowners in Environmental Justice communities.

New housing development can also include neighborhood retail and other services on the ground floor, such as grocery stores, childcare, stores, restaurants, community centers, health facilities, etc. that meet the needs of residents. Finally, new housing can provide open space as required by SF Planning Code, community gardens, living roofs as required by the SF [Better Roofs Ordinance](#) (see Figure 36), and street trees as required by the [SF Better Streets Plan](#) that benefit existing and new neighbors. Integrating

29 “Disadvantaged communities” is an area identified by the California Environmental Protection Agency pursuant to Section 39711 of the Health and Safety Code or an area that is a low-income area that is disproportionately affected by environmental pollution and other hazards that can lead to negative health effects, exposure, or environmental degradation.” Source: CA Office of Planning and Research, General Plan Guidelines, Chapter 4: Required Elements, June 2020

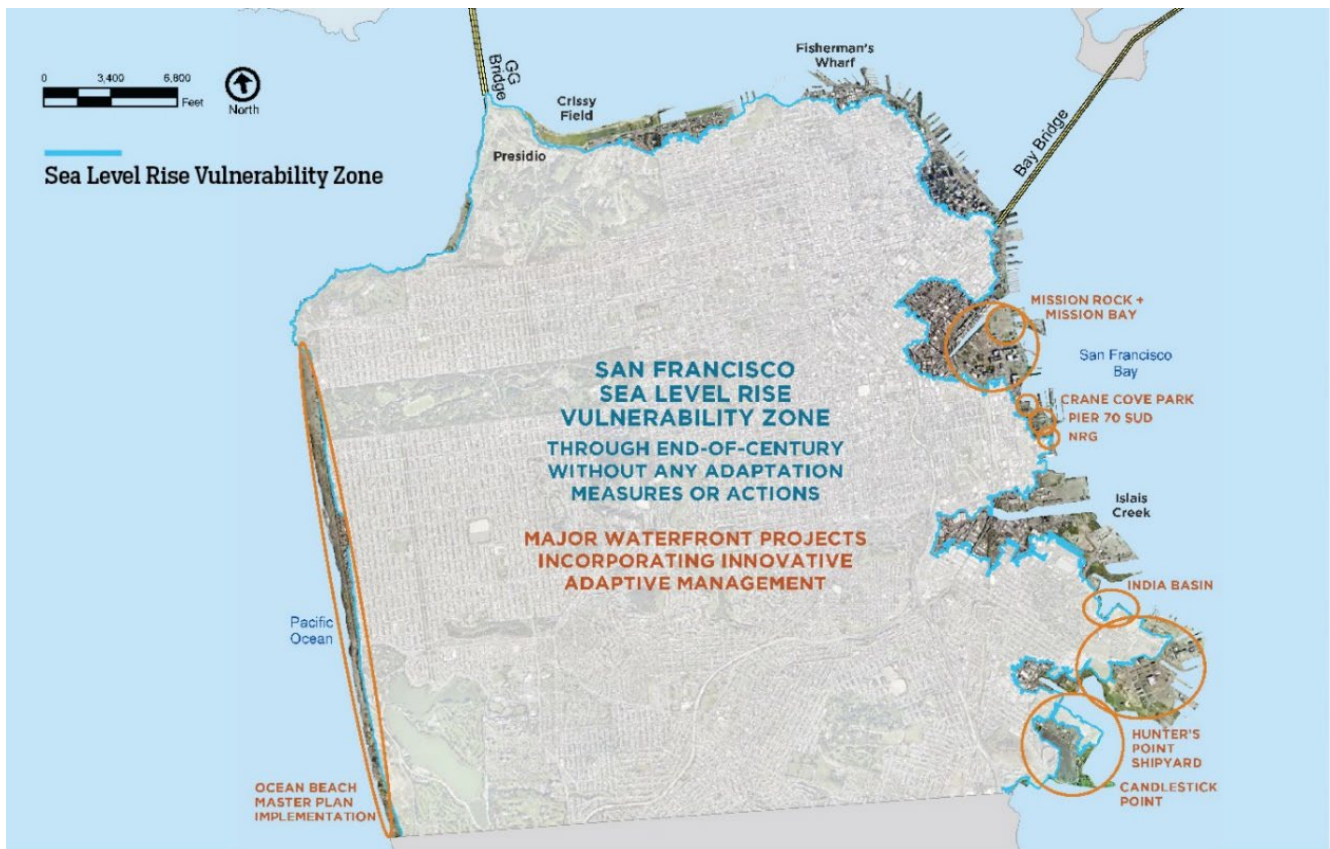
and designing sites to accommodate nature, through requirements such as [Bird Safe Building Standards](#), throughout our streets and buildings improves air quality, plant and wildlife health, human wellness, and climate adaptation.

Figure 33. Percent of cases and death by race or ethnicity.



Source: Data SF; extracted January 14, 2022.

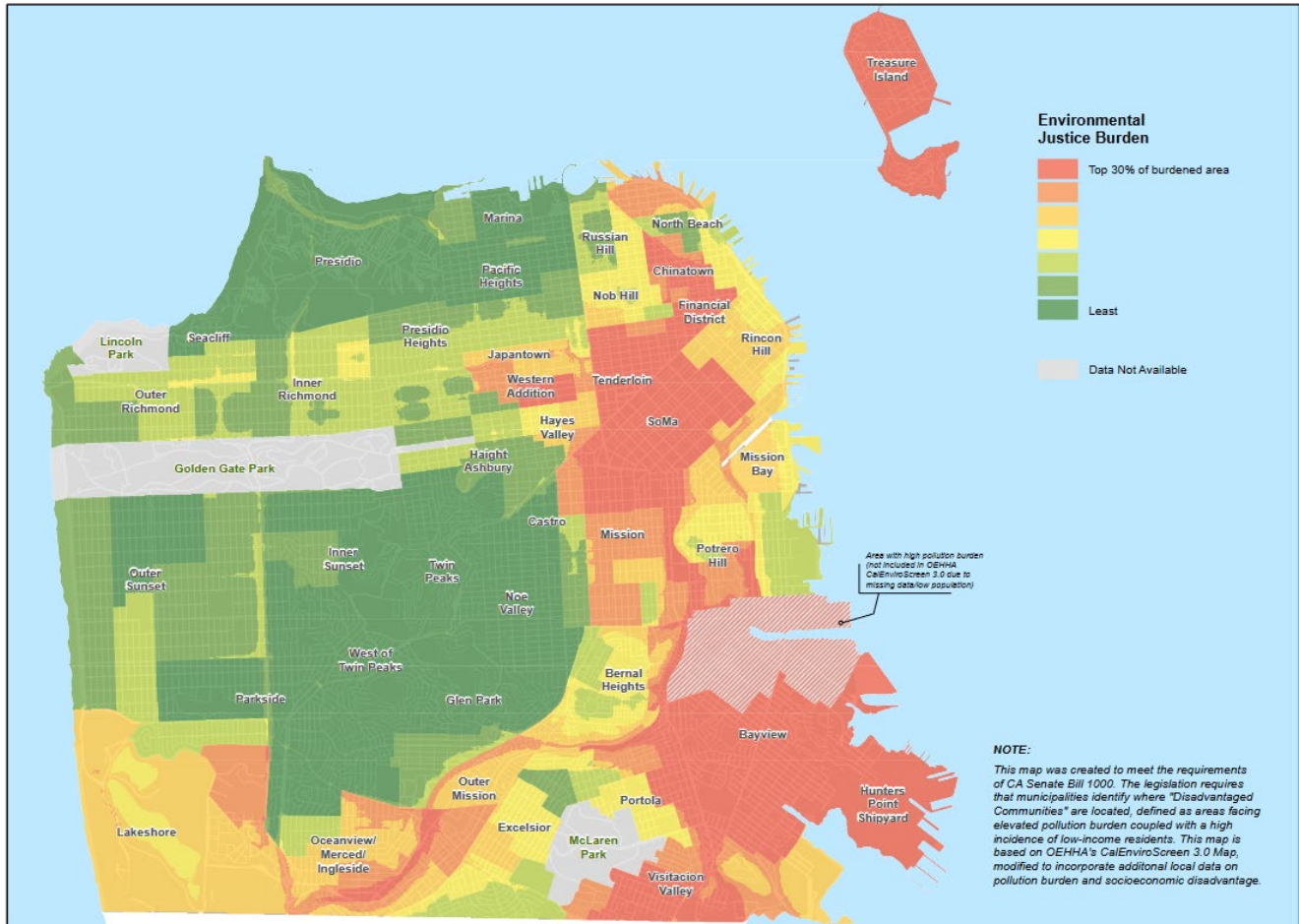
Figure 34. Areas vulnerable to sea level rise.



Source: San Francisco Sea Level Rise Action Plan

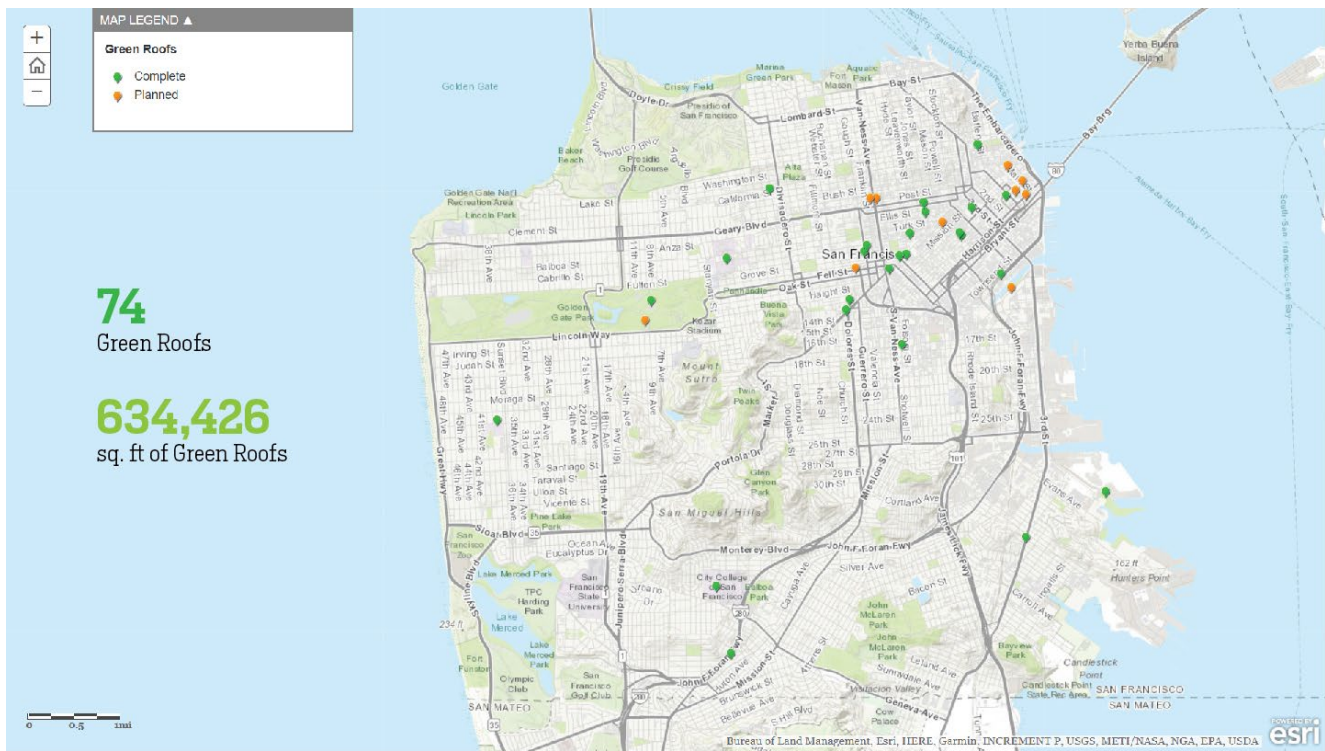
Figure 35. Draft Environmental Justice Communities (2021).

Areas of San Francisco that have higher pollution and are predominately low-income. This map is based on [CalEnviroScreen](#), a tool created by CalEPA& OEHHA that maps California communities that are most affected by pollution and other health risks. “EJ Communities” are defined as the census tracts with the top 30% of cumulative environmental and socioeconomic vulnerability across the city.



Source: SF Planning’s Environmental Justice Framework.

Figure 36. San Francisco has recently required certain development projects to provide a 'living roof'.



Source: San Francisco Planning

OBJECTIVE 5.C
ELEVATE EXPRESSION OF CULTURAL IDENTITIES THROUGH THE DESIGN OF ACTIVE AND ENGAGING NEIGHBORHOOD BUILDINGS AND SPACES

Challenge - The cultural diversity of San Francisco’s neighborhoods is threatened by the displacement of racial, ethnic, and other marginalized cultural groups, such as transgender and LGBTQ+ residents. While San Francisco’s neighborhoods still retain a high level of cultural identity which contributes to their sense of place and to the residents’ sense of belonging, this aspect of community stability is hard to sustain when the culture bearers and community members that embody that identity can no longer afford to live in the neighborhood. Across communities of color and other marginalized groups, the forces of displacement are making it difficult for cultural groups to transmit the traditions, practices, and artistic expressions that define them and their heritage. This erodes the health and cultural richness of the community, which can be witnessed through the loss of culturally significant businesses, community spaces, art, and cultural programming.

As an example of this challenge to retain the city’s cultural diversity, the city has lost significant Legacy Businesses³⁰ over the past decade due to displacement pressures and lower income communities of

30 In order to be designated by the Board of Supervisors as a Legacy Business, businesses must generally have operated in San Francisco for 30 or more years, have contributed to the city’s history and/or the identity of a particular neighborhood or community, and be committed to maintaining the physical features and traditions that define the business, including crafts, cuisines, art forms, or activities.

color have been hit particularly hard. A 2014 report by the City's Budget and Legislative Analyst's Office showed the closure of small businesses in San Francisco had reached record numbers with almost 4,000 small businesses closing in 2014 alone. In contrast, only 693 small businesses closed in 1994, the first year of the study. The report drew connections to San Francisco's skyrocketing rents and the high level of commercial evictions, which continue today. The [Legacy Business Registry](#) and corresponding fund were created in 2015 in recognition of this loss and to mitigate or reverse the trend.

Similarly, the city's [Cultural Districts](#) Initiative was formalized in 2018 with the aim of stabilizing vulnerable communities facing or at risk of displacement or gentrification, and to preserve, strengthen and promote our cultural assets and diverse communities. While both of these innovative programs provide potentially effective models for government interventions to fight community displacement and elevate expressions of cultural identity, the funding needs of both programs to date have far exceeded the allocated resources.

While many parts of the city, such as the Cultural Districts, aim to reinforce cultural identities that are at-risk, other parts of the city not identified as such may expect new housing opportunities to arrive subject to more general design guidance. Historically, San Francisco design guidance has reinforced existing patterns, whether in massing or façade or roofline expression, even though some of the original housing stock was mass-produced with little individual character or architectural quality. While this desire for compatibility was intended to prevent vast and dramatic changes in scale, in practice over time scale has mostly been addressed through code or zoning requirements and these have mostly limited creativity, architectural expression, and muted the voices of an expanding diversity of residents. While continuity of place is essential in cities, public space, facades, and street environments should also reflect the evolutions in personal and cultural expression.

Path Forward - As new development comes to San Francisco's neighborhoods, good building design should remain sensitive to the unique neighborhood context while enhancing these neighborhoods. New buildings can improve the experience of existing and new neighbors through architecture, services or retail provided on the ground floor, or the streetscape improvements on the fronting street. New development should help maintain neighborhoods' historic architectural heritage and landmarks as well as their cultural heritage: objects, beliefs, traditions, practices, artistic interpretation, and significant places that develop a sense of belonging and identity. New development must also recognize the erased histories and heritage from American Indian, Black, and other communities of color.

[Cultural Districts](#) will be an important platform to move forward; they have been defined by the city as areas containing a concentration of cultural and historic assets, culturally significant enterprise, arts, services, or businesses and a significant portion of its residents or people who spend time in the area, are members of a specific cultural community or ethnic group that historically has been discriminated against, displaced or oppressed. By reflecting the cultural identities of their residents in new development, building design can create environments that cultivate understanding and appreciation of diverse peoples, that honor the stories of all communities, and that foster a sense of belonging for all residents. This can be achieved through design and artistic expression in the built environment – buildings, parks, sidewalks, streets, structures, and other public spaces – and through the activation and use of public and private spaces. By elevating expression of cultural identities, the City can encourage more equitable local economies, and advance social justice. In this way, this objective also furthers Objective 3a to “Build intergenerational wealth for American Indian, Black, and other communities of

color.” The creativity and sense of belonging resulting from this work will promote mental health while resulting in layered cultural landscapes and experiences for residents, workers, and visitors.

Achieving this objective will mean re-evaluating how existing and new design guidelines can be utilized to foster creativity while implementing foundational design principals and ensuring durable building materials. It also requires the Planning Department to explore how design, especially at the ground floor, supports social engagement and the vibrancy of neighborhoods. At the same time, it requires tools that ensure that existing expressions of cultural identity and places that hold cultural and historic meaning are respected. In other cases, the city should explore limiting or revising discretionary guidelines to balance the needs of new housing and neighborhood scale, which is already governed by definitive height and bulk controls. By creating and adopting objective standards that focus on the major concerns—light and air, dramatic shifts in scale—the city can allow for more flexibility in how neighborhoods look and feel, inviting new residents to join in and creative disciplines to deploy their talents.

The management of culturally and historically significant spaces must be guided by the culture bearers and descendants of those cultural groups, and special attention should be paid to those groups that have been marginalized from these decisions in the past. Ramaytush descendants and the American Indian community more broadly both hold special roles in guiding how the city manages tribal cultural resources and places significant for American Indian cultural practices. Consultation methods and information systems must be improved to ensure their full participation in decisions affecting the Ramaytush and American Indian community.

The City can utilize and expand existing historic preservation tools such as protective ordinances, rehabilitation incentives, and environmental laws to improve the management of places that express cultural identity. And the City can grow new and innovative programs such as the [Legacy Business Registry](#), the [Citywide Retail Strategy](#), and [Cultural District program](#) to guide cultural resource management and programs intended to support cultural uses and activities throughout the city.

POLICIES

POLICY 1: Minimize [no-fault](#) and [at-fault](#) evictions for all tenants, and expand direct rental assistance as a renter stabilization strategy.

Related Objectives
OBJECTIVE 1.A ENSURE HOUSING STABILITY AND HEALTHY HOMES.
OBJECTIVE 1.B ADVANCE EQUITABLE HOUSING ACCESS.
OBJECTIVE 3.C ELIMINATE COMMUNITY DISPLACEMENT WITHIN AREAS VULNERABLE TO DISPLACEMENT.

Implementing Program Areas
1 Affordable Housing Resources and Equitable Access 1.5 Deep Affordability and Rent Assistance for Lowest Income Renters
2 Stabilizing Tenants and Rental Housing 2.1 Eviction Prevention and Anti-displacement; 2.2 Tenant Protections
3 Preventing and Eliminating Homelessness 3.2 Problem Solving and Targeted Homelessness Prevention

POLICY 2: Preserve affordability of existing subsidized housing, government-owned or cooperative-owned housing, or [SRO hotel rooms](#) where the affordability requirements are at risk or soon to expire.

Related Objectives
OBJECTIVE 1.A ENSURE HOUSING STABILITY AND HEALTHY HOMES.
OBJECTIVE 1.B ADVANCE EQUITABLE HOUSING ACCESS.
OBJECTIVE 3.C ELIMINATE COMMUNITY DISPLACEMENT WITHIN AREAS VULNERABLE TO DISPLACEMENT.

Implementing Program Areas
1 Affordable Housing Resources and Equitable Access 1.4 Affordable Housing Preservation
2 Stabilizing Tenants and Rental Housing 2.2 Tenant Protections; 2.3 Acquisitions and Rehabilitation for Affordability; 2.4 Preserving Rental Unit Availability

POLICY 3: Acquire and rehabilitate privately-owned housing as permanently affordable to better serve residents and [areas vulnerable to displacement](#) with unmet affordable housing needs.

Related Objectives

- OBJECTIVE 1.A** ENSURE HOUSING STABILITY AND HEALTHY HOMES.
- OBJECTIVE 1.B** ADVANCE EQUITABLE HOUSING ACCESS.
- OBJECTIVE 4.A** SUBSTANTIALLY EXPAND THE AMOUNT OF PERMANENTLY AFFORDABLE HOUSING FOR EXTREMELY LOW- TO MODERATE-INCOME HOUSEHOLDS.

Implementing Program Areas

- 2 Stabilizing Tenants and Rental Housing**
- 2.3 Acquisitions and Rehabilitation for Affordability

POLICY 4: Facilitate the legalization of unauthorized dwelling units while improving their safety and habitability.

Related Objectives

- OBJECTIVE 4.B** EXPAND SMALL AND MID-RISE MULTI-FAMILY HOUSING PRODUCTION TO SERVE OUR WORKFORCE, PRIORITIZING MIDDLE-INCOME HOUSEHOLDS.

Implementing Program Areas

- 2 Stabilizing Tenants and Rental Housing**
- 2.4 Preserving Rental Unit Availability

POLICY 5: Improve access to the available Affordable Rental and Homeownership units especially for disproportionately underserved racial and social groups.

Related Objectives

- OBJECTIVE 1.B** ADVANCE EQUITABLE HOUSING ACCESS.
- OBJECTIVE 3.A** BUILD INTERGENERATIONAL WEALTH FOR AMERICAN INDIAN, BLACK, AND OTHER COMMUNITIES OF COLOR.

Implementing Program Areas

- 1 Affordable Housing Resources and Equitable Access**
- 1.3 Inclusionary Housing; 1.4 Affordable Housing Preservation; 1.7 Eligibility and Access for Affordable Housing
- 5 Redressing and Preventing Discrimination**
- 5.4 Housing Programs to Redress Harm

POLICY 6: Advance equal housing access by eliminating discrimination based on race, ethnicity, immigration status, HIV+ status, gender identity, sexual orientation, disabilities, age, prior incarceration, or mental health and improving housing programs for underserved groups.

Related Objectives
OBJECTIVE 1.B ADVANCE EQUITABLE HOUSING ACCESS.
Implementing Program Areas
1 Affordable Housing Resources and Equitable Access 1.7 Eligibility and Access for Affordable Housing
3 Preventing and Eliminating Homelessness 3.1 Coordinated Entry and Referrals
5 Redressing and Preventing Discrimination 5.3 Fair Housing Compliance and Enforcement
6 Serving Special Needs Groups 6.3 Seniors and People with Disabilities and Chronic Illness

POLICY 7: Pursue permanently affordable housing investments that are specific to the geographic, cultural, and support needs of recently arrived or newly independent residents or residents from marginalized groups, including transgender and LGBTQ+ people.

Related Objectives
OBJECTIVE 1.B ADVANCE EQUITABLE HOUSING ACCESS.
OBJECTIVE 4.C DIVERSIFY HOUSING TYPES FOR ALL CULTURES, FAMILY STRUCTURES, AND ABILITIES.
Implementing Program Areas
1 Affordable Housing Resources and Equitable Access 1.7 Eligibility and Access for Affordable Housing
6 Serving Special Needs Groups 6.2 Transgender and LGBTQ+ People; 6.3 Seniors and People with Disabilities and Chronic Illness

POLICY 8: Expand permanently supportive housing and services for individuals and families experiencing homelessness as a primary part of a comprehensive strategy to eliminate homelessness.

Related Objectives
<p>OBJECTIVE 1.C ELIMINATE HOMELESSNESS.</p> <p>OBJECTIVE 4.A SUBSTANTIALLY EXPAND THE AMOUNT OF PERMANENTLY AFFORDABLE HOUSING FOR EXTREMELY LOW- TO MODERATE-INCOME HOUSEHOLDS.</p>
Implementing Program Areas
<p>3 Preventing and Eliminating Homelessness 3.1 Coordinated Entry and Referrals; 3.3 Temporary Shelter; 3.4 Supportive Housing</p> <p>5 Redressing and Preventing Discrimination 5.3 Fair Housing Compliance and Enforcement</p> <p>6 Serving Special Needs Groups 6.2 Transgender and LGBTQ+ People</p>

POLICY 9: Prevent homelessness and eviction through comprehensive evidence-based systems, including housing and other services targeted to serve those at risk of becoming unhoused³¹.

Related Objectives
<p>OBJECTIVE 1.A ENSURE HOUSING STABILITY AND HEALTHY HOMES.</p> <p>OBJECTIVE 1.B ADVANCE EQUITABLE HOUSING ACCESS.</p> <p>OBJECTIVE 1.C ELIMINATE HOMELESSNESS.</p>
Implementing Program Areas
<p>1 Affordable Housing Resources and Equitable Access 1.5 Deep Affordability and Rent Assistance for Lowest Income Renters</p> <p>2 Stabilizing Tenants and Rental Housing 2.1 Eviction Prevention and Anti-displacement</p> <p>3 Preventing and Eliminating Homelessness 3.1 Coordinated Entry and Referrals; 3.2 Problem Solving and Targeted Homelessness Prevention; 3.3 Temporary Shelter; 3.4 Supportive Housing</p> <p>6 Serving Special Needs Groups 6.2 Transgender and LGBTQ+ People</p>

31 People with prior experience of homelessness, with involvement with the criminal justice, system, extremely-low and very-low income American Indian, Black, and Latino/es, domestic violence victims, transgender people, and those at imminent risk of losing housing (e.g., tenants with an eviction notice or subject to landlord harassment).

POLICY 10: Acknowledge the truth about discriminatory practices and government actions³² as told by American Indian, Black, and other communities of color to understand the root causes of the housing disparities in these communities and to inform how to redress the harms.

Related Objectives
OBJECTIVE 2.A MAKE AMENDS THROUGH TRUTH-TELLING OF THE HISTORIC HARMS.
Implementing Program Areas
5 Redressing and Preventing Discrimination 5.1 Truth-telling and Acknowledging Past Harm

POLICY 11: Establish and sustain homeownership programs and expand affordable housing access for American Indian, Black, Japanese, Filipino, and other communities to redress harm directly caused by past discriminatory government actions including [redlining](#), [urban renewal](#), the Indian Relocation Act, or WWII Japanese incarceration.

Related Objectives
OBJECTIVE 2.B OFFER REPARATIONS FOR COMMUNITIES DIRECTLY HARMED BY PAST DISCRIMINATORY GOVERNMENT ACTION AND BRING BACK THEIR DISPLACED PEOPLE.
OBJECTIVE 3.A BUILD INTERGENERATIONAL WEALTH FOR AMERICAN INDIAN, BLACK, AND OTHER COMMUNITIES OF COLOR.
OBJECTIVE 3.C ELIMINATE COMMUNITY DISPLACEMENT WITHIN AREAS VULNERABLE TO DISPLACEMENT.GOVERNMENT ACTION AND BRING BACK THEIR DISPLACED PEOPLE.
Implementing Program Areas
5 Redressing and Preventing Discrimination 5.4 Housing Programs to Redress Harm

32 Discriminatory programs include, but are not limited to, redlining, urban renewal, segregated public housing, and exclusionary zoning regulations, such as single-family zoning.

POLICY 12: Invest in and expand access to cultural anchors, land, and spaces that are significant to American Indian, Black, Japanese, Filipino, and other communities directly harmed by past discriminatory government actions including [redlining](#), [urban renewal](#), the Indian Relocation Act or WWII Japanese incarceration to redress histories of dispossession, social disruption, and physical displacement.

Related Objectives	
OBJECTIVE 2.B	OFFER REPARATIONS FOR COMMUNITIES DIRECTLY HARMED BY PAST DISCRIMINATORY GOVERNMENT ACTION AND BRING BACK THEIR DISPLACED PEOPLE.
OBJECTIVE 3.A	BUILD INTERGENERATIONAL WEALTH FOR AMERICAN INDIAN, BLACK, AND OTHER COMMUNITIES OF COLOR.
OBJECTIVE 5.C	ELEVATE EXPRESSION OF CULTURAL IDENTITIES THROUGH THE DESIGN OF ACTIVE AND ENGAGING NEIGHBORHOOD BUILDINGS AND SPACES.
Implementing Program Areas	
4 Centering Equity Communities and Cultural Heritage	
4.4 Cultural Districts	
5 Redressing and Preventing Discrimination	
5.2 Cultural Investment and Restitution	

POLICY 13: Amplify and prioritize voices of American Indian, Black, and other people of color, and other disadvantaged communities, and embrace the guidance of their leaders throughout the engagement and planning processes for housing policy, planning, programs, and developments.

Related Objectives	
OBJECTIVE 2.C	INCREASE ACCOUNTABILITY TO AMERICAN INDIAN, BLACK, AND OTHER COMMUNITIES OF COLOR.
Implementing Program Areas	
4 Centering Equity Communities and Cultural Heritage	
4.2 Community Planning; 4.4 Cultural Districts; 4.5 Cultural Heritage and Expression	
5 Redressing and Preventing Discrimination	
5.2 Cultural Investment and Restitution; 5.4 Housing Programs to Redress Harm	

POLICY 14: Establish accountability tools to advance racial and social equity in housing access with measurable progress.

Related Objectives
OBJECTIVE 2.C INCREASE ACCOUNTABILITY TO AMERICAN INDIAN, BLACK, AND OTHER COMMUNITIES OF COLOR.
Implementing Program Areas
4 Centering Equity Communities and Cultural Heritage 4.1 Accountability

POLICY 15: Expand permanently affordable housing investments in [Priority Equity Geographies](#) to better serve American Indian, Black, and other People of color within income ranges underserved, including extremely-, very low-, and moderate-income households.

Related Objectives
OBJECTIVE 3.A BUILD INTERGENERATIONAL WEALTH FOR AMERICAN INDIAN, BLACK, AND OTHER COMMUNITIES OF COLOR.
OBJECTIVE 4.A SUBSTANTIALLY EXPAND THE AMOUNT OF PERMANENTLY AFFORDABLE HOUSING FOR EXTREMELY LOW- TO MODERATE-INCOME HOUSEHOLDS.
Implementing Program Areas
1 Affordable Housing Resources and Equitable Access 1.2 Affordable Housing Production; 1.4 Affordable Housing Preservation; 1.5 Deep Affordability and Rent Assistance for Lowest Income Renters; 1.7 Eligibility and Access for Affordable Housing
4 Centering Equity Communities and Cultural Heritage 4.2 Community Planning

POLICY 16: Improve access to well-paid jobs and business ownership for American Indian, Black and other communities of color, particularly those who live in [Priority Equity Geographies](#), to build the wealth needed to afford and meet their housing needs.

Related Objectives
OBJECTIVE 3.A BUILD INTERGENERATIONAL WEALTH FOR AMERICAN INDIAN, BLACK, AND OTHER COMMUNITIES OF COLOR.
Implementing Program Areas
4 Centering Equity Communities and Cultural Heritage 4.3 Access to Economic Opportunity

POLICY 17: Expand investments in [Priority Equity Geographies](#) to advance equitable access to resources while ensuring community stability.

Related Objectives	
OBJECTIVE 3.A	BUILD INTERGENERATIONAL WEALTH FOR AMERICAN INDIAN, BLACK, AND OTHER COMMUNITIES OF COLOR.
OBJECTIVE 5.A	CONNECT PEOPLE TO JOBS AND THEIR NEIGHBORHOOD WITH NUMEROUS, EQUITABLE, AND HEALTHY TRANSPORTATION AND MOBILITY OPTIONS.

Implementing Program Areas	
4 Centering Equity Communities and Cultural Heritage	4.1 Accountability
9 Healthy, Connected, and Resilient Housing and Neighborhoods	9.3 Transportation

POLICY 18: Tailor zoning changes within [Priority Equity Geographies](#) and intersecting Cultural Districts to serve the specific needs of American Indian, Black, and other communities of color while implementing programs to stabilize communities and meet community needs.

Related Objectives	
OBJECTIVE 2.C	INCREASE ACCOUNTABILITY TO AMERICAN INDIAN, BLACK, AND OTHER COMMUNITIES OF COLOR.
OBJECTIVE 3.A	BUILD INTERGENERATIONAL WEALTH FOR AMERICAN INDIAN, BLACK, AND OTHER COMMUNITIES OF COLOR.
OBJECTIVE 3.C	ELIMINATE COMMUNITY DISPLACEMENT WITHIN AREAS VULNERABLE TO DISPLACEMENT.

Implementing Program Areas	
4 Centering Equity Communities and Cultural Heritage	4.2 Community Planning

POLICY 19: Enable low and moderate-income households, particularly American Indian, Black, and other people of color, to live and prosper in [Well-resourced Neighborhoods](#) by increasing the number of permanently affordable housing units in those neighborhoods.

Related Objectives

- OBJECTIVE 3.B** CREATE A SENSE OF BELONGING FOR ALL COMMUNITIES OF COLOR WITHIN WELL-RESOURCED NEIGHBORHOODS THROUGH EXPANDED HOUSING CHOICE.
- OBJECTIVE 4.A** SUBSTANTIALLY EXPAND THE AMOUNT OF PERMANENTLY AFFORDABLE HOUSING FOR EXTREMELY LOW- TO MODERATE-INCOME HOUSEHOLDS.

Implementing Program Areas

- 1 Affordable Housing Resources and Equitable Access**
1.2 Affordable Housing Production; 1.5 Deep Affordability and Rent Assistance for Lowest Income Renters; 1.7 Eligibility and Access for Affordable Housing

POLICY 20: Increase mid-rise and small multi-family housing types by adopting zoning changes or density bonus programs in [Well-resourced Neighborhoods](#) and adjacent lower-density areas near transit, including along SFMTA Rapid Network³³ and other transit.

Related Objectives

- OBJECTIVE 3.B** CREATE A SENSE OF BELONGING FOR ALL COMMUNITIES OF COLOR WITHIN WELL-RESOURCED NEIGHBORHOODS THROUGH EXPANDED HOUSING CHOICE.
- OBJECTIVE 4.B** EXPAND SMALL AND MID-RISE MULTI-FAMILY HOUSING PRODUCTION TO SERVE OUR WORKFORCE, PRIORITIZING MIDDLE-INCOME HOUSEHOLDS.
- OBJECTIVE 5.A** CONNECT PEOPLE TO JOBS AND THEIR NEIGHBORHOOD WITH NUMEROUS, EQUITABLE, AND HEALTHY TRANSPORTATION AND MOBILITY OPTIONS.

Implementing Program Areas

- 7 Expanding Housing Choices**
7.1 Rezoning Program; 7.2 Mid-rise and Small Multifamily Buildings; 7.3 Housing Near Job Centers and Transit

33 The 13 rail and bus lines that account for the majority of Muni's ridership. Before the pandemic, Rapid Network lines were scheduled to operate every 10 minutes or better all day on weekdays.

POLICY 21: Prevent the potential displacement and adverse racial and social equity impacts of zoning changes, planning processes, or public and private investments especially for populations and [areas vulnerable to displacement](#).

Related Objectives	
OBJECTIVE 2.C	INCREASE ACCOUNTABILITY TO AMERICAN INDIAN, BLACK, AND OTHER COMMUNITIES OF COLOR.
OBJECTIVE 3.C	ELIMINATE COMMUNITY DISPLACEMENT WITHIN AREAS VULNERABLE TO DISPLACEMENT.
Implementing Program Areas	
2 Stabilizing Tenants and Rental Housing	
2.1 Eviction Prevention and Anti-displacement	
4 Centering Equity Communities and Cultural Heritage	
4.1 Accountability	

POLICY 22: Create dedicated and consistent local funding sources and advocate for regional, State, and Federal funding to support building permanently affordable housing for very low-, low-, and moderate-income households that meets the Regional Housing Needs Allocation targets.

Related Objectives	
OBJECTIVE 1.C	ELIMINATE HOMELESSNESS.
OBJECTIVE 4.A	SUBSTANTIALLY EXPAND THE AMOUNT OF PERMANENTLY AFFORDABLE HOUSING FOR EXTREMELY LOW- TO MODERATE-INCOME HOUSEHOLDS.
Implementing Program Areas	
1 Affordable Housing Resources and Equitable Access	
1.1 Affordable Housing Funding; 1.2 Affordable Housing Production	

POLICY 23: Retain and increase the number of moderate- and middle-income households by increasing their homebuying opportunities and reversing the shortage in housing that is affordable to these households.

Related Objectives	
OBJECTIVE 4.A	SUBSTANTIALLY EXPAND THE AMOUNT OF PERMANENTLY AFFORDABLE HOUSING FOR EXTREMELY LOW- TO MODERATE-INCOME HOUSEHOLDS.
Implementing Program Areas	
1 Affordable Housing Resources and Equitable Access	
1.6 Homeownership Support	

POLICY 24: Enable mixed-income development projects to maximize the number of permanently affordable housing units constructed, in balance with delivering other permanent community benefits that advance racial and social equity.

<p>Related Objectives</p> <p>OBJECTIVE 4.A SUBSTANTIALLY EXPAND THE AMOUNT OF PERMANENTLY AFFORDABLE HOUSING FOR EXTREMELY LOW- TO MODERATE-INCOME HOUSEHOLDS.</p>
<p>Implementing Program Areas</p> <p>1 Affordable Housing Resources and Equitable Access 1.2 Affordable Housing Production; 1.3 Inclusionary Housing</p> <p>7 Expanding Housing Choices 7.3 Housing Near Job Centers and Transit</p> <p>8 Reducing Constraints on Housing Development, Maintenance, and Improvement 8.4 Process and Permit Procedures; 8.7 Facilitating Large Projects; 8.9 Post-Entitlement Permitting and Pipeline Support</p>

POLICY 25: Reduce governmental constraints on development in Well-resourced Neighborhoods to enable small and mid-rise multi-family buildings providing improved housing choice and affordability.

<p>Related Objectives</p> <p>OBJECTIVE 4.B EXPAND SMALL AND MID-RISE MULTI-FAMILY HOUSING PRODUCTION TO SERVE OUR WORKFORCE, PRIORITIZING MIDDLE-INCOME HOUSEHOLDS.</p>
<p>Implementing Program Areas</p> <p>8 Reducing Constraints on Housing Development, Maintenance, and Improvement 8.4 Process and Permit Procedures</p>

POLICY 26: Streamline and simplify permit processes to provide more equitable access to the application process, improve certainty of outcomes, and ensure meeting State- and local-required timelines, especially for 100% affordable housing and shelter projects.

<p>Related Objectives</p> <p>OBJECTIVE 4.A SUBSTANTIALLY EXPAND THE AMOUNT OF PERMANENTLY AFFORDABLE HOUSING FOR EXTREMELY LOW- TO MODERATE-INCOME HOUSEHOLDS.</p> <p>OBJECTIVE 4.B EXPAND SMALL AND MID-RISE MULTI-FAMILY HOUSING PRODUCTION TO SERVE OUR WORKFORCE, PRIORITIZING MIDDLE-INCOME HOUSEHOLDS.</p>
<p>Implementing Program Areas</p> <p>3 Preventing and Eliminating Homelessness 3.3 Temporary Shelter</p> <p>7 Expanding Housing Choices 7.2 Mid-rise and Small Multifamily Buildings; 7.3 Housing Near Job Centers and Transit</p> <p>8 Reducing Constraints on Housing Development, Maintenance, and Improvement 8.1 Cost and Fees; 8.3 Objective Design Standards & Findings; 8.4 Process and Permit Procedures; 8.6 Support for Affordable and Supportive Housing and Shelters</p> <p>9 Healthy, Connected, and Resilient Housing and Neighborhoods 9.4 Community Services</p>

POLICY 27: Improve coordination, alignment, shared mission, and functionality of post-entitlement permit processes across agencies and jurisdictions to speed housing construction starts after approvals, especially for 100% affordable housing and development agreements.

<p>Related Objectives</p> <p>OBJECTIVE 4.A SUBSTANTIALLY EXPAND THE AMOUNT OF PERMANENTLY AFFORDABLE HOUSING FOR EXTREMELY LOW- TO MODERATE-INCOME HOUSEHOLDS.</p> <p>OBJECTIVE 4.B EXPAND SMALL AND MID-RISE MULTI-FAMILY HOUSING PRODUCTION TO SERVE OUR WORKFORCE, PRIORITIZING MIDDLE-INCOME HOUSEHOLDS.</p>
<p>Implementing Program Areas</p> <p>8 Reducing Constraints on Housing Development, Maintenance, and Improvement 8.1 Cost and Fees; 8.3 Objective Design Standards & Findings; 8.4 Process and Permit Procedures; 8.6 Support for Affordable and Supportive Housing and Shelters; 8.7 Facilitating Large Projects; 8.9 Post-Entitlement Permitting and Pipeline Support</p>

POLICY 28: Affirm compliance in State housing law, requirements, and intent by strengthening data collection, clarifying definitions, and further supporting implementation.

Related Objectives
OBJECTIVE 4.A SUBSTANTIALLY EXPAND THE AMOUNT OF PERMANENTLY AFFORDABLE HOUSING FOR EXTREMELY LOW- TO MODERATE-INCOME HOUSEHOLDS.
OBJECTIVE 4.B EXPAND SMALL AND MID-RISE MULTI-FAMILY HOUSING PRODUCTION TO SERVE OUR WORKFORCE, PRIORITIZING MIDDLE-INCOME HOUSEHOLDS.

Implementing Program Areas
2 Stabilizing Tenants and Rental Housing 2.2 Tenant Protections
4 Centering Equity Communities and Cultural Heritage 4.2 Community Planning
8 Reducing Constraints on Housing Development, Maintenance, and Improvement 8.3 Objective Design Standards & Findings; 8.4 Process and Permit Procedures; 8.5 Compliance with State Programs and Law; 8.8 Policy and Practice Review; 8.9 Post-Entitlement Permitting and Pipeline Support

POLICY 29: Complete community-led processes in Priority Equity Geographies that provide defined community benefits or mitigations for effects of new development consistent with state and federal law in order to reduce burdens on advocates of vulnerable populations and community members and establish more predictable outcomes for housing applications.

Related Objectives
OBJECTIVE 2.C INCREASE ACCOUNTABILITY TO AMERICAN INDIAN, BLACK, AND OTHER COMMUNITIES OF COLOR.
OBJECTIVE 3.C ELIMINATE COMMUNITY DISPLACEMENT WITHIN AREAS VULNERABLE TO DISPLACEMENT.
OBJECTIVE 3.B CREATE A SENSE OF BELONGING FOR ALL COMMUNITIES OF COLOR WITHIN WELL-RESOURCED NEIGHBORHOODS THROUGH EXPANDED HOUSING CHOICE.
OBJECTIVE 4.B EXPAND SMALL AND MID-RISE MULTI-FAMILY HOUSING PRODUCTION TO SERVE OUR WORKFORCE, PRIORITIZING MIDDLE-INCOME HOUSEHOLDS.

Implementing Program Areas
1 Affordable Housing Resources and Equitable Access 1.2 Affordable Housing Production
7 Expanding Housing Choices 7.2 Mid-rise and Small Multifamily Buildings
8 Reducing Constraints on Housing Development, Maintenance, and Improvement 8.4 Process and Permit Procedures

POLICY 30: Support the reduction of non-governmental challenges that enable affordable housing and small and mid-rise multi-family buildings as a prominent housing type.

Related Objectives
OBJECTIVE 4.A SUBSTANTIALLY EXPAND THE AMOUNT OF PERMANENTLY AFFORDABLE HOUSING FOR EXTREMELY LOW- TO MODERATE-INCOME HOUSEHOLDS.
OBJECTIVE 4.B EXPAND SMALL AND MID-RISE MULTI-FAMILY HOUSING PRODUCTION TO SERVE OUR WORKFORCE, PRIORITIZING MIDDLE-INCOME HOUSEHOLDS.
Implementing Program Areas
8 Reducing Constraints on Housing Development, Maintenance, and Improvement 8.1 Cost and Fees; 8.2 Small Multifamily Financing and Support; 8.6 Support for Affordable and Supportive Housing and Shelters

POLICY 31: Facilitate small and mid-rise multi-family buildings that private development can deliver to serve middle-income households without deed restriction, including through adding units in lower density areas or by adding [Accessory Dwelling Units \(ADUs\)](#).

Related Objectives
OBJECTIVE 3.B CREATE A SENSE OF BELONGING FOR ALL COMMUNITIES OF COLOR WITHIN WELL-RESOURCED NEIGHBORHOODS THROUGH EXPANDED HOUSING CHOICE.
OBJECTIVE 4.B EXPAND SMALL AND MID-RISE MULTI-FAMILY HOUSING PRODUCTION TO SERVE OUR WORKFORCE, PRIORITIZING MIDDLE-INCOME HOUSEHOLDS.
Implementing Program Areas
7 Expanding Housing Choices 7.2 Mid-rise and Small Multifamily Buildings; 7.4 Accessory Dwelling Units (ADUs)

POLICY 32: Promote and facilitate aging in place for seniors and multi-generational living that supports extended families and communal households.

Related Objectives
OBJECTIVE 4.C DIVERSIFY HOUSING TYPES FOR ALL CULTURES, FAMILY STRUCTURES, AND ABILITIES.
Implementing Program Areas
Serving Special Needs Groups 6.1 Families With Children; 6.3 Seniors and People with Disabilities and Chronic Illness

POLICY 33: Prevent the outmigration of families with children and support the needs of families to grow.

Related Objectives
OBJECTIVE 4.C DIVERSIFY HOUSING TYPES FOR ALL CULTURES, FAMILY STRUCTURES, AND ABILITIES.
Implementing Program Areas
4 Centering Equity Communities and Cultural Heritage 4.2 Community Planning
Serving Special Needs Groups 6.1 Families With Children
9 Healthy, Connected, and Resilient Housing and Neighborhoods 9.4 Community Services

POLICY 34: Encourage co-housing³⁴ to support ways for households to share space, resources, and responsibilities, especially to reinforce supportive relationships within and across communities and generations.

Related Objectives
OBJECTIVE 4.C DIVERSIFY HOUSING TYPES FOR ALL CULTURES, FAMILY STRUCTURES, AND ABILITIES.
Implementing Program Areas
1 Affordable Housing Resources and Equitable Access 1.2 Affordable Housing Production
7 Expanding Housing Choices 7.2 Mid-rise and Small Multifamily Buildings

34 Co-housing, group housing, or co-living rooms are a type of housing that may have limited cooking facilities and do not contain a full kitchen in each room. Co-housing may include (but is not limited to) communes, fraternities and sororities, or Residential Hotels.

POLICY 35: Require new commercial developments and large employers, hospitals, and educational institutions to help meet housing demand generated by anticipated job growth to maintain an appropriate jobs-housing fit, and address housing needs of students.

Related Objectives
OBJECTIVE 4.C DIVERSIFY HOUSING TYPES FOR ALL CULTURES, FAMILY STRUCTURES, AND ABILITIES.
Implementing Program Areas
<p>1 Affordable Housing Resources and Equitable Access 1.1 Affordable Housing Funding; 1.2 Affordable Housing Production</p> <p>7 Expanding Housing Choices 7.3 Housing Near Job Centers and Transit</p>

POLICY 36: Maximize the use of existing housing stock for residential use by discouraging vacancy, short-term use, and speculative resale.

Related Objectives
OBJECTIVE 4.C DIVERSIFY HOUSING TYPES FOR ALL CULTURES, FAMILY STRUCTURES, AND ABILITIES.
Implementing Program Areas
<p>2 Stabilizing Tenants and Rental Housing 2.4 Preserving Rental Unit Availability</p>

POLICY 37: Facilitate neighborhoods where proximity to daily needs and high-quality community services and amenities promotes social connections, supports caregivers, reduces the need for private auto travel, and advances healthy activities.

Related Objectives
OBJECTIVE 5.A CONNECT PEOPLE TO JOBS AND THEIR NEIGHBORHOOD WITH NUMEROUS, EQUITABLE, AND HEALTHY TRANSPORTATION AND MOBILITY OPTIONS.
OBJECTIVE 5.C ELEVATE EXPRESSION OF CULTURAL IDENTITIES THROUGH THE DESIGN OF ACTIVE AND ENGAGING NEIGHBORHOOD BUILDINGS AND SPACES.
Implementing Program Areas
<p>4 Centering Equity Communities and Cultural Heritage 4.3 Access to Economic Opportunity; 4.4 Cultural Districts; 4.5 Cultural Heritage and Expression</p> <p>9 Healthy, Connected, and Resilient Housing and Neighborhoods 9.2 Resilient and Healthy Neighborhoods and New Housing; 9.3 Transportation; 9.4 Community Services</p>

POLICY 38: Ensure transportation investments create equitable access to transit and are planned in parallel with increase in housing capacity to advance well-connected neighborhoods consistent with the City’s [Connect SF vision](#), and encourage sustainable trips³⁵ in new housing.

Related Objectives
OBJECTIVE 5.A CONNECT PEOPLE TO JOBS AND THEIR NEIGHBORHOOD WITH NUMEROUS, EQUITABLE, AND HEALTHY TRANSPORTATION AND MOBILITY OPTIONS.
OBJECTIVE 5.B ADVANCE ENVIRONMENTAL JUSTICE, CLIMATE, AND COMMUNITY RESILIENCE.
Implementing Program Areas
9 Healthy, Connected, and Resilient Housing and Neighborhoods 9.3 Transportation

POLICY 39: Support the repair and rehabilitation of housing to ensure life safety, health, and well-being of residents, especially in [Environmental Justice Communities](#), and to support sustainable building practices.

Related Objectives
OBJECTIVE 1.A ENSURE HOUSING STABILITY AND HEALTHY HOMES.
OBJECTIVE 5.B ADVANCE ENVIRONMENTAL JUSTICE, CLIMATE, AND COMMUNITY RESILIENCE.
Implementing Program Areas
9 Healthy, Connected, and Resilient Housing and Neighborhoods 9.1 Housing Rehabilitation for Health and Safety

35 Sustainable trips utilize priority modes include walking, bicycling, transit, and vanpooling that have a low-carbon impact.

POLICY 40: Enforce and improve planning processes and building regulations to ensure a healthy environment for new housing developments, especially in [Environmental Justice Communities](#).

Related Objectives
OBJECTIVE 1.A ENSURE HOUSING STABILITY AND HEALTHY HOMES.
OBJECTIVE 5.B ADVANCE ENVIRONMENTAL JUSTICE, CLIMATE, AND COMMUNITY RESILIENCE.
Implementing Program Areas
4 Centering Equity Communities and Cultural Heritage 4.1 Accountability
9 Healthy, Connected, and Resilient Housing and Neighborhoods 9.2 Resilient and Healthy Neighborhoods and New Housing

POLICY 41: Shape urban design policy, standards, and guidelines to enable cultural and identity expression, advance architectural creativity and durability, and foster neighborhood belonging.

Related Objectives
OBJECTIVE 5.C ELEVATE EXPRESSION OF CULTURAL IDENTITIES THROUGH THE DESIGN OF ACTIVE AND ENGAGING NEIGHBORHOOD BUILDINGS AND SPACES.
Implementing Program Areas
4 Centering Equity Communities and Cultural Heritage 4.5 Cultural Heritage and Expression
8 Reducing Constraints on Housing Development, Maintenance, and Improvement 8.3 Objective Design Standards & Findings

POLICY 42: Support cultural uses, activities, and architecture that sustain San Francisco's diverse cultural heritage.

Related Objectives
OBJECTIVE 5.C ELEVATE EXPRESSION OF CULTURAL IDENTITIES THROUGH THE DESIGN OF ACTIVE AND ENGAGING NEIGHBORHOOD BUILDINGS AND SPACES.
Implementing Program Areas
4 Centering Equity Communities and Cultural Heritage 4.4 Cultural Districts; 4.5 Cultural Heritage and Expression
9 Healthy, Connected, and Resilient Housing and Neighborhoods 9.1 Housing Rehabilitation for Health and Safety

Implementing Programs

Per California Government Code Section 65583(c), the Housing Element must include a program of actions that San Francisco is undertaking or intends to undertake to implement the Housing Element's policies and achieve its goals and objectives. Implementing actions could include administration of land use and development controls, planning and community engagement processes, regulatory concessions and incentives to support housing development, protections and services to stabilize renters and housing, and the use of federal, state, and local financing and subsidy programs for affordable housing production and preservation.

The Implementing Programs are presented below under broad program areas. Each Implementing Program is organized in a table that contains various implementing actions, ongoing activities associated with those actions, a timeframe for initiating the action, responsible agencies, and funding sources. All program areas and programs are listed in the table of contents at the start of the document to navigate to programs of interest more easily. Implementing actions included in each program table include existing City programs as well as newly proposed actions.

The broad program areas include:

1. Affordable Housing Resources and Equitable Access
2. Stabilizing Tenants and Rental Housing
3. Preventing and Eliminating Homelessness
4. Redressing and Preventing Discrimination
5. Centering Equity Communities and Cultural Heritage
6. Serving Special Needs Groups
7. Expanding Housing Choices
8. Reducing Constraints on Housing Development, Maintenance, and Improvement
9. Healthy, Connected, and Resilient Housing and Neighborhoods

Timeframes for each program action completion is provided using the following categories:

Short (0-2 years) Medium (3-5 years) Long (6-8 years) Ongoing

Various actions support **Affirmatively Furthering Fair Housing (AFFH)** law in one or more of the following ways:

1. Addressing significant disparities in housing needs and in access to opportunity.
2. Replacing segregated living patterns with truly integrated and balanced living patterns.
3. Transforming racially and ethnically concentrated areas of poverty (R/ECAP) into areas of opportunity.
4. Fostering and maintaining compliance with civil rights and fair housing laws.

Actions related to AFFH are summarized in a table below and include metrics for measuring their progress.

The Implementing Programs also must include **quantified objectives**, particularly for housing units planned for, built, or preserved. The quantified objectives are summarized in a table concluding this section and are shown for applicable programs that involve specific housing unit targets.

1. Affordable Housing Resources and Equitable Access

Affordable housing programs and rent assistance help subsidize housing to make it more accessible for lower income renters who otherwise would spend large amounts of their income on housing and/or live in substandard or crowded conditions. For many low-, moderate-, and middle-income residents in high-cost cities like San Francisco, homeownership can also be out of reach. Homeownership assistance programs can help people buy and keep a home, and build an asset for future generations. San Francisco’s RHNA targets over the 8-year Housing Element period include over 46,000 units that should be affordable at very low-income, or “VLI” (including extremely low-income, or “ELI”), low-, and moderate- incomes. The programs covered under the Affordable Housing and Housing Assistance program area illustrate a path to meet the needs of low- and moderate-income households and include: Affordable Housing Funding, Affordable Housing Production, Inclusionary Housing, Affordable Housing Preservation, Deep Affordability and Rent Assistance for the Lowest Income Households, Homeownership Support, and Eligibility and Access for Affordable Housing. The Mayor’s Office of Housing and Community Development (MOHCD), the Office of Community Investment and Infrastructure (OCII), and the San Francisco Housing Authority, along with the Planning Department, are key implementing agencies of affordable housing programs. Related actions on affordable housing and housing assistance can also be found in the program areas on Stabilizing Tenants and Housing, Preventing and Eliminating Homelessness, Redressing and Preventing Discrimination (within 5.4 Housing Programs to Redress Harm), and in Reducing Constraints on Housing Development.

1.1. Affordable Housing Funding

Related Policies: 22, 35

Actions	Timeline
<p>1.1.1 By March 2023, convene City leadership, staff, policymakers, affordable housing advocates, and industry experts to collaborate on an Affordable Housing Implementation and Funding Strategy that provides specific recommendations and responsible parties to achieve and sustain the substantial public funding from local, state, and federal sources, that would join with public-private partnerships, needed to achieve the RHNA targets of over 46,000 units affordable at low- and moderate-incomes. Assign appropriate City staff to include a budget proposal for Fiscal Year 2023-2024 and complete this effort by January 31, 2024.</p> <p><i>Existing programs: (NEW)</i></p>	<p>Short, Ongoing</p>
<p>1.1.2. Include affordable housing investment needs in annual City budget process and Capital Planning process to identify existing housing funding sources, funding gaps and potential new funding sources, including regular general fund allocations that can be made as part of the budget process and local general obligation bonds or other funding sources that require voter approval.</p> <p><i>Existing programs: City Budget; Capital Planning</i></p>	<p>Short</p>

Actions	Timeline
<p>1.1.3 Create a budgeting tool to track housing investments, including permanently affordable housing production, preservation, and housing services; including investments that advance community identified priority actions, per Action 4.1.3; tracking investments that advance racial and social equity, per Action 4.1.1 and achieve targets for investment in Well-resourced Neighborhoods as referenced in Action 1.2.1 and in Priority Equity Geographies.</p> <p><i>Existing programs: (NEW)</i></p>	Short, Ongoing
<p>1.1.4 Explore the development of public financing tools such as Infrastructure Finance Districts or a municipal bank to leverage the City’s co-investments in order to lower direct City subsidy for permanently affordable housing and/or increase feasibility of approved projects.</p> <p><i>Existing programs: Infrastructure Finance District</i></p>	Short, Ongoing
<p>1.1.5 Continue to develop and support alternative and philanthropic funding sources to deliver permanently affordable housing faster and at a cheaper per unit cost through tools such as the Housing Accelerator Fund.</p> <p><i>Existing programs: Housing Accelerator Fund</i></p>	Short
<p>1.1.6 Support the Bay Area Housing Financing Authority’s expected efforts to secure voter approval for a regional measure to fund permanently affordable housing.</p> <p><i>Existing programs: Bay Area Housing Financing Authority; (NEW)</i></p>	Short
<p>1.1.7 Advocate for federal legislation to increase Low-Income Housing Tax Credits and Private Activity Bonds (PAB), for example, by changing federal rules to lower the minimum bond financing needed to access 4% LIHTC (currently 50 percent) or increase the cap on PAB to help unlock more LIHTC in San Francisco and statewide.</p> <p><i>Existing programs: City’s Annual State and Federal Advocacy</i></p>	Short
<p>1.1.8 Advocate for State legislation to change the voter approval threshold for General Obligation Bonds from two-thirds to at most 55 percent.</p> <p><i>Existing programs: City’s Annual State and Federal Advocacy</i></p>	Medium
<p>1.1.9 Advocate for State legislation to expand non-competitive, permanently affordable housing funding sources that would be distributed to jurisdictions by formula, like the Permanent Local Housing Allocation (PLHA).</p> <p><i>Existing programs: City’s Annual State and Federal Advocacy</i></p>	Short
<p>1.1.10 Collaborate with key organizations to reform Proposition 13 (1978) for commercial property to provide funding support for local jurisdictions to meet their permanently affordable housing targets.</p> <p><i>Existing programs: City’s Annual State and Federal Advocacy</i></p>	Medium
<p>1.1.11 Assess the City’s capacity to finance a mixed-income and/ or mixed-use, social housing program.</p> <p><i>Existing programs: (NEW)</i></p>	Medium

Actions	Timeline
<p>1.1.12 Maintain the jobs-housing linkage program and adjust the fee levels based on an updated nexus study and feasibility study on a regular basis. Future nexus studies should evaluate adjustments in the Jobs-Housing Linkage Fee commensurate with commitments to hiring higher rates of San Francisco residents.</p> <p><i>Existing programs: Jobs-Housing Linkage Fee</i></p>	Ongoing
<p>1.1.13 Conduct a feasibility study in coordination with Action 1.1.12 to assess large employers' affordable housing funding on an ongoing basis to complement the jobs-housing linkage requirements and provide paths for large employers to contribute funding to and/or partner with non-profit developers to provide homeownership opportunities.</p> <p><i>Existing programs: (NEW)</i></p>	Short
<p>1.1.14 Explore expanding jobs-housing linkage fees to large employer institutional developments (medical and educational) who are currently not subject to jobs-housing linkage fees, in coordination with Action 1.1.12.</p> <p><i>Existing programs: Jobs-Housing Linkage Fee</i></p>	Short
<p>1.1.15 Increase staffing at responsible agencies for analysts and community development specialists to implement expanded affordable housing programs in relation to increased funding and targets and to incorporate community strategies into the implementation of the Housing Element.</p> <p><i>Existing programs: City's Annual Budget</i></p>	Short
<p>1.1.16 Expand redevelopment tax increment financing to complete the affordable housing programs of the Office of Community Investment and Infrastructure (OCII) and to replace affordable units destroyed and never replaced.</p> <p><i>Existing programs: Redevelopment Tax Increment Financing</i></p>	Long
<p><i>Responsible Agencies: Mayor/BOS, MOHCD, OEWD, SF Planning</i></p>	
<p><i>Funding Sources: Local Sources: Impact Fees, General Fund, Housing Trust Fund, General Obligation (GO) Bonds, Certificates of Participation, State sources: LHTF, PLHA, HHC, NPLH, AHSC, BAHFA ; Federal Sources: HOME, CDBG, HOPWA, LIHTC, PBA</i></p>	

1.2. Affordable Housing Production

Related Policies: 15, 19, 22, 24, 29, 34, 35

Actions	Timeline
<p>1.2.1 Build between 25% and 50% of the City's new permanently affordable housing within Well-resourced Neighborhoods over the next two RHNA cycles, implementing the zoning strategies of Policy 20.</p> <p><i>Existing programs: MOHCD Consolidated Plan</i></p>	Long

Actions	Timeline
<p>1.2.2 Strategically acquire sites and identify targeted funding for land acquisition and banking for affordable housing throughout the city. This will include lots for consolidation that can accommodate permanently affordable housing of at least 50 to 100 units or more through publicly funded purchases, in balance with investment in affordable housing preservation and production and in strategic coordination with sites owned by religious, nonprofit, and public property owners. Prioritize sites of interest identified in coordination with American Indian, Black, and other communities of color. Consider sites that accommodate fewer than 50 units as additional affordable housing funding, financing, and operating approaches are secured.</p> <p><i>Existing programs: N/A</i></p>	Short
<p>1.2.3 Prioritize land dedication, donation, or purchase of sites as a major strategy for securing affordable housing, including social housing and shared equity cooperatives, through partnerships with religious institutions, other philanthropic or private property owners, and non-profit developers, including ownership models referenced under Action 1.6.1.</p> <p><i>Existing programs: (NEW)</i></p>	Short
<p>1.2.4 Regularly track the pipeline of development sites and land banked for affordable housing development funded by OCIL, MOHCD, and other relevant agencies, and develop strategies to ensure sufficient sites to accommodate affordable housing production relative to available funding over a rolling 4- to 8-year outlook and to meet the goals to construct housing in Priority Equity Geographies and Well-resourced neighborhoods per Action 1.2.1.</p> <p><i>Existing programs: (NEW)</i></p>	Short
<p>1.2.5 Develop a land acquisition process and program that permits inexpensive long-term leases for land developed with high affordability.</p> <p><i>Existing programs: (NEW)</i></p>	Short

Actions	Timeline
<p>1.2.6 Continue and expand the City’s Public Land for Housing Program through public-private partnerships and use City resources to support the maximum number of permanently affordable housing units on underutilized publicly owned and surplus sites, balancing the financial needs of enterprise agencies and ensuring adequate space and resources to address gaps in community infrastructure, services, and amenities. As part of this program, continue to implement the City’s Surplus Public Lands Ordinance codified in Administrative Code Chapter 23A, in compliance with the state Surplus Lands Act (Government Code 54220-54234).</p> <p>The Public Lands Program should include, but not be limited to:</p> <ul style="list-style-type: none"> • Annual outreach and marketing of these sites to developers, especially non-profit developers; • Coordination across agencies, including the Mayor’s office; • Continue negotiations and completion of any necessary rezoning efforts on identified publicly owned sites that will accommodate the RHNA; • Facilitation and streamlining of any approvals and subsequent entitlements for proposed projects on publicly identified sites; • Development and implementation of site-specific incentives including but not limited to financial assistance, streamlined approvals, and reduced fees, to encourage and facilitate affordable housing development on publicly owned sites; and • Issuance of RFPs for sites ready for development annually. <p>The City will target 500 to 2000 affordable units in the RHNA planning period. Revisit strategies as appropriate.</p> <p><i>Existing programs: Public Land for Housing; Development Agreements</i></p>	Short, Ongoing
<p>1.2.7 Support the maximum number of permanently affordable housing units and improved transit facilities on SFMTA-owned sites slated for development by leveraging private investment in market-rate units with public funding.</p> <p><i>Existing programs: Public Land for Housing; Inclusionary Housing; Development Agreements</i></p>	Short
<p>1.2.8 Prioritize support to neighborhood-based affordable housing developers, particularly those managed by American Indian, Black, and other communities of color. Partner with affordable housing developers to purchase privately owned entitled sites where construction may be stalling.</p> <p><i>Existing programs: (NEW)</i></p>	Short
<p>1.2.9 Support and expedite delivery of the permanently affordable housing projects in former Redevelopment Areas led by the Office of Community Investment and Infrastructure (OCII).</p> <p><i>Existing programs: Redevelopment Areas</i></p>	Short, Ongoing
<p>1.2.10 Support co-housing developments on parcels owned by non-profits, like sites owned by religious institutions, to further encourage philanthropically financed affordable housing.</p> <p><i>Existing programs: (NEW)</i></p>	Short

<i>Actions</i>	<i>Timeline</i>
<p>1.2.11 Work with geographically impacted communities, Cultural Districts, and the State, including Caltrans, to study freeway removal opportunities throughout the city as a means of redressing cultural and environmental harm to American Indian, Black and other communities of color through the use of state-owned public land, prioritizing affordable housing and land dedication (as referenced in Actions 1.2.3 and 1.6.1). Focus on freeway segments that need replacement most urgently; contribute the highest air pollution impacts, particularly to persons in Priority Equity Geographies that overlap with Environmental Justice Communities; and offer the greatest multi-benefit potential for transforming neighborhoods and producing new housing.</p> <p><i>Existing programs: (NEW)</i></p>	Long
<p>1.2.12 Collaborate with geographically impacted communities and Cultural Districts to study the removal of the Central Freeway stub between Interstate 80 and Octavia Boulevard as a means of making new parcels available for housing uses, especially for affordable housing.</p> <p><i>Existing programs: (NEW)</i></p>	Medium
<p>1.2.13 Encourage and provide opportunities for large commercial developments to build housing or dedicate land in lieu of their jobs-housing linkage fee obligations, with affordability requirements that align with the income levels of the households anticipated to fill new jobs.</p> <p><i>Existing programs: Jobs-Housing Linkage Fee; (New)</i></p>	Medium
<p><i>Responsible Agencies: Mayor/BOS, MOHCD, OEWD, OCII, SF Planning, SFMTA</i></p>	
<p><i>Funding Sources: General Fund; ROPs (OCII); Impact Fees; Housing Trust Fund; General Obligation (GO) Bonds; Certificates of Participation; State sources awarded to City: LHTE, PLHA, NPLH, AHSC, IIG; Federal Sources awarded to City: HOME, HOPWA</i></p>	

1.3. Inclusionary Housing

Related Policies: 5, 24

<i>Actions</i>	<i>Timeline</i>
<p>1.3.1 Through the Controller's Office triennial study of financial feasibility of the Inclusionary Affordable Housing Program (including feedback from the Technical Advisory Committee), study a more real-time and systematic methodology for evaluating the inclusionary rates so that they are better tied to local conditions and can maximize total number of Below Market Rate (BMR) units delivered without public subsidy, in balance with the directions of Action 1.3.2.</p> <p><i>Existing programs: Controller's Study of Inclusionary Housing and Technical Advisory Committee</i></p>	Medium

Actions	Timeline
<p>1.3.2 Through the Controller’s Office triennial study of financial feasibility of the Inclusionary housing Program including feedback from the Technical Advisory Committee, assess by 2024 whether affordability levels of rental and ownership units created through the program could be made accessible to lower income groups in balance with ensuring financial feasibility as referenced in Action 1.3.1.</p> <p><i>Existing programs: Controller’s Study of Inclusionary Housing and Technical Advisory Committee; Inclusionary Housing</i></p>	Short
<p>1.3.3 Assess inclusionary tiers to address constraints on housing development including financial feasibility, to increase certainty for housing projects, to ensure that inclusionary requirements do not impede or undermine use of State Density Bonus Law, and to reduce staff time and need for specific expertise. Changes to inclusionary tiers should improve or maintain average affordability of inclusionary housing units. Changes to inclusionary tiers and their requirements should retain or expand the percentage of units required, including with consideration to rents, purchase prices, and HOA fees.</p> <p><i>Existing programs: Inclusionary Housing</i></p>	Medium
<p>1.3.4 Explore the potential advantages of modifying proximity inclusionary requirements to provide more flexibility to small housing projects to provide 100% affordable housing offsite, to allow sites beyond a half-mile radius from the market-rate project site if the off-site affordable housing is located in Priority Equity Geographies.</p> <p><i>Existing programs: Inclusionary Housing</i></p>	Medium
<p>1.3.5 Explore new tier for onsite inclusionary housing serving moderate-income households in Well-resourced Neighborhoods, to reduce the financial burden on small, multifamily projects and create more workforce housing. As part of this analysis, consider the prices of surrounding market-rate units, aim for inclusionary tiers at least 20% below surrounding market-rate prices, and consider the number of inclusionary units needed to match local need.</p> <p><i>Existing programs: Inclusionary Housing</i></p>	Medium
<p>1.3.6 Prioritize achieving the maximum number of permanently affordable housing units at lower- and moderate-incomes that are financially feasible, as an essential benefit of new mixed-use development agreements alongside other benefits such as community facilities and transit investments.</p> <p><i>Existing programs: Development Agreements</i></p>	Ongoing
<p>1.3.7 Incentivize development projects to exceed the required inclusionary housing percentages to maximize the total number of Below Market Rate units via density bonus programs or streamlined regulatory paths as defined in Policy 25.</p> <p><i>Existing programs: Inclusionary Housing; Local Density Bonus Programs; State Density Bonus; SB 35</i></p>	Medium
<p>1.3.8 Amend the Inclusionary Housing Program regulations to allow existing homeowners of Below Market Rate units to purchase another Below Market Rate unit and sell their current unit in cases where household size changes or another reasonable accommodation is required, in order to respond to changing household needs.</p> <p><i>Existing programs: Inclusionary Housing</i></p>	Short

<i>Actions</i>	<i>Timeline</i>
<p>1.3.9 Ensure that implementation of the City's inclusionary ordinance for State Density Bonus projects does not undermine the feasibility of projects that already provide affordable units and are consistent with State Density Bonus Law.</p> <ul style="list-style-type: none"> • For projects already providing affordable housing through State Density Bonus Law, consider applying the inclusionary tier and requirement to the base project to increase the financial feasibility of smaller density bonus projects. • Allow greater flexibility for projects that invoke State Density Bonus Law by allowing more deeply affordable units to be counted toward the affordability tiers required under the inclusionary ordinance. • Study the applicability of the Affordable Housing Fee to bonus projects, evaluating its impacts on project feasibility and affordable housing production. Based on the findings of this study, take action to mitigate impacts of the Affordable Housing Fee program. <p><i>Existing programs: Inclusionary Housing</i></p>	Short
<i>Responsible Agencies: Planning, Controller, MOHCD, Board of Supervisors</i>	
<i>Funding Sources: Inclusionary Program; General Fund</i>	

1.4. Affordable Housing Preservation

Related Policies: 2, 5, 15

<i>Actions</i>	<i>Timeline</i>
<p>1.4.1 Continue to rebuild and replace public housing units at HOPE SF sites without displacement of the current residents.</p> <p><i>Existing programs: Affordable Housing Preservation and Rehabilitation; HOPESF; Rental Assistance Demonstration Program (RAD)</i></p>	Medium
<p>1.4.2 Continue to implement temporary relocation plans that ensure affordable housing tenants do not pay more than they are currently paying during rehabilitation or redevelopment of existing affordable housing, including identifying units in permanently affordable housing developments that can be used as relocation housing, and ensure tenants are relocated within San Francisco.</p> <p><i>Existing programs: Affordable Housing Preservation and Rehabilitation</i></p>	Short
<p>1.4.3 Conduct a comprehensive needs assessment of existing housing cooperatives to identify impediments to success and their need for support, and expand technical assistance and support to cooperatives to meet identified needs.</p> <p><i>Existing programs: Affordable Housing Preservation and Rehabilitation; Coop Housing; Coop Living for Mental Health</i></p>	Short

<i>Actions</i>	<i>Timeline</i>
<p>1.4.4 Expand resources for preservation, rehabilitation, or rebuilding of cooperative buildings, and adopt requirements such as preservation of affordability, right-to-return, and relocation plans as informed by the needs assessment referenced under Action 1.4.3.</p> <p><i>Existing programs:</i> Affordable Housing Preservation and Rehabilitation; Coop Housing; Coop Living for Mental Health; Tenant Rights</p>	Medium
<p>1.4.5 Continue to monitor at-risk affordable housing units on a regular basis to track status, continue to outreach with owners and non-profits to negotiate preservation agreements for properties with expiring affordability restrictions, and fund and enforce noticing requirements within three years, twelve months, and six months of the affordability expiration date. Provide education, counseling, and other services for tenants in affected properties to ensure permanent affordability for all units and housing stability for tenants. Services, education, and resources include but may not be limited to actions referenced under Action 2.1 and 2.2.</p> <p><i>Existing programs:</i> Monitoring of Affordable Housing Preservation and Rehabilitation</p>	Medium
<p>1.4.6 Utilize value capture from up-zonings to support large affordable housing developments in need of substantial repair or rehabilitation, to fund rebuilding and financial feasibility of existing affordable units for current residents while creating more affordable homes.</p> <p><i>Existing programs:</i> (NEW)</p>	Short
<p>1.4.7 Strengthen monitoring and enforcement of Below Market Rate units to avoid fraud and abuse of units and to unlock more units for those eligible and in need, through active enforcement of existing obligations, expedited leasing of new and turnover units, and completing the build out of the DAHLLIA partners database.</p> <p><i>Existing programs:</i> Affordable Unit Occupancy Compliance</p>	Short
<p><i>Responsible Agencies:</i> MOHCD, Mayor/BOS, Planning</p>	
<p><i>Funding Sources:</i> General Fund; Impact Fees; Housing Trust Fund; General Obligation (GO) Bonds; Certificates of Participation; State sources awarded to City: LHTE, PLHA, NPLH, HHC, AHSC; Federal Sources awarded to City: CDBG, HOPWA</p>	

1.5. Deep Affordability and Rent Assistance for Lowest Income Renters

Related Policies: 1, 9, 15, 19

<i>Actions</i>	<i>Timeline</i>
<p>1.5.1 Increase production of housing affordable to extremely low and very low-income households and increase the share of units affordable to these households in affordable housing. This includes identifying and deploying operating subsidies necessary to serve these income groups.</p> <p><i>Existing programs:</i> 100% Affordable; Building-based Rental Subsidies; Very Low Income Below Market Rate Units.</p>	Medium

Actions	Timeline
<p>1.5.2 Maximize the use of ongoing tenant-based rental assistance to expand eligibility for extremely and very low-income households who otherwise do not qualify for affordable units.</p> <p><i>Existing programs:</i> Rental Subsidies; Very Low Income Below Market Rate Units</p>	Short
<p>1.5.3 Increase housing that is affordable to extremely low and very low-income households in Well-resourced Neighborhoods, as well as in Priority Equity Geographies and Cultural Districts, through City-funded permanently affordable housing projects.</p> <p><i>Existing programs:</i> 100% Affordable Housing; Inclusionary Affordable Housing; Rental Subsidies; Tenant-based Rental Subsidies</p>	Medium
<p>1.5.4 Reduce severe cost burdens and increase stability for extremely low- and very low-income renters through ongoing rental assistance for qualifying vulnerable households, including people harmed by past government discrimination, seniors, people with disabilities, transgender people, and families with children, particularly those living in SROs.</p> <p><i>Existing programs:</i> Rental Subsidies; Single-Room Occupancy Units (SROs)</p>	Short
<p>1.5.5 Engage with target communities to determine needs and advocate for expanded tenant and building-based rental assistance programs at the federal and state and local levels to meet the needs of extremely and very low-income households and households with fixed incomes, such as seniors and people with disabilities, as also referenced in Actions 2.1.2, 3.2.1, 1.5.4.</p> <p><i>Existing programs:</i> Tenant-based Rental Subsidies; Rental Subsidies; Local Operating Subsidy; Senior Operating Subsidy; Housing Choice Vouchers</p>	Short
<p><i>Responsible Agencies:</i> Mayor/BOS, MOHCD, HSH, SFHA</p> <p><i>Funding Sources:</i> Local sources: General Fund; State sources: LHTF, PLHA, NPLH, HHC. Federal sources: CDBG, HOME, HOPWA, ESG, Continuum of Care, SFHA (e.g., HCV, EHV, HUD-VASH, etc.)</p>	

1.6. Homeownership Support

Related Policies: 23

Actions	Timeline
<p>1.6.1 Study and implement expansion of shared equity models that offer moderate- and middle-income homeownership (such as Shared Equity, land trusts, or cooperative ownership) through development of smaller sized lots. Use the studies cited in Actions 2.3.4 and 5.4.6 to inform expansion of these models and pursue partnership with private and philanthropic property owners referenced under Action 1.2.3.</p> <p><i>Existing programs:</i> Community Land Trust; Coop Housing; Shared Equity Housing</p>	Short
<p>1.6.2 Study and implement expansions of programs that create workforce housing for educators to serve other public-sector essential workers such as transit operators and hospital workers.</p> <p><i>Existing programs:</i> Homeownership Assistance Programs; First Responders Down Payment Assistance Loan Program; SFUSD Educators Down Payment Assistance Loan Program; (NEW)</p>	Short

Actions	Timeline
<p>1.6.3 Fund the First Responders Down Payment Assistance Loan Program and the SFUSD Educators Down Payment Assistance Loan Program. Explore potential expansion of down payment assistance programs to transit, utilities, and public works workers.</p> <p><i>Existing programs:</i> Homeownership Assistance Programs; First Responders Down Payment Assistance Loan Program; SFUSD Educators Down Payment Assistance Loan Program</p>	Ongoing
<p>1.6.4 Promote location-efficient mortgage and energy-efficient mortgage programs as a tool for expanding the purchasing power of residents while incentivizing more sustainable trip choices and energy-efficient building practices.</p> <p><i>Existing programs:</i> (NEW)</p>	Medium
<p><i>Responsible Agencies:</i> Planning, MOHCD, Mayor/BOS</p> <p><i>Funding Sources:</i> Local: Housing Trust Fund, General Obligation Bonds, Revolving Loan Funds; Federal: CDBG</p>	

1.7. Eligibility and Access for Affordable Housing

Related Policies: 5, 6, 7, 15, 19

Actions	Timeline
<p>1.7.1 Identify racial, ethnic, and social groups who have been disproportionately underserved by MOHCD's Affordable Rental and Homeownership units and the underlying reasons why those groups are underrepresented in obtaining such housing. Previously identified groups include American Indian, Black, Latinos, and other people of color, transgender and LGBTQ+ people, transitional-aged youth, people with disabilities, senior households, and households currently living in SROs. This study can inform the housing portal and access points cited in Action 1.7.6.</p> <p><i>Existing programs:</i> DAHLIA; Housing Placement</p>	Short
<p>1.7.2 Evaluate and update existing policies and programs to increase the percentage of Affordable Rental and Homeownership units awarded to underserved groups identified through the studies referenced in Actions 1.7.1 and 5.4.9, including but not limited to preferences, strengthening targeted outreach, education, housing readiness counseling, and other services specific to the needs of each group, ensuring accessible accommodations in these services, in coordination with production of affordable housing per Actions 1.5.1, 1.5.3, and 1.6.2.</p> <p><i>Existing programs:</i> 100% Affordable Housing; Inclusionary Affordable Housing; Housing Placement; Community-Based Services; Tenant Counseling and Education; Financial Capability Services; Rental Housing Counseling; Homeownership Assistance Programs</p>	Medium
<p>1.7.3 Identify strategies to secure housing for applicants to the Affordable Rental and Homeownership unit lottery program who have not won the lottery after more than five years of submitting applications.</p> <p><i>Existing programs:</i> DAHLIA; Housing Placement</p>	Short

Actions	Timeline
<p>1.7.4 Identify and adopt local strategies and advocate for State legislation to remove barriers to access permanently affordable housing for immigrants or people who lack standard financial documentation such as credit histories, bank accounts, or current leases; and for transgender people whose documentation may need corrections not possible due to immigration status, and/or non-California state laws.</p> <p><i>Existing programs:</i> 100% Affordable Housing; Inclusionary Affordable Housing; Housing Placement; City’s Annual State and Federal Advocacy</p>	Short
<p>1.7.5 Expand existing culturally responsive housing counseling to applicants of MOHCD Affordable Rental and Homeownership Opportunities through a network of community-based housing counseling agencies, in consultation with Cultural Districts, and as informed by the needs identified under Actions 1.7.1, 1.7.2, and 5.4.9. These programs include financial counseling, market-rate and below market rate rental readiness counseling, and other services that lead to finding and keeping safe and stable housing; expansion of such services should be in coordination with Actions 2.1.4 and 4.1.2.</p> <p><i>Existing programs:</i> 100% Affordable Housing; Inclusionary Affordable Housing; Housing Placement; Community-Based Services; Tenant Counseling and Education; Financial Capability Services; Rental Housing Counseling; Homeownership Assistance Programs</p>	Short
<p>1.7.6 Explore changes to the DAHLIA affordable housing application portal and other access points for housing programs and services, including affordable housing as well as resources administered by the SF Housing Authority such as rental assistance vouchers and public housing, to better serve groups identified in Action 1.7.1.</p> <p><i>Existing programs:</i> DAHLIA</p>	Short
<p>1.7.7 Identify new strategies to address the unique housing and service needs of specific vulnerable populations to improve housing access and security for each group, using the findings from the City’s housing Consolidated Plans and through direct engagement of these populations. Studies should address the needs of veterans, seniors, people with disabilities, transitional-aged youth, transgender and LGBTQ+ populations.</p> <p><i>Existing programs:</i> Senior Housing; Supportive Services; Housing for People with Disabilities; Housing for TAY; Housing for LGBTQ+; 100% Affordable Housing; Permanent Supportive Housing; Consolidated Plan</p>	Short
<p>1.7.8 Evaluate increasing neighborhood preference allocation for Below Market Rate units in Priority Equity Geographies to better serve American Indian, Black, and other communities of color, if possible, per the Federal Fair Housing regulations, as informed by Policy 5 and related actions.</p> <p><i>Existing programs:</i> Neighborhood Resident Housing Preference</p>	Short
<p>1.7.9 Create or expand programs to provide housing counseling, financial literacy education, and housing readiness to low-income American Indian, Black and other people of color households who seek housing choices in Well-resourced Neighborhoods by 2024, and provide incentives and counseling to landlords in Well-resourced Neighborhoods to offer units to low-income households. Consider similar incentives referenced in Action 8.4.16.</p> <p><i>Existing programs:</i> (NEW)</p>	Short

Actions	Timeline
<p>1.7.10 Expand housing for transitional-aged youth in permanently affordable housing, integrated with supportive programs that address their unique needs such as a past criminal record, substance abuse, sexual orientation, gender identity, or other specific needs, as informed by the strategies referenced in Action 8.7.3.</p> <p><i>Existing programs:</i> 100% Affordable Housing; Permanent Supportive Housing; Supportive Services</p>	<p>Medium</p>
<p>1.7.11 Study and identify programs, geographies, and building types that respond to the needs of recently arrived immigrants to inform permanently affordable housing investments in the neighborhoods in which they initially settle, such as Chinatown, the Tenderloin, the Mission, Cultural Districts, and other gateway neighborhoods.</p> <p><i>Existing programs:</i> 100% Affordable Housing</p>	<p>Short</p>
<p><i>Responsible Agencies:</i> Mayor/BOS, MOHCD, HSH, SF Planning, SFHA, Digital Services</p>	
<p><i>Funding Sources:</i> Housing Trust Fund, General Fund</p>	

2. Stabilizing Tenants and Rental Housing

Tenants often face greater housing precarity because they do not own their own homes and are more likely than homeowners to be lower income, face high housing cost burdens, and are often at greater risk of displacement. A majority of San Francisco residents are tenants, so tenant stability is often key to stabilizing communities. In addition, maintaining and preserving rental housing can be an important tool for preventing displacement of renters. The Stabilizing Tenants and Rental Housing program area covers a range of programs meant to help maintain housing security for renters including Eviction Prevention and Anti-displacement, Tenant Protections, Acquisitions and Rehabilitation for Affordability, and Preserving Rental Unit Availability. Key implementing agencies include the Rent Board, the Planning Department, Department of Building Inspections, and MOHCD.

2.1. Eviction Prevention and Anti-displacement

Related Policies: 1, 9, 21

<i>Actions</i>	<i>Timeline</i>
<p>2.1.1 Fund the Tenant Right-to-Counsel program to match the need for eviction defense.</p> <p><i>Existing programs:</i> Tenant Right to Counsel</p>	Short
<p>2.1.2 Provide a priority in the allocation of direct rental assistance to vulnerable populations and in areas vulnerable to displacement. Geographies will be updated based on most up-to-date data and analysis. Assess rental assistance need for these groups and allocate additional funding secured by Action 1.1.1.</p> <p><i>Existing programs:</i> Direct Rental Assistance</p>	Short
<p>2.1.3 As informed by Action 2.1.4 and in coordination with community liaisons referenced under Action 4.1.2, support and expand community-led navigation services and systems to provide tenants’ rights education and support and expand other related programs such as the existing culturally competent Code Enforcement Outreach Program that is offered within the Department of Building Inspection.</p> <p><i>Existing programs:</i> Tenant Counseling and Education; Code Enforcement Outreach Program; Organizational Capacity Building; Community-Based Services</p>	Medium
<p>2.1.4 Increase funding to expand the services of community-based organizations and providers for financial counseling services listed under Action 1.7.5, as well as tenant and eviction prevention services listed under Program 2, to better serve vulnerable populations, populations in areas vulnerable to displacement, and Cultural Districts. Tenant and eviction protection services include legal services, code enforcement outreach, tenant counseling, mediation, and housing-related financial assistance; expansion of such services should be informed by community priorities referenced under Action 4.1.3. Complete by completion of Rezoning Program or no later than January 31, 2026.</p> <p><i>Existing programs:</i> Tenant Counseling and Education; Code Enforcement Outreach Program; Organizational Capacity Building; Community-Based Services; Rental Subsidies; Tenant and Landlord Assistance; Financial Capability Services</p>	Short

<i>Actions</i>	<i>Timeline</i>
<p>2.1.5 Provide adequate legal services to support eviction prevention including support for rent increase hearings, habitability issues, or tenancy hearings with the Housing Authority.</p> <p><i>Existing programs:</i> Tenant Right-to-Counsel</p>	Short
<p>2.1.6 Expand on-site case management services that focus on removing barriers to housing stability to support non-profit housing providers in preventing evictions of their tenants.</p> <p><i>Existing programs:</i> Permanent Supportive Housing; Tenant and Landlord Assistance; Tenant Counseling and Education</p>	Medium
<p>2.1.7 Expand housing retention requirements to prevent evictions and support tenants of non-profit affordable housing. Allocate additional funding needed to support these functions and staff in non-profit organizations.</p> <p><i>Existing programs:</i> 100% Affordable Housing; Inclusionary Housing</p>	Short
<p>2.1.8 Develop a system to respond to housing transfer requests, especially in affordable and supportive housing, and monitor their potential as a housing retention and eviction prevention strategy.</p> <p><i>Existing programs:</i> 100% Affordable Housing; Inclusionary Housing</p>	Medium
<p><i>Responsible Agencies:</i> MOHCD, HSH, APD, Mayor/BOS</p>	
<p><i>Funding Sources:</i> Local: General Fund, Housing Trust Fund, Prop C; Federal: CDBG, ESG, HOPWA, HOME, Continuum of Care, Public Housing Authority programs: Housing Choice Vouchers, Emergency Housing Vouchers, HUD-VASH (Veterans Affairs Supportive Housing)</p>	

2.2. Tenant Protections

Related Policies: 1, 2, 28

<i>Actions</i>	<i>Timeline</i>
<p>2.2.1 Implement the digital Rental Housing Inventory to collect data that informs the evaluation of anti-displacement programs, including rental rates, rent control status, vacancy, and services provided.</p> <p><i>Existing programs:</i> Rental Housing Inventory</p>	Short
<p>2.2.2 Increase relocation assistance for tenants experiencing either temporary or permanent evictions, including increasing the time period during which relocation compensation is required for temporary evictions from three to six months. Explore options to ensure long-term affordability of low-income tenants who return to their units.</p> <p><i>Existing programs:</i> Tenant Rights</p>	Short
<p>2.2.3 Clarify and limit the definition of nuisance or other just cause evictions to limit abuse.</p> <p><i>Existing programs:</i> Eviction Protections</p>	Short

<i>Actions</i>	<i>Timeline</i>
<p>2.2.4 Pursue proactive and affirmative enforcement of eviction protections programs, especially for Owner Move-in and Ellis Act evictions, including annual reporting by owners that is enforced by site inspections and confirmation of owner occupancy, funded through owner fees.</p> <p><i>Existing programs:</i> Tenant Rights; Eviction Protections</p>	Short
<p>2.2.5 Proactively enforce eviction protection and avoid predatory practices or tenant harassment by pursuing affirmative litigation models.</p> <p><i>Existing programs:</i> Tenant Rights; Eviction Protections</p>	Medium
<p>2.2.6 Advocate for State legislation to reform the Ellis Act (Government Code Chapter 12.75) to stabilize rental housing by, for example, imposing a minimum holding period of five years before the Act can be used to evict tenants.</p> <p><i>Existing programs:</i> City's Annual State and Federal Advocacy</p>	Medium
<p>2.2.7 Advocate for State legislation to reform the Costa-Hawkins Housing Law to allow cities to better stabilize tenants by, for example, allowing cities to extend rent control to multifamily housing that is at least 25 years old. Assign City staff to lead this task.</p> <p><i>Existing programs:</i> City's Annual State and Federal Advocacy</p>	Medium
<p>2.2.8 Increase fines and enforcement for illegally preventing SRO residents from establishing tenancy by forcing short-term stays.</p> <p><i>Existing programs:</i> Tenant Rights</p>	Short
<p>2.2.9 Collaborate with HCD and the State legislature to clarify expectations and advocate for changes for tenant protections and community anti-displacement based on recent legislation.</p> <p><i>Existing programs:</i> City's Annual State and Federal Advocacy</p>	Short
<i>Responsible Agencies:</i> Mayor/BOS , Rent Board , Planning , City Attorney	
<i>Funding Sources:</i> Local: General Fund , including Rent Board Fees	

2.3. Acquisitions and Rehabilitation for Affordability

Related Policies: 2, 3

<i>Actions</i>	<i>Timeline</i>
<p>2.3.1 Prioritize and expand funding for the purchase of buildings, including those with chronically high residential vacancy, underutilized tourist hotels, and SRO residential hotels, for acquisition and rehabilitation programs that serve extremely low to moderate-income households, including unhoused populations.</p> <p><i>Existing programs:</i> Small Sites; Affordable Housing Preservation and Rehabilitation</p>	Short

Actions	Timeline
<p>2.3.2 Identify SRO residential hotels in advanced states of disrepair, particularly those owned by nonprofits and/or master-leased by the City as supportive housing, for rehabilitation and repair with public and/or philanthropic assistance. Explore cost-effectiveness of acquisition and demolition of severely deteriorated SROs and rebuilding as Permanent Supportive Housing, if it is cheaper than rehabilitation, allowed by planning code, and meets requirements for tenant relocation during construction and right to return for tenants.</p> <p><i>Existing programs:</i> Affordable Housing Preservation and Rehabilitation; Permanent Supportive Housing; Tenant Rights</p>	Medium
<p>2.3.3 Increase non-profit capacity-building investments, particularly for American Indian, Black, and other community organizations of color, to purchase and operate existing tenant-occupied buildings as permanent affordable housing in Well-resourced Neighborhoods, particularly for populations at risk and in areas vulnerable to displacement, to expand implementation of the Community Opportunity to Purchase Act (COPA).</p> <p><i>Existing programs:</i> COPA; Community-Based Services; Organizational Capacity Building</p>	Short
<p>2.3.4 Evaluate the feasibility of utilizing the Small Sites program to increase shared equity or cooperative ownership opportunities for tenants. This study would also inform expansion of shared equity homeownership models cited in Actions 5.4.6 and 1.6.1.</p> <p><i>Existing programs:</i> Small Sites; Shared Equity Housing; Coop Housing</p>	Short
<p>2.3.5 Incentivize private owners to sell residential buildings to non-profit affordable housing developers via transfer tax exemptions or other financial measures.</p> <p><i>Existing programs:</i> (NEW)</p>	Medium
<p>2.3.6 To achieve the objective of over 1,000 units, the city will pursue acquiring affordability and preserving at-risk units pursuant to Government Code 65583.1 as follows:</p> <ul style="list-style-type: none"> • Identify the specific, existing sources of committed assistance and dedicate a specific portion of the funds from those sources to the provision of housing pursuant to this subdivision. • Indicate the number of units that will be provided to both low- and very low-income households and demonstrate that the amount of dedicated funds is sufficient to develop the units at affordable housing costs or affordable rents. <p>At-risk units to meet the following requirements:</p> <ul style="list-style-type: none"> • Demonstrate that the units will meet the following requirements: <ul style="list-style-type: none"> ○ long-term affordability covenants and restrictions for occupancy of at least 55 years; ○ located within an “assisted housing development”; ○ found (via a public hearing) eligible for preservation, with a reasonable expectation that the units will change from affordable to another use during the next eight years; ○ At the time of occupancy, the unit is in decent, safe, and sanitary condition; and ○ At the time of identification, the unit is available at affordable cost to persons or families of low- or very low-income. <p>Or for acquisition and conversion to affordable rental housing, including permanent supportive housing, the City shall meet the following requirements:</p>	Short, Ongoing

Actions	Timeline
<ul style="list-style-type: none"> • The unit will be made available for rent at a cost affordable to low- or very low-income households. • At the time the unit is identified for acquisition, the unit is not available at an affordable housing cost to either of the following: <ul style="list-style-type: none"> ○ Low-income households, if the unit will be made affordable to low-income households. ○ Very low-income households, if the unit will be made affordable to very low-income households. ○ At the time the unit is identified for acquisition the unit is not occupied by low- or very low income households or if the acquired unit is occupied, the local government has committed to provide relocation assistance prior to displacement, if any, pursuant to Chapter 16 (commencing with Section 7260) of Division 7 of Title 1 to any occupants displaced by the conversion, or the relocation is otherwise provided prior to displacement; provided the assistance includes not less than the equivalent of four months' rent and moving expenses and comparable replacement housing consistent with the moving expenses and comparable replacement housing required pursuant to Section 7260. ○ The unit is in decent, safe, and sanitary condition at the time of occupancy. ○ The unit has long-term affordability covenants and restrictions that require the unit to be affordable to persons of low- or very low income for not less than 55 years. ○ For units located in multifamily ownership housing complexes with three or more units, or on or after January 1, 2015, on foreclosed properties, at least an equal number of new-construction multifamily rental units affordable to lower income households have been constructed in the city or county within the same planning period as the number of ownership units to be converted. <p><i>Existing programs: (NEW)</i></p>	
<i>Responsible Agencies: Mayor/BOS, MOHCD, DBI, Planning</i>	
<i>Funding Sources: Local: General Fund, Housing Trust Fund, Impact Fees, San Francisco Housing Accelerator Fund</i>	

2.4. Preserving Rental Unit Availability

Related Policies: 2, 4, 36

Actions	Timeline
<p>2.4.1 Implement recently voter-approved vacancy tax for residential units that stay empty for over 6 months on owners of properties with at least three residential units. Explore additional legislation to tax other unit types and vacancies, such as units used as secondary or vacation homes.</p> <p><i>Existing programs: (NEW)</i></p>	Short

Actions	Timeline
<p>2.4.2 Explore regulatory paths, including a tax or other regulatory structures, to discourage short term speculative resale of residential units, particularly those which seek to extract value out of evicting tenants, or rapid reselling to more lucrative markets.</p> <p><i>Existing programs: (NEW)</i></p>	Short
<p>2.4.3 Continue to improve compliance, enforcement, and restrictions on intermediate-length occupancy dwelling units. Explore tracking and publishing data on short-term rentals on the Rental Housing Inventory.</p> <p><i>Existing programs: Office of Short-Term Rentals</i></p>	Short, Ongoing
<p>2.4.4 Increase fines and enforcement for illegally converting SROs to new uses.</p> <p><i>Existing programs: DBI Regulation</i></p>	Short
<p>2.4.5 Facilitate and encourage more legalizations of unauthorized units through financial support such as low-interest or forgivable loans for property owners.</p> <p><i>Existing programs: Legalization of Unauthorized Dwelling Units (UDUs); (NEW)</i></p>	Medium
<p>2.4.6 Update the Conditional Use findings requirements for removal of unauthorized units to (1) account for tenancy within the unauthorized unit and (2) to identify alternative findings that account for the cost and construction burdens of legalization.</p> <p><i>Existing programs: Legalization of Unauthorized Dwelling Units</i></p>	Short
<p>2.4.7 Reduce cost of legalization of unauthorized units by removing Planning and Building Code requirements that are not critical for health or safety.</p> <p><i>Existing programs: Legalization of Unauthorized Dwelling Units; Land-use Controls; Building Code</i></p>	Medium
<p>2.4.8 Adopt incentives or explore other mechanisms to encourage property owners to rebuild buildings struck by fire to house prior tenants within two years or by when the transitional housing program timeline expires.</p> <p><i>Existing programs: (NEW)</i></p>	Short
<p>2.4.9 Adopt requirements for replacement of units affordable to the same or lower income level as a condition of any development on a nonvacant site consistent with those requirements in state Density Bonus Law (Government Code section 65915(c)(3).) Replacement requirements shall be required for sites identified in the Sites Inventory that currently have residential uses, or within the past five years have had residential uses that have been vacated or demolished, and:</p> <ul style="list-style-type: none"> • Were subject to a recorded covenant, ordinance, or law that restricts rents to levels affordable to persons and families of low or very low-income, or • Subject to any other form of rent or price control through a public entity’s valid exercise of its police power, or • Occupied by low or very low-income households <p>For the purpose of this action, “previous five years” is based on the date the application for development was submitted.</p> <p><i>Existing programs: (NEW)</i></p>	Short, Ongoing

<i>Actions</i>	<i>Timeline</i>
<i>Responsible Agencies:</i> Planning, DBI, DPH, MOHCD, HSA, HSH, Mayor/BOS	
<i>Funding Sources:</i> General Fund, Housing Trust Fund	

3. Preventing and Eliminating Homelessness

Most of the City and County of San Francisco’s programs serving unhoused people and those at risk of homelessness are consolidated under the Department of Homelessness and Supportive Housing (HSH). Over the next 8 years, HSH and the Department’s partners plan to strengthen, streamline, and expand the Homelessness Response System, as outlined in the four key areas below: Coordinated Entry and Referrals, Problem Solving and Targeted Homelessness Prevention, Temporary Shelter, and Supportive Housing. The City will work to continue to reduce the number of people experiencing homelessness – especially those unsheltered – by strategically expanding and implementing programs across these four areas.

3.1. Coordinated Entry and Referrals

Related Policies: 6, 8, 9

Actions	Timeline
<p>3.1.1 Identify and implement strategies by Spring 2023 to increase and accelerate placement in Permanent Supportive Housing through the Coordinated Entry System for racial and social groups who are overrepresented in the unhoused population, such as extremely and very-low income American Indian, Black, and Latino(a,e) people, transgender people, or people with prior involvement in the criminal justice system.</p> <p><i>Existing programs: Coordinated Entry</i></p>	Short
<p>3.1.2 Study and remove barriers to entry for temporary shelters, transitional housing, Rapid Rehousing, and Permanent Supportive Housing for unhoused individuals and families, particularly for individuals with mental health or substance use issues, and prior involvement with the criminal justice system.</p> <p><i>Existing programs: Coordinated Entry</i></p>	Medium
<p>3.1.3 Redesign the Coordinated Entry System for housing placement and services for unhoused residents to reflect the evaluation recently completed by HSH, to house the most vulnerable populations and to ensure vacant units are filled in a timely manner. Consider a system that is inclusive of self-referrals by unhoused people to case managers in our communities and streamline the process for case managers to refer unhoused people to community-based shelter beds and vacant units in PSH sites.</p> <p><i>Existing programs: Coordinated Entry</i></p>	Medium
<p>3.1.4 Provide housing navigation services, case management when applicable, and rental assistance as available to people exiting homelessness during the housing search stage. Provide ongoing services to ensure tenant retention.</p> <p><i>Existing programs: Coordinated Entry; Tenant-based Vouchers; Permanent Supportive Housing; Rapid Rehousing</i></p>	Short

Actions	Timeline
<p>3.1.5 Improve programs intended to transfer people experiencing violent crime and domestic violence to safe housing.</p> <p><i>Existing programs:</i> Violence Against Women Act; (NEW)</p>	Short
<p>3.1.6 Strengthen housing navigation services by assigning a support counselor, with similar lived experience, to individuals. Counselors should be assigned regardless of where that person lives instead of being tied to a particular location, so that consistent support can continue through residential transitions.</p> <p><i>Existing programs:</i> Coordinated Entry</p>	Short
<p><i>Responsible Agencies:</i> HSH, MOHCD, Mayor/BOS, DPH, APD, OTI, SFHA, Department on Status of Women</p>	
<p><i>Funding Sources:</i> Federal sources, including Continuum of Care funding; Local sources, including General Fund and Prop C</p>	

3.2. Problem Solving and Targeted Homelessness Prevention

Policies: 1, 9

Actions	Timeline
<p>3.2.1 Expand rental assistance programs as a homelessness prevention tool, including those designed for emergency response and population-specific assistance. Advocate for additional federal and state resources per action 1.5.5.</p> <p><i>Existing programs:</i> Targeted Homelessness Prevention; Problem Solving</p>	Medium
<p>3.2.2 Prioritize those at risk of becoming unhoused for homelessness prevention investments, such as flexible financial assistance or the Step Up to Freedom¹ program and other programs that offer a continuum of care and wrap around services in addition to housing. Highest risk is known to include those with prior experience of homelessness, people with involvement with the criminal justice system, extremely low and very low-income American Indian, Black, and Latino/es, domestic violence victims, transgender people, and those at imminent risk of losing housing (i.e., an eviction notice, or subject to landlord harassment).</p> <p><i>Existing programs:</i> Targeted Homelessness Prevention; Step Up to Freedom</p>	Short
<p>3.2.3 Collaborate with jurisdictions across the Bay Area to create and expand a regional homelessness prevention response system to share data across systems, and administer the increased funds from local, State, and federal agencies.</p> <p><i>Existing programs:</i> (NEW)</p>	Short
<p><i>Responsible Agencies:</i> HSH, MOHCD, ADP</p>	

¹ Step Up to Freedom is a reentry rapid rehousing and rental subsidy program for justice involved unstably housed/homeless adults who are between the ages of 18 – 35 years on parole or post release supervision.

<i>Actions</i>	<i>Timeline</i>
<i>Funding Sources:</i> Local sources, including Prop C; Federal sources, including Emergency Solutions Grants and American Rescue Plan funding; State Homeless Housing, Assistance and Prevention funding	

3.3. Temporary Shelter

Related Policies: 8, 9, 26

<i>Actions</i>	<i>Timeline</i>
<p>3.3.1 Expand the capacity of temporary shelter models that are low barrier and that incorporate housing-focused case management, such as non-congregate shelter options and Navigation Centers. Per HSH’s forthcoming strategic plan, aim to increase temporary shelter investments, along with Permanent Supportive Housing and homelessness prevention investments to improve the rate of successful exits from homelessness to stable housing.</p> <p><i>Existing programs:</i> Shelters; Navigation Centers; Transitional Housing</p>	Medium
<p>3.3.2 Evaluate the needs of unsheltered people and explore creating more types of shelters in the system with tailored amenities and services. Examples could include wellness hubs, ‘clean and sober’ shelters, and safe consumption shelters for legal and illegal substances; this could also mean an expansion of existing models, such as non-congregate shelters and shelters focused on transgender people.</p> <p><i>Existing programs:</i> Shelters; Transitional housing</p>	Medium
<p>3.3.3 Expand the timeline during which transitional housing programs² are offered for people coming out of jails, prisons, immigration detention centers, and substance use treatment.</p> <p><i>Existing programs:</i> Transitional Housing; Homecoming Project</p>	Short
<p>3.3.4 Remove approval barriers for shelter sites that are City-funded but not City-owned or -leased under local Ordinance 60-19. The over-the-counter review process for shelter construction authorized under a declared shelter crisis should be allowed regardless of the declaration of a shelter crisis.</p> <p><i>Existing programs:</i> Land Use Controls</p>	Short
<p>3.3.5 Improve access to medication for addiction treatment, such as methadone and buprenorphine, for opioid use disorders in temporary shelters to support people in their journey out of homelessness.</p> <p><i>Existing programs:</i> (NEW)</p>	Medium
<p>3.3.6 Offer safe places to park for unhoused people living in their vehicles and access to financial assistance to help address their barriers to housing.</p> <p><i>Existing programs:</i> Crisis Interventions, SFMTA Fine and Fee Waiver Program</p>	Ongoing

² A list of transitional housing programs run by the San Francisco Adult Probation Office is catalogued [here](#).

Actions	Timeline
<i>Responsible Agencies:</i> HSH, APD, DPH, MOHCD	
<i>Funding Sources:</i> Federal sources, including Emergency Solutions Grant and Continuum of Care funding; local sources, including Prop C and General Fund; state sources, including Homeless Housing, Assistance, and Prevention	

3.4. Supportive Housing

Related Policies: 8, 9

Actions	Timeline
<p>3.4.1 Identify a numerical target in the 2023 HSH Strategic Plan for building or acquiring permanent supportive housing, in proportion to the expansion of shelter and homelessness prevention services, to continue the trend in reduction in homelessness seen in the Point-in-Time Count from 2019 to 2022 over the Housing Element cycle.</p> <p><i>Existing programs:</i> Permanently Supportive Housing, Rapid Rehousing</p>	Short
<p>3.4.2 Increase funding needed to meet the targets set in Action 3.4.1, in balance with funding needed for the other actions to reduce homelessness, including short and long-term rental subsidies, temporary shelter and targeted homelessness prevention.</p> <p><i>Existing programs:</i> Permanent Supportive Housing; Supportive Services</p>	Medium
<p>3.4.3 Prioritize tenant-based rental assistance with social services for people who are: (1) unhoused, (2) at risk of homelessness or displacement, or (3) ready to exit Permanent Supportive Housing for more independent living.</p> <p><i>Existing programs:</i> Permanent Supportive Housing; Rapid Rehousing; Tenant-Based Rental Subsidies; Housing Ladder</p>	Short
<p>3.4.4 Increase operating subsidy funding for services and rent in City-funded affordable housing projects so that the share of housing units for formerly unhoused people can increase to 30% or greater of all project units.</p> <p><i>Existing programs:</i> Local Operating Subsidies; Permanent Supportive Housing; Tenant-Based Rental Subsidies</p>	Medium
<p>3.4.5 Expand and improve on-site supportive services within Permanent Supportive Housing projects, including sustained care for mental health or substance abuse issues, case management, and childcare.</p> <p><i>Existing programs:</i> Permanent Supportive Housing</p>	Medium
<p>3.4.6 Advocate for and secure additional funding for building and operation of Permanent Supportive Housing from state and federal sources.</p> <p><i>Existing programs:</i> City's Annual State and Federal Advocacy</p>	Medium

Actions	Timeline
<p>3.4.7 Strengthen the Housing Ladder³ strategy to support residents of Permanent Supportive Housing to move to less-supportive settings, freeing up supportive housing units for unhoused people. Actions include potentially revising San Francisco Housing Authority preference system to grant higher preference to these households in using direct rental assistance or other available subsidies or creating a new City-supported shallow subsidy for these households.</p> <p><i>Existing programs:</i> Housing Ladder; Tenant-Based Rental Subsidies; (NEW)</p>	Medium
<p>3.4.8 Increase flexibility within Rapid Rehousing programs⁴ so that the length of the subsidy can be extended based on the household needs and to prevent future experiences of homelessness.</p> <p><i>Existing programs:</i> Rapid Rehousing</p>	Medium
<p>3.4.9 Continue to provide mobile services for residents in scattered-site supportive housing, for example the Flexible Housing Subsidy Pool program.</p> <p><i>Existing programs:</i> Permanent Supportive Housing, Rapid Rehousing; Flexible Housing Subsidy Pool</p>	Ongoing
<p>3.4.10 Assess reasons for individuals exiting permanent supportive housing to address high turnover in permanent supportive housing.</p> <p><i>Existing programs:</i> Permanent Supportive Housing</p>	Short
<p>3.4.11 Continue to invest in step-down housing to improve outcomes for substance use treatment of people experiencing homelessness.</p> <p><i>Existing programs:</i> Step-Down Housing</p>	Ongoing
<p>3.4.12 Increase board and care and other high-acuity housing programs to provide a safe and service-rich environment for people who need a higher level of care than PSH can provide.</p> <p><i>Existing programs:</i> Permanent Supportive Housing, Supportive Services</p> <p><i>Responsible Agencies:</i> HSH, MOHCD, Mayor/BOS, DPH, HSA, DPH, APD</p>	Medium
<p><i>Funding Sources:</i> Federal sources, including Continuum of Care; state sources, including Project Homekey; local sources, including Prop C and General Fund</p>	

3 A rehousing approach that offers opportunities for residents of Permanent Supportive Housing (PSH) to move from intensive supportive housing to more independent living, thus freeing up their PSH unit for others.

4 Rapid Rehousing is a time-limited subsidy that gradually decreases as the tenant stabilizes and finds housing outside of the Homelessness Response System. Tenants live in private-market units and access supportive services, including case management and housing retention assistance.

4. Centering Equity Communities and Cultural Heritage

The Centering Equity Communities and Cultural Heritage implementing program supports the Housing Element goals of elevating the visions and prioritizing the needs of American Indian, Black, and other people of color and of fostering racially and socially inclusive neighborhoods. Actions are organized along the principles of accountability, community visibility, planning, engagement, and wealth building. The actions build primarily upon the work of the following local bodies and will require their continued coordination: Human Rights Commission, Office of Racial Equity, Mayor’s Office of Housing and Community Development, the African American Reparations Advisory Committee, the Cultural Districts, the Community Equity Advisory Council, and the Planning Department.

4.1. Accountability

Related Policies: 14, 17, 21, 40

Actions	Timeline
<p>4.1.1 Develop and align citywide metrics that measure progress towards positive outcomes for American Indian, Black, and other people of color, and other disadvantaged communities resulting from housing policies using methods consistent with the San Francisco Equity Index prepared by the Office of Racial Equity. These metrics will be part of the Monitoring Program in Action 8.1.9 and will include affordable housing placement, displacement mitigation measures, and homeownership rates.</p> <p><i>Existing programs:</i> San Francisco Equity Index; Office of Racial Equity; (NEW)</p>	Short
<p>4.1.2 Identify and fund liaisons within key City agencies such as MOHCD and Planning to support the housing needs and priorities of American Indian, Black, and other people of color, and other disadvantaged communities; such liaisons should provide regular check-ins with the community at centralized community spaces and reporting on housing programs and Housing Element implementation progress.</p> <p><i>Existing programs:</i> (NEW)</p>	Short
<p>4.1.3 Identify priority actions in the Housing Element Implementing Programs that respond to the needs of American Indian, Black, and other people of color, and other disadvantaged communities, through collaboration with Cultural Districts or other racial and social equity-focused community bodies such as the Community Equity Advisory Council or the African American Reparations Committee. Report back to communities on the progress of those priority actions and update prioritization annually.</p> <p><i>Existing programs:</i> Cultural Districts; Community Equity Advisory Council; African American Reparations Committee</p>	Short

Actions	Timeline
<p>4.1.4 By January 31, 2023, establish an interagency Housing Element implementation committee. This committee should meet with members of racial and social equity focused bodies as cited in Action 4.1.3, to inform the City’s budget and work program on housing equity. The committee would be responsible for creating a Monitoring Program described in Action 8.1.9, developing an affordable housing strategy, reviewing the City’s annual affordable housing funding budget, and reporting progress measured in Actions 8.1.9, 4.1.1 and 4.1.3 to the Planning Commission and Mayor’s Office and for identifying financial or legal challenges to progress.</p> <p><i>Existing programs: (NEW)</i></p>	Short
<p>4.1.5 Monitor and shape housing investments, including permanently affordable housing production, preservation, and housing services, using the affordable housing funding and investment tracking cited in Action 4.1.1 so that resource allocation is accountable to the community priority actions identified in Action 4.1.3.</p> <p><i>Existing programs: (NEW)</i></p>	Short
<p>4.1.6 Continue to improve demographic data collection and reporting on applicants and recipients of various housing services, including affordable housing lotteries, rental assistance and vouchers, and public housing.</p> <p><i>Existing programs: DAHLIA; Data, Evaluation and Compliance</i></p>	Medium
<p>4.1.7 Continue racial and social equity and displacement analysis to target levels of investments that prevent community displacement through increased permanently affordable housing production, equitable access to housing, and other community stabilization strategies for vulnerable populations. This will include a triennial progress report on the displacement of population by income, race, and geography in relation to existing community stabilization programs and production of affordable housing.</p> <p><i>Existing programs: (NEW)</i></p>	Medium
<p>4.1.8 Identify and implement affordable housing production and preservation investments and other community stabilization strategies targeted at levels that will prevent displacement and other adverse racial and social equity impacts of future zoning changes, development projects and infrastructure projects, as informed by ongoing racial and social equity analysis related to housing.⁵</p> <p><i>Existing programs: (NEW)</i></p>	Medium
<p>4.1.9 Develop and require community accountability measures, including notification and engagement of residents, when building housing on environmentally contaminated sites.</p> <p><i>Existing programs: Environmental Justice Framework; (NEW)</i></p>	Short
<p><i>Responsible Agencies: Planning, HRC, ORE, MOHCD, Digital Services, SFHA, HSH, SFMTA, Port, Public Works, SFRPD</i></p>	
<p><i>Funding Sources: Departmental budget (ORE, Planning, MOHCD), General Fund, Dream Keeper Initiative</i></p>	

⁵ The Racial and Social Equity Impact analysis of the Housing Element will be completed prior to the adoption of the Housing Element 2022, and this action will be updated based on the findings accordingly

4.2. Community Planning

Related Policies: 13, 15, 18, 28, 33

Actions	Timeline
<p>4.2.1 Develop and implement community outreach and engagement strategies that center racial and social equity and cultural competency to be used by Planning Department staff as well as developers or community groups.</p> <p><i>Existing programs:</i> Planning Outreach and Engagement Strategy, (NEW)</p>	Short
<p>4.2.2 Increase resources and funding to partner with community-based organizations primarily serving and representing American Indian, Black, and other people of color, and other disadvantaged communities, to ensure inclusive outreach and engagement and meaningful participation in housing and planning processes through focus groups, surveys, and other outreach events.</p> <p><i>Existing programs:</i> Community Plans; Community Strategies; General Plan Updates</p>	Short
<p>4.2.3 Develop and implement guidelines, and update the municipal codes where needed, to ensure elevated representation of American Indian, Black, and other people of color, and other disadvantaged communities in decision-making or advisory bodies such as Community Advisory Councils (CACs).</p> <p><i>Existing programs:</i> Community Advisory Councils</p>	Short
<p>4.2.4 Implement the upcoming housing strategies recommended by the African American Reparations Advisory Committee.</p> <p><i>Existing programs:</i> African American Reparations Advisory Committee; Cultural Districts; Community Equity Advisory Council</p>	Medium
<p>4.2.5 Support the development and implementation of community-led plans in the Tenderloin, the Fillmore, the Mission, Sunset and all Cultural Districts through their CHHESS reports. These community plans, reports, and boards will guide priorities and investments in their neighborhoods.</p> <p><i>Existing programs:</i> Tenderloin Plan; Cultural Districts; Community Equity Strategies; Sunset Forward</p>	Short
<p>4.2.6 Identify and adopt zoning changes that implement priorities of American Indian, Black, Filipino, Latino(a,e), and other communities of color identified in Cultural Districts or other community-led processes within Priority Equity Geographies.</p> <p><i>Existing programs:</i> Cultural Districts; Land Use Control; (NEW)</p>	Medium
<p>4.2.7 Consult with related Cultural Districts or other racial equity-focused community bodies such as the Community Equity Advisory Council to evaluate the racial and social equity impacts of proposed zoning changes within Priority Equity Geographies and areas vulnerable to displacement, using the framework identified under Actions 4.1.7 and 4.1.8.</p> <p><i>Existing programs:</i> Cultural Districts; Community Equity Advisory Council</p>	Medium

<i>Actions</i>	<i>Timeline</i>
<p>4.2.8 Allocate resources and create an implementation plan for any applicable anti-displacement measures parallel with the adoption of zoning changes within Priority Equity Geographies and areas vulnerable to displacement.</p> <p><i>Existing programs: (NEW)</i></p>	Medium
<p>4.2.9 Prioritize Planning Staff and resources for housing improvement projects for low-income residents, and community-led housing projects in Priority Equity Geographies and areas vulnerable to displacement.</p> <p><i>Existing programs: (NEW)</i></p>	Medium
<p>4.2.10 Identify neighborhoods with a higher concentration of low-income, immigrant, and rent-burdened¹² families with children, such as Tenderloin, Mission, Chinatown, and/or SoMa, and allocate resources to increase permanently affordable housing that addresses their incomes and needs in those neighborhoods.</p> <p><i>Existing programs: 100% Affordable Housing</i></p>	Short
<p>4.2.11 Simplify language used in project notifications and hearing notices with the aim of clearly communicating a project's proposal or the topic of the hearing. Pursuant to the Language Access Ordinance, continue to provide translation services at commission hearings and for hearing agendas and minutes upon request. Aim to translate at least crucial portions of notifications, such as the project descriptions or hearing topics, into languages that comprise 5% or more of the total city population.</p> <p><i>Existing programs: Neighborhood Notification, Notice of Public Hearing</i></p>	Ongoing, Medium
<p><i>Responsible Agencies: Planning, MOHCD, SFMTA, RPD, DPW, DPH, PUC, ORCP, Port, Mayor/BOS</i></p>	
<p><i>Funding Sources: Departmental budget (Planning, HRC, MOHCD), Prop E/Hotel Tax Allocation (General Fund)</i></p>	

4.3. Access to Economic Opportunity

Related Policies: 16, 37

<i>Actions</i>	<i>Timeline</i>
<p>4.3.1 Expand and target job training and financial readiness education programs to residents of Priority Equity Geographies prioritizing youth from American Indian, Black and other communities of color.</p> <p><i>Existing programs: Workforce Development; Financial Capability Services</i></p>	Medium

Actions	Timeline
<p>4.3.2 Support developers of new permanently affordable housing developments in Priority Equity Geographies to include affordable community serving uses as part of their ground floor use programming by matching affordable housing developers with prospective small businesses and service providers known to the City seeking space. Help identify potential funding sources for tenant capital improvements, such as impact fees, Community Benefit Districts' grants and Small Business Program grants. Examples of community serving uses include, but are not limited to: grocery stores, healthcare clinics, or institutional community uses such as child-care facilities, community facilities, job training centers, and social services.</p> <p><i>Existing programs:</i> Community Facilities, Community Benefit Districts, Small Business Programs</p>	Medium
<p>4.3.3 Adopt commercial space guidelines that encourage the development of businesses owned by American Indian, Black and other people of color in permanently affordable housing buildings.</p> <p><i>Existing programs:</i> Neighborhood Retail Regulations; (NEW)</p>	Short
<p>4.3.4 Provide resources for tenant improvements for businesses owned by American Indian, Black, and other people of color in permanently affordable housing buildings.</p> <p><i>Existing programs:</i> Loans and Grants for Businesses; (NEW)</p>	Medium
<p>4.3.5 Expand capacity-building, job training, start-up, and business development resources for Black business owners in development and contracting construction trades in support of building housing.</p> <p><i>Existing programs:</i> Loans and Grants for Businesses; Technical Assistance for Businesses; Workforce Development; Developers of Color Fellowship (Dream Keeper Initiative/MOHCD)</p>	Medium
<p>4.3.6 Grow a range of business and career-building opportunities in Priority Equity Geographies through resources to support affordable Production, Distribution, and Repair (PDR) space, protections and incentives for PDR in the Planning Code, enforcement of PDR zoning, and industrial (or commercial) design guidelines.</p> <p><i>Existing programs:</i> Loans and Grants for Businesses; Technical Assistance for Businesses; Workforce Development; Land-Use Controls; Commercial Design Guidelines; (NEW)</p>	Medium
<p>4.3.7 Change regulations and definitions in current Planning code to improve flexibility on allowing home-based businesses and work from home in residential districts, for example, create an accessory entrepreneurial use that allows up to two employees.</p> <p><i>Existing programs:</i> Land-Use Controls, (NEW)</p>	Short
<p>4.3.8 Advocate for local or state legislation to make it mandatory for financial education to be integrated into all middle schools in San Francisco, similar to New Jersey's Law A1414, as a way to open access to economic opportunity, as the public school system primarily serves students of color in Priority Equity Geographies in San Francisco.</p> <p><i>Existing programs:</i> City's Annual State and Federal Advocacy; (NEW)</p>	Medium
<p><i>Responsible Agencies:</i> MOHCD, OEWD, ORE, Planning, Mayor/BOS</p>	

<i>Actions</i>	<i>Timeline</i>
<i>Funding Sources:</i> Departmental budget (OEWD, MOHCD, Planning), Community Benefit District assessments, Dream Keeper Initiative	

4.4. Cultural Districts

Related Policies: 12, 13, 37, 42

<i>Actions</i>	<i>Timeline</i>
<p>4.4.1 Strengthen interagency coordination to ensure that Cultural District strategies related to the creation or improvement of cultural anchors and spaces are integrated into planning, funding, and construction and/or rehabilitation of public projects (e.g., parks and open spaces, street improvements, libraries, and transit facilities).</p> <p><i>Existing programs:</i> Cultural Districts</p>	Short
<p>4.4.2 Update the Planning Code and Planning Department protocols where necessary to reflect strategies developed in Action 4.2.1, this includes updating Planning Department requirements to require project sponsors to engage with interested Cultural Districts to allow these communities to provide input upon initiation of a project application and to allow the project sponsor adequate time to address the input through dialogue or project revisions.</p> <p><i>Existing programs:</i> Cultural Districts; Processing and Permitting Procedures</p>	Short
<p>4.4.3 In Cultural Districts, reduce conditional use authorizations or other entitlement barriers for mixed-use buildings that can commit via deed restriction or other legal agreement to the inclusion of businesses, institutions, public realm improvements, public art, or services that support Cultural District needs and identify a minimum term based on consultation with Cultural District boards.</p> <p><i>Existing programs:</i> Cultural Districts; Conditional Use Authorizations; Land-Use Controls</p>	Short
<p>4.4.4 Ensure Cultural Districts and their CHHESS reports guide culturally supportive housing developments, affordable housing investments, and neighborhood investments in coordination with Program 5.2.</p> <p><i>Existing programs:</i> Cultural Districts; 100% Affordable Housing</p>	Medium
<p>4.4.5 Increase staff allocation within MOHCD, OEWD, DPW, ARTS, and Planning to create a more robust, sustained, and effective Cultural Districts program, provide more direct support for the development and implementation of their respective Cultural History Housing and Economic Sustainability Strategies (CHHESS).</p> <p><i>Existing programs:</i> Cultural Districts; Cultural History Housing and Economic Sustainability Strategies</p>	Medium
<i>Responsible Agencies:</i> Planning, MOHCD, OEWD, ARTS, DPW	
<i>Funding Sources:</i> Departmental budget (Planning), Prop E/Hotel Tax Allocation	

4.5. Cultural Heritage and Expression

Related Policies: 13, 37, 41, 42

Actions	Timeline
<p>4.5.1 Improve consultation with local Native Ohlone representatives, including the Association of Ramaytush Ohlone representatives, and American Indian residents in policy development and project review regarding tribal and cultural resource identification, treatment, and management while compensating them for their knowledge and efforts. Improvements should include commissioning the development of community-led, culturally relevant guidelines for identifying and protecting tribal and cultural resources and identifying funding sources for cultural resource identification, treatment and management.</p> <p><i>Existing programs:</i> Association of Ramaytush Ohlone; Tribal Leaders</p>	Short
<p>4.5.2 Encourage uses in the ground floor of buildings that support housing, neighborhood activity and identity, especially in Cultural Districts, over inclusion of utility infrastructure, such as transformer vaults.</p> <p><i>Existing programs:</i> Cultural Districts</p>	Short
<p>4.5.3 Create objective Special Area Design Guidelines if requested by communities in Cultural Districts and Priority Equity Geographies where the design of public space and architecture could help reinforce cultural identities, in compliance with State requirements.</p> <p><i>Existing programs:</i> Cultural Districts; (NEW)</p>	Medium
<p>4.5.4 Study creation of a cultural resource mitigation fund that could be paid into by projects that impact cultural resources to support cultural resource protection and preservation throughout the city, prioritizing funding the development of cultural spaces as described in Action 5.2.5.</p> <p><i>Existing programs:</i> (NEW)</p>	Medium
<p>4.5.5 Designate historically and culturally significant buildings, landscapes, and districts for preservation using the Citywide Cultural Resource Survey, Planning Code Articles 10 and 11, and state and national historic resource registries to ensure appropriate treatment of historic properties that are important to the community, with a focus on those that are important to American Indian, Black, Japanese, Filipino, and other communities directly harmed by discriminatory government actions, and to unlock historic preservation incentives for more potential housing development sites.</p> <p><i>Existing programs:</i> Historic Preservation Review; Retained Elements Special Topic Design Guidelines; Citywide Cultural Resource Survey; Planning Code Articles 10 and 11</p>	Short
<p>4.5.6 Promote the use of the Retained Elements Special Topic Design Guidelines to development applicants to address sites where conserving parts of buildings sustains cultural identity and proposed housing serves the community.</p> <p><i>Existing programs:</i> Historic Preservation Review; Retained Elements Special Topic Design Guidelines</p>	Short
<p>4.5.7 Develop objective design standards for the treatment of historic buildings and districts to provide consistent and efficient regulatory review that facilitates housing development approvals and protects the City's cultural and architectural heritages.</p> <p><i>Existing programs:</i> Historic Preservation Review; Design Review; (NEW)</p>	Short

Actions	Timeline
<p>4.5.8 Promote historic preservation and cultural heritage incentives, such as tax credit programs and the State Historical Building Code, for use in residential rehabilitation projects through general outreach, interagency collaboration with MOHCD and OEWD, building trades collaboration, educational materials, community capacity building efforts, and the regulatory review process.</p> <p><i>Existing programs:</i> Historic Preservation Grants; State Historical Building Code; (NEW)</p>	Medium
<p>4.5.9 Revise Urban Design Guidelines to provide guidance on including signage, lighting, public art, historical interpretation, and educational opportunities in housing development projects in a manner that reflects neighborhood history and culture, prioritizing the acknowledgement and representation of American Indian history and culture, in coordination with State requirements.</p> <p><i>Existing programs:</i> Historic Preservation Review; Urban Design Guidelines</p>	Short
<p>4.5.10 Complete the Citywide Cultural Resources Survey, including the citywide historic context statement, with ongoing community engagement to identify important individual historic or cultural resources and districts, prioritizing engagement with American Indian, Black, Japanese, and Filipino communities, and other communities directly harmed by past discriminatory actions.</p> <p><i>Existing programs:</i> Historic Preservation Review; Citywide Cultural Resources Survey</p>	Medium
<p>4.5.11 Complete the Heritage Conservation Element of the General Plan to bring clarity and accountability to the City's role in sustaining both the tangible and intangible aspects of San Francisco's cultural heritage, prioritizing engagement with American Indian, Black, Japanese, and Filipino communities, and other communities directly harmed by past discriminatory actions during completion of the element.</p> <p><i>Existing programs:</i> Historic Preservation Review; Heritage Conservation Element</p>	Ongoing
<p>4.5.12 Consider the effects on housing in balance with the Planning Department's racial and social equity goals for any recommendation of approval, disapproval, or modification of landmark designations or historic district designations, or approval of substantive new review processes or requirements for historic resources.</p> <p><i>Existing programs:</i> Planning Landmark Designations; Historic District Designations; Historic Resource Review</p>	Short
<p><i>Responsible Agencies:</i> Planning, DPW, ARTS, MOHCD, OEWD</p>	
<p><i>Funding Sources:</i> General Fund</p>	

5. Redressing and Preventing Discrimination

The Redressing and Preventing Discrimination implementing program supports the Housing Element goal of repairing the harms of historic racial, ethnic, and social discrimination against American Indian, Black, and other people of color. Actions are organized along the principles of acknowledging and documenting harm, ending continuing harm, and tailoring redress to relate to the nature of the harm and respond to the expressed needs and desires of the victims of discrimination. The actions build primarily upon the work of the following local bodies and will require their continued coordination: Human Rights Commission, Office of Racial Equity, Mayor’s Office of Housing and Community Development, the African American Reparations Advisory Committee, the Cultural Districts, the Community Equity Advisory Council, and the Planning Department.

5.1. Truth-telling and Acknowledging Past Harm

Related Policies: 10

<i>Actions</i>	<i>Timeline</i>
<p>5.1.1 Commission an American Indian community-led study to document the discriminatory practices and government actions against San Francisco’s American Indian communities including the Indian Relocation Act of 1956 and the cumulative impacts of genocide, exploitation, and dispossession of resources in terms of wealth loss, disparate housing and health outcomes, and scale of displacement.</p> <p><i>Existing programs:</i> Association of Ramaytush Ohlone; Tribal Leaders; American Indian Cultural District; Office of Racial Equity</p>	Short
<p>5.1.2 Commission a community-led study by affected San Francisco communities, including American Indian, Black, and other communities of color, to document the history of redlining, racial covenants, and exclusionary zoning practices in San Francisco and their cumulative impacts, particularly on Black households, in terms wealth-loss, disparate housing and health outcomes, and scale of displacement.</p> <p><i>Existing programs:</i> African American Reparations Advisory Committee; Cultural Districts; Office of Racial Equity</p>	Short
<p>5.1.3 Commission a community-led study by affected San Francisco communities, including American Indian, Black, and other communities of color, to document the history of urban renewal in San Francisco and its cumulative impacts, particularly on Black households, in terms wealth loss, disparate housing outcomes, and scale of displacement.</p> <p><i>Existing programs:</i> African American Reparations Advisory Committee; Cultural Districts; Office of Racial Equity</p>	Short
<p>5.1.4 Commission a community-led study by affected San Francisco communities to document the history of racialized public housing and its replacement in San Francisco and its impacts, particularly on Black households, in terms of wealth loss, disparate housing and health outcomes, and scale of displacement.</p> <p><i>Existing programs:</i> African American Reparations Advisory Committee; Cultural Districts; Office of Racial Equity</p>	Short

Actions	Timeline
<p>5.1.5 Commission a community-led study by affected San Francisco communities to document the history of predatory lending practices and other discriminatory real estate practices in San Francisco and its impacts in terms of wealth loss, disparate housing and health outcomes, and scale of displacement.</p> <p><i>Existing programs:</i> African American Reparations Advisory Committee; Cultural Districts; Office of Racial Equity</p>	Short
<p>5.1.6 Report on the cumulative impacts to San Francisco’s American Indian, Black, and other communities of color resulting from discriminatory practices and government actions as understood from the studies called for in Program 5.1 and Actions 5.1.1 through 5.1.5 to present a holistic view of the harms incurred and redress the harms comprehensively. Provide annual updates on new displacement trends and patterns and expand resources and programs to reverse negative trends.</p> <p><i>Existing programs:</i> (NEW)</p>	Long
<p>5.1.7. Incorporate findings from the studies called for in in Program 5.1 and Actions 5.1.1 through 5.1.5, including the resulting disparities and inequities, when applying the Planning Department’s racial and social equity assessment tool⁶ to applicable projects.</p> <p><i>Existing programs:</i> (NEW)</p>	Short
<p>5.1.8 Incorporate relevant findings of the studies called for in Program 5.1 and Actions 5.1.1 through 5.1.5 in city decision documents for actions intended to redress past racial and social harm.</p> <p><i>Existing programs:</i> (NEW)</p>	Short
<i>Responsible Agencies:</i> Planning, HRC, ORE	
<i>Funding Sources:</i> Needs funding	

5.2. Cultural Investment and Restitution

Related Policies: 12

Actions	Timeline
<p>5.2.1 In recognition of the dispossession of American Indians of their ancestral lands, identify opportunities to give land back for traditional cultural and ceremonial uses and to invest in spaces for the American Indian community to participate in traditional cultural practices and convene community gatherings.</p> <p><i>Existing programs:</i> (NEW)</p>	Short

⁶ An analysis approach to assessing the potential racial and social equity impacts of a proposed action. This tool is part of San Francisco Planning’s Racial and Social Equity Action Plan, which aims to pro-actively advance equity in the Department’s internal and external work such as community planning, community engagement, policy/laws development, hiring, and process improvements. At the time of publication (December 2022), this tool is still being developed.

5.2.2 In recognition of the disproportionate loss of Black residents from San Francisco in recent decades resulting in part from a culmination of discriminatory government actions, identify opportunities to donate or dedicate land for use or development by Black-led, community-serving organizations. <i>Existing programs: (NEW)</i>	Short
5.2.3 Fund the development and implementation of community-led strategies in Cultural Districts to retain and grow culturally associated businesses and services that attract residents back to the area. <i>Existing programs: Cultural Districts</i>	Short
5.2.4 Recognize spaces of cultural importance identified by American Indian, Black, Japanese, Filipino, and other communities directly harmed by discriminatory government actions in community planning and regulatory review for development projects, consult them in decisions affecting those spaces, and direct resources towards their preservation and management. <i>Existing programs: Historic Preservation Review</i>	Short
5.2.5 Fund the development of cultural spaces that serve communities harmed as described under Program 5.2, using potential new funding sources such as the mitigation fund referenced under Action 4.5.4 or community facilities fees. <i>Existing programs: (NEW) Cultural Resource Mitigation Fund; Cultural Districts</i>	Medium
5.2.6 Prioritize businesses and non-profit organizations associated with American Indian, Black, Japanese, Filipino, and other communities directly harmed by discriminatory government actions for grant funding and technical assistance through the Legacy Business Program. <i>Existing programs: Legacy Business Program</i>	Short
<i>Responsible Agencies: Planning, MOHCD, OEWD, OSB, RED, Mayor/BOS</i>	
<i>Funding Sources: Departmental budget (Planning, OEWD, MOHCD), Prop E/Hotel Tax Allocation (General Fund)</i>	

5.3. Fair Housing Compliance and Enforcement

Related Policies: 6, 8

<i>Actions</i>	<i>Timeline</i>
5.3.1 Evaluate and identify common cases of discrimination and violation of fair housing law and groups who continuously face such discrimination, including transgender and LGBTQ+, or people with disabilities, and implement solutions to strengthen enforcement of fair housing law in those cases. <i>Existing programs: Fair Housing Enforcement; Fair Housing Testing</i>	Medium
5.3.2 Amend the City's Fair Chance Ordinance to incorporate best practices to expand housing access for people with criminal records to privately owned units, Housing Choice Voucher units, and other federally funded units. ⁷	Short

⁷ Examples of similar programs can be found in affect in Oakland, CA and Seattle, WA in 2021.

<i>Existing programs: Fair Chance Ordinance</i>	
5.3.3 Create and expand incentives for private landlords to use rental assistance programs (e.g., Housing Choice Vouchers) to rent their units to extremely and very low-income households. Incentives could include covering lease up fees, rent payment during the inspection period, providing tenant support for housing retention, and covering unit damage upon separation, as well as establishing a fund to support these incentives. <i>Existing programs: Section 8 Housing Choice (Tenant) Vouchers; Tenant Counseling and Education; Supportive services; Rental Subsidies; Tenant-based Rental Subsidies; (NEW) Incentive Programs for Landlords/Section 8</i>	Short
5.3.4 Address racial bias in home appraisals by strengthening local fair housing legislation for all stages of residential valuation and enhancing fair housing enforcement. <i>Existing programs: (NEW)</i>	Medium
<i>Responsible Agencies: HRC, SFHA, MOHCD, APD, HSH</i>	
<i>Funding Sources: General Fund, Department Budget</i>	

5.4. Housing Programs to Redress Harm

Related Policies: 5, 11

<i>Actions</i>	<i>Timeline</i>
5.4.1 Prioritize American Indian residents for housing opportunities to redress the historic dispossession of resources affecting these communities, such as by the Indian Relocation Act, and other government actions that broke the cohesion of this community. <i>Existing programs: Lottery Preference Programs</i>	Short
5.4.2 Establish pilot and permanent programs that offer homeownership opportunities targeted to Black households harmed through redlining or urban renewal or other forms of systemic racism related to housing, including Black individuals and their descendants who hold Certificates of Preference from the urban renewal period, as referenced in Actions 5.4.8 and 5.4.9. Building on the Dream Keeper initiative , such programs should include silent second loans or grants for down payment assistance, as well as other financial assistance to reduce income eligibility as a barrier to access homeownership opportunities. <i>Existing programs: Homeownership Down Payment Assistance; Certificate of Preference; Dream Keeper Initiative; (NEW)</i>	Medium
5.4.3 Upon completion of the pilot programs for Black communities cited in Action 5.4.2, evaluate and extend the programs to other communities directly harmed by discriminatory government actions. ⁸ <i>Existing programs: (NEW)</i>	Long

⁸ Discriminatory programs include, but are not limited to, redlining, urban renewal, segregated public housing, and exclusionary zoning regulations, such as single-family zoning.

Actions	Timeline
<p>5.4.4 Target increased investment in the Down Payment Assistance Loan Program to American Indian, Black, Japanese, Filipino, and other communities directly harmed by redlining or urban renewal or by other discriminatory government actions.</p> <p><i>Existing programs: Homeownership Down Payment Assistance</i></p>	Short
<p>5.4.5. Implement right to return legislation for residents of public housing including opportunities to those previously displaced.</p> <p><i>Existing programs: Right-to-Return</i></p>	Medium
<p>5.4.6 Pursue expanding and modifying the shared equity homeownership and land trust models to address their effectiveness and scalability, including capacity and expertise of community-based organization to manage and support such projects, to serve communities harmed by past discrimination. Use the findings of the study referenced in Action 2.3.4 to inform expansion of these models.</p> <p><i>Existing programs: Share equity housing; Land Trusts</i></p>	Medium
<p>5.4.7. Create and pilot programs to increase access to Affordable Rental and Homeownership units and other housing services as redress for American Indian, Black, Japanese, Filipino, and other communities directly harmed by past discriminatory government actions including redlining, urban renewal, the Indian Relocation Act, or WWII Japanese incarceration. Programs should be informed by the truth-telling processes described in Program 5.1.</p> <p><i>Existing programs: Preference Programs; 100% Affordable Housing; Inclusionary Affordable Housing; Certificate of Preference; (NEW)</i></p>	Short
<p>5.4.8 Expand the Certificates of Preference program as required per recent State Law, Assembly Bill 1584 (Health and Safety Code, SEC 13 – 16), to qualify eligible descendants of those displaced by redevelopment projects for priority in renting or buying affordable housing. Conduct comprehensive outreach and engagement to identify the descendants of households who have been displaced. Expanding this program should rely on strategies that ensure such units meet the preferences and needs of eligible households as informed by Action 5.4.9.</p> <p><i>Existing programs: Certificate of Preference</i></p>	Short
<p>5.4.9 Conduct a study to engage with Certificates of Preference holders and their descendants to identify their housing needs, preferences, and income levels and create a tracking system to better monitor who has obtained or declined affordable rental and homeownership opportunities and why.</p> <p><i>Existing programs: Certificate of Preference; (NEW)</i></p>	Short
<p>5.4.10 Expand and fund community capacity to implement housing programs and investments for American Indian residents as one strategy to redress the historic dispossession of resources affecting these communities, such as the Indian Relocation Act, and other government actions that broke the cohesion of this community.</p> <p><i>Existing programs: Community-Based Services; Organizational Capacity Building</i></p>	Short
<p><i>Responsible Agencies: MOHCD, OCII, HRC, Planning, Mayor/BOS</i></p>	
<p><i>Funding Sources: Housing Trust fund, General Fund, General Obligation Bonds, OCII funds</i></p>	

6. Serving Special Needs Groups

Various groups in San Francisco have special housing needs that need to be taken into account in housing policies and planning and have provided feedback during community outreach for the Housing Element update. These groups include families with children (especially lower income families), seniors, people with disabilities, people with chronic illness, including HIV/AIDS, transgender, and LGBTQ+ people. The programs and actions listed below address some of the specific needs of these groups including housing and building design, access to affordable housing, access to appropriately sized housing, and access to appropriate housing services.

6.1. Families With Children

Related Policies: 32, 33

<i>Actions</i>	<i>Timeline</i>
<p>6.1.1 Pursue multi-generational living for extended families and communal households that have space and amenities for children, working-age adults, seniors and persons with disabilities, when building permanently affordable housing or cooperative housing referenced in Action 1.6.1.</p> <p><i>Existing programs: 100% Affordable Housing</i></p>	Long
<p>6.1.2 Establish programs to assist extremely low and very low-income families with children to relocate from SROs and overcrowded living conditions to appropriate permanently affordable housing.</p> <p><i>Existing programs: (NEW)</i></p>	Short
<p>6.1.3 Encourage family-friendly housing, which could include higher numbers of two- or three-bedroom units, units that are affordable to a wide range of low- to middle-income households, and child-friendly amenities such as playgrounds, on-site childcare, or designated childcare units.</p> <p><i>Existing programs: (NEW)</i></p>	Medium
<p>6.1.4 Continue to require multi-bedroom unit mixes.</p> <p><i>Existing programs: Unit Mix Requirements</i></p>	Ongoing
<i>Responsible Agencies: Planning, MOHCD</i>	
<i>Funding Sources: Local: Housing Trust fund (General Fund), General Obligation Bonds, Revolving Loan Funds, Departmental budgets (Planning, MOHCD); Federal: CDBG, Housing Choice Voucher</i>	

6.2. Transgender and LGBTQ+ People

Related Policies: 7, 8, 9

Actions	Timeline
<p>6.2.1 Study and identify programs that respond to the needs of transgender and LGBTQ+ groups, particularly those who are refugees, lack family connections, or previously incarcerated, to incorporate into permanently affordable housing investments that are concentrated in the neighborhoods where they have historically found community, such as the Castro for LGBTQ+ communities or the Tenderloin for transgender people of color, building upon research spearheaded by the Castro LGBTQ Cultural District.</p> <p><i>Existing programs:</i> LGBTQ Cultural District, Compton's Transgender District</p>	Short
<p>6.2.2 Support and fund the implementation of San Francisco's "Ending Trans Homelessness Plan," as well as the ongoing housing placement for the transgender community, in recognition of the severe disparities in housing access and safety experienced by this group.</p> <p><i>Existing programs:</i> Ending Trans Homelessness Plan</p>	Medium
<p>6.2.3 Adopt Trauma-Informed Systems⁹ with robust training resources and increase cultural competency training specific to transgender and LGBTQ+ populations for all service providers and property managers in the City's affordable housing projects and Homeless Response System.</p> <p><i>Existing programs:</i> (NEW)</p>	Medium
<p>6.2.4 Expand short term medical recovery housing programs for unhoused transgender people, such as is offered by Maitri, so that transgender people can access medical care by meeting the public health system requirement for stable housing prior to undergoing gender-affirming surgeries.</p> <p><i>Existing programs:</i> Medical Recovery Housing</p>	Short
<p>6.2.5 Allocate resources to population-specific programs outside of the Homelessness Response System in acknowledgement that transgender and LGBTQ+ communities do not currently access the system because of safety and discrimination concerns.</p> <p><i>Existing programs:</i> (NEW)</p>	Short
<p><i>Responsible Agencies:</i> Planning, MOHCD, HSH, OTI, APD</p>	
<p><i>Funding Sources:</i> Prop E/Hotel Tax Allocation (General Fund), Flexible Housing Subsidy Pool, Departmental budget (OTI, MOHCD, HSH, DPH)</p>	

9 The TIS Initiative at the San Francisco Department of Public Health (SFDPH) is an organizational change model to support organizations to respond to and reduce the impact of trauma.

6.3. Seniors and People with Disabilities and Chronic Illness

Related Policies: 6, 7, 32

Actions	Timeline
<p>6.3.1 Expand the Senior Operating Subsidy (SOS) program to allow extremely and very low-income seniors to be eligible for new senior Below Market Rate rental units.</p> <p><i>Existing programs: Senior Operating Subsidy (SOS) program</i></p>	Short
<p>6.3.2 Increase permanently affordable senior housing along transit corridors to improve mobility of aging adults and seniors, particularly for extremely and very low-income households including through expansion of Senior Operating Subsidies as referenced in Action 6.3.1.</p> <p><i>Existing programs: 100% Affordable Housing; Senior Operating Subsidies</i></p>	Long
<p>6.3.3 Create or support financing programs that support aging in place, including improvements to accessibility through home modifications or building ADUs, and supported by technical assistance programs referenced in Action 8.2.2.</p> <p><i>Existing programs: (NEW)</i></p>	Short
<p>6.3.4 Implement new strategies to support and prevent the loss of residential care facilities, using the recommendations of the Assisted Living Working Group of the Long-term Care Coordinating Council¹⁰, including business support services, as well as City-funded subsidies for affordable placement of low-income residents.</p> <p><i>Existing programs: (NEW)</i></p>	Medium
<p>6.3.5 Support and explore expanding the Home Match Program to match seniors with people looking for housing that can provide home chore support in exchange for affordable rent.</p> <p><i>Existing programs: Home Match</i></p>	Medium
<p>6.3.6 Strengthen interagency coordination to identify and implement strategies to address the housing needs of seniors and people with disabilities, informed by the Housing Needs Assessments referenced in Action 6.3.7.</p> <p><i>Existing programs: (NEW)</i></p>	Short
<p>6.3.7 Conduct a Housing Needs Assessment¹¹ for seniors and people with disability every three years to inform strategies that meet their housing needs, as referenced in Policy 32.</p> <p><i>Existing programs: Access Plan Review</i></p>	Ongoing
<p>6.3.8 Continue to provide housing affordable to HIV positive applicants on the Plus Housing List.</p> <p><i>Existing programs: Plus Housing Program</i></p>	Ongoing

¹⁰ [Supporting Affordable Assisted Living in San Francisco, January 2019, Assisted Living Facility \(ALF\) Workgroup | San Francisco Human Services Agency \(sfhsa.org\)](#)

¹¹ These studies were required by Ordinance 266-20, passed by San Francisco Board of Supervisors in December 2020.

Actions	Timeline
<p>6.3.9 Explore a Disabled Operating Subsidy (DOS) program to allow extremely and very low-income people with disabilities better access to permanently affordable housing units.</p> <p><i>Existing programs: (NEW)</i></p>	Short
<p>6.3.10 Eliminate the requirement for a hearing for any Reasonable Accommodation requests making all requests administrative in nature, and clearly explain the review process for the public to seek a Reasonable Modification by January 31, 2024.</p> <p><i>Existing programs: (NEW)</i></p>	Short
<p><i>Responsible Agencies: Planning, MOHCD, DAS, HSA, MOD</i></p>	
<p><i>Funding Sources: Senior Operating Subsidy Program Fund, Departmental budget (DAAS, MOHCD), HOPWA</i></p>	

7. Expanding Housing Choices

San Francisco’s diverse residents and households need a variety of housing to meet their needs, however, for decades zoning and other rules have limited the types of homes that can be built in most of the city. The result of these restrictions is that 10% or less of new housing in the last two decades has been built in the Well-resourced Neighborhoods of the City that cover more than half of residential land. Housing Element requirements to affirmatively further fair housing mean that the city must allow more housing in Well-resourced Neighborhood. In addition, the need to accommodate the RHNA housing targets across income levels also requires rezoning for over 36,282 homes in addition to current capacity. The Expanding Housing Choices program area includes various programs that will increase housing choices for residents around the city in a variety of housing types, including: rezoning to accommodate the RHNA and allow more homes in small and mid-rise multifamily buildings, support for ADUs in existing residential buildings, and actions to support additional housing near major transit nodes and jobs centers, such as new housing and conversions of office in Downtown.

7.1. Rezoning Program

Related Policies: 20

Actions	Timeline
<p>7.1.1 Create a rezoning program to meet the requirements of San Francisco’s Regional Housing Needs Allocation across income levels and Affirmatively Furthering Fair Housing laws, relying on a combination of strategies in Actions 7.3.2 and 7.2.1 above to accommodate the RHNA shortfall with a buffer (approximately 36,282 new units) primarily in Well-resourced Neighborhoods, in proximity to transit and commercial corridors. The rezoning program shall reasonably account for sites’ likelihood of development during the planning period using an analytical model and shall not add government constraints that reduce project financial feasibility as determined by an analysis prior to the rezoning enactment. Seek to implement a rezoning program that exceeds the identified RHNA shortfall plus 15% buffer (i.e., 36,282 units) to provide more capacity sooner and that would reduce the need and size of any subsequent rezoning triggered by Action 8.1.5. In addition, make any conforming amendments to relevant area plans in the city’s General Plan based on final rezoning actions. Complete this effort by January 31, 2026.</p> <p>As described in the Sites Inventory Rezoning Program, the rezoning will meet the requirements of Government Code Section 65583.2(h)-(i), including sites identified to meet the very low and low-income RHNA unmet need will be zoned to:</p> <ul style="list-style-type: none"> • permit owner-occupied and rental multifamily uses by-right for developments in which 20 percent or more of the units are affordable to lower-income households. By-right means local government review must not require a conditional use permit, planned unit development permit, or other discretionary review or approval that would constitute a “project” for purposes of CEQA; • accommodate a minimum of 16 units per site; and • require a minimum density of 20 units per acre. <p>At least 50 percent of the lower-income rezoning need must be accommodated on sites designated for residential use only or on sites zoned for mixed uses that accommodate all of the very low- and low-income housing need, if those sites allow 100 percent residential use and require residential use to occupy 50 percent of the total floor area of a mixed-use project.</p> <p><i>Existing programs:</i> Housing Element 2022 Update Sites Inventory and Analysis, (NEW)</p>	<p>Short</p>

<i>Actions</i>	<i>Timeline</i>
<p>7.1.2 Increase staff allocation within Planning to engage with communities living in Well-resourced Neighborhoods to inform existing residents how locating new housing and permanently affordable housing in every neighborhood can address historic inequity and injustice and expand housing opportunities for local residents and their families while strengthening neighborhood vitality. Use Sunset Forward Strategies as a reference for community engagement and development of housing strategies.</p> <p><i>Existing programs:</i> Sunset Forward; (NEW)</p> <p><i>Responsible Agencies:</i> Planning, Mayor/BOS</p> <p><i>Funding Sources:</i> Departmental budget (Planning)</p>	Short

7.2. Mid-rise and Small Multifamily Buildings

Related Policies: 20, 26, 29, 31, 34

<i>Actions</i>	<i>Timeline</i>
<p>7.2.1 Increase the opportunity to create more small multi-family buildings (4 to 20 units) by replacing lot-based unit maximum zoning controls with form-based zoning in Well-resourced Neighborhoods near transit.</p> <p><i>Existing programs:</i> ConnectSF Transit Strategy; Land-use Controls</p>	Short
<p>7.2.2 In Priority Equity Geographies and Cultural Districts where community-led strategies have defined and codified community benefits required for project approvals, establish/implement ministerial approval processes for mid-rise and small multi-family buildings. Examples include designating commercial space as a Community Benefit Use, as defined in Action 9.4.5, or offering reduced rent for community-serving purposes via a development agreement or deed-restrictions.</p> <p><i>Existing programs:</i> (NEW)</p>	Short
<p>7.2.3 In areas outside of Priority Equity Geographies, unless areas opt-in through community-led processes, allow a minimum of four units on all residential lots and a minimum of six on corner lots, expanding on the State duplex/lot split program (SB 9) and pair with rental and/or down payment assistance that supports opportunities for low- and moderate-income tenants and owners.</p> <p><i>Existing programs:</i> SB 9, (NEW)</p>	Short
<p>7.2.4 Revise and codify SB 9 program implementation with Department of Building Inspection to ensure that both flag-shaped lots and utility easements for lot splits are accepted.</p> <p><i>Existing programs:</i> SB 9, (NEW)</p>	Short

Actions	Timeline
<p>7.2.5 Permit uses and eliminate regulatory limitations, such as conditional use authorizations, that discourage innovative, smaller housing types where licensing is not required, such as co-housing¹² with amenities that support seniors and those with disabilities</p> <p><i>Existing programs: Land-Use Controls; (NEW)</i></p>	Medium
<p>7.2.6 Modify the definition of “dwelling unit” to comply with Health and Safety Code 17021.5. Evaluate and amend the definition of “family” to ensure that it provides zoning code occupancy standards specific to unrelated adults and complies with fair housing law. Permit group housing broadly throughout the city, particularly in zones allowing single-family uses, increase group housing density permitted in these districts, and remove Conditional Use Authorizations or other entitlement barriers to group housing. Changes should focus on special needs groups, including those with disabilities, by ensuring that intermediate care facilities or congregate living health facilities, with six or fewer residents are treated no differently than other by-right single-family housing uses as required in Health and Safety Code sections 1267.8, 1566.3, and 1568.08.</p> <p><i>Existing programs: Land Use Controls, (NEW)</i></p>	Short
<p>7.2.7 Support process and code changes in Priority Equity Geographies that seek to define specific needs or limits around co-housing types, as informed by Policy 18. Conduct an affordability analysis to determine financial feasibility.</p> <p><i>Existing programs: Land Use Controls; (NEW)</i></p>	Short
<p>7.2.8 Create a co-housing informational program that provides ideas and recommendations on types, financing structures, precedents, and technical guidance to support their creation in Cultural Districts and Priority Equity Geographies to meet community needs.</p> <p><i>Existing programs: Cultural Districts; (NEW)</i></p>	Short
<p>7.2.9 Revise HOME-SF program and entitlement process to apply to more sites and be easier to use by: eliminating Commission hearings for program-compliant project applications; eliminating environmental criteria (i.e., historic resource, shadow, and wind); expanding applicability to RH1 and RH2 zoned areas; and, broadening the modifications to be more aligned with the State Density Bonus program. Proposed projects should not demolish existing rent-controlled units and must meet tenant protection, relocation, and replacement standards as recognized in Housing Crisis Act of 2019.</p> <p><i>Existing programs: Home-SF</i></p>	Short
<p><i>Responsible Agencies: Planning, MOHCD, Mayor/BOS, HSA</i></p>	
<p><i>Funding Sources: Departmental budget (Planning, DBI), Prop E/Hotel Tax Allocation (General Fund)</i></p>	

12 Co-housing, group housing, or co-living rooms are a type of housing that may have limited cooking facilities and do not contain a full kitchen in each room. Co-housing may include (but is not limited to) communes, fraternities and sororities, or Residential Hotels.

7.3. Housing Near Job Centers and Transit

Related Policies: 20, 24 26, 35

<i>Actions</i>	<i>Timeline</i>
<p>7.3.1 Explore height increases and density limit removal at major transit nodes along Rapid bus and rail corridors, in addition to areas referenced in Policy 20, along with planning for needed infrastructure improvements and achieving maximum permanently affordable housing units.</p> <p><i>Existing programs:</i> ConnectSF Transit Strategy</p>	Medium
<p>7.3.2 Increase the opportunity for mid-rise multi-family buildings in Well-resourced Neighborhoods through changes to height limits, removal of density controls, and other zoning changes along SFMTA’s Muni Forward Rapid Network¹³ and other transit routes such as California Street, Union Street, Lombard Street, Geary Blvd, Judah Street, Noriega Street, Ocean Ave, Taraval Street, Sloat Blvd, 19th Ave, Park Presidio Blvd, West Portal Ave, Junipero Serra Blvd, Church Street, Divisadero Street, 17th and Market/Castro, and Van Ness Ave. In areas that overlap with Priority Equity Geographies, such as the Japantown Cultural District, any potential zoning changes should be developed through community-led processes per Policies 18 and 29.</p> <p><i>Existing programs:</i> ConnectSF Transit Strategy; SFMTA’s Muni Forward Rapid Network</p>	Medium
<p>7.3.3 Study removing the planning code requirement on large development sites south of Harrison Street in the Central SoMa Special Use District that limits residential uses in proportion to office ones on sites larger than 40,000 square feet that entail new construction or an addition of 100,000 square feet or more.</p> <p><i>Existing programs:</i> Land Use Controls</p>	Short
<p>7.3.4 Study feasibility challenges and support proposals for adaptive re-use of vacant and under-utilized commercial office buildings to potentially increase housing and affordable housing opportunities, especially if building types work well for groups that would benefit from their proximity to transit, services, or institutions, such as seniors, teachers, or students.</p> <p><i>Existing programs:</i> Land Use Controls</p>	Short
<p>7.3.5 Pursue partnerships that commit large institutional employers that are not subject to job-housing linkage fees (such as hospitals and educational institutions) to conduct an analysis of the housing demand of their employees and to meet that demand within institutional master plans or equivalent documents.</p> <p><i>Existing programs:</i> Institutional Master Plans, (NEW)</p>	Medium
<p>7.3.6 Pursue partnerships with educational institutions to identify the housing needs of students, monitor implementation of planned student housing in institutional master plans, and promote strategies to address the unmet housing needs of students.</p> <p><i>Existing programs:</i> Institutional Master Plans, (NEW)</p>	Medium
<p><i>Responsible Agencies:</i> Planning, Mayor/BOS</p>	

13 These transit routes account for the majority of Muni’s ridership. Before the pandemic, Rapid Network routes were scheduled to operate every 10 minutes or better all day on weekdays.

<i>Actions</i>	<i>Timeline</i>
<i>Funding Sources:</i> Departmental budget (SFMTA, Planning, OEWD, SFCTA)	

7.4. Accessory Dwelling Units (ADUs)

Related Policies: 31

<i>Actions</i>	<i>Timeline</i>
7.4.1 Prioritize City permitting staff resources for the review of ADUs that do not displace tenants. <i>Existing programs:</i> Accessory Dwelling Units	Short
7.4.2 Continue to strengthen the interagency coordination (e.g. Roundtable Review) for permit processing of ADUs and implement an integrated online permitting system and permitting governance structure to support permit streamlining and government transparency. <i>Existing programs:</i> Accessory Dwelling Units (ADUs); Processing and Permitting Procedures	Ongoing
7.4.3 Create an affordable ADU program that provides financial support for professional services and construction of units that serve low-income households. <i>Existing programs:</i> (NEW)	Short
7.4.4 Encourage Junior ADUs (JADUs) as an effective and low-cost way of adding habitable space within existing single-family homes, as JADUs also expand opportunities for multi-generational living. <i>Existing programs:</i> Accessory Dwelling Units	Short
7.4.5 Revise ADU rent control provisions under local program to start ten years after issuance of Certificate of Occupancy to support homeowners adding units in existing single- and two-family housing. <i>Existing programs:</i> Accessory Dwelling Units	Short
7.4.6 Once adopted, submit the ADU ordinance to HCD and revise the ordinance based on HCD's review as needed. <i>Existing programs:</i> Accessory Dwelling Units	Short
<i>Responsible Agencies:</i> Planning, DBI, MOHCD	
<i>Funding Sources:</i> Departmental budget (Planning)	

8. Reducing Constraints on Housing Development, Maintenance, and Improvement

The Constraint reduction program addresses the challenges in achieving housing approvals and production for shelters, supportive, and housing affordable to low-, moderate-, and above moderate-income households identified in the Analysis of Governmental and Non-Governmental Constraints. This program recognizes that regulatory code and permitting processes direct housing to respond to City priorities, and that the overall system can be simplified and more accessible, that community-led strategies support systematic approaches rather than project-by-project decision-making, and that the cumulative effect of complex entitlement and post-entitlement permitting is making the process uncertain and even more expensive. Key agencies that can advance legislative and programmatic efforts include: the Planning Department, the Department of Building Inspection, Public Works, the Board of Supervisors, the Mayor’s Office of Housing and Community Development, and the Office of Workforce and Economic Development.

8.1. Cost and Fees

Related Policies: 26, 27, 30

<i>Actions</i>	<i>Timeline</i>
<p>8.1.1 Reduce building code or jurisdictional conflicts to enable cost-efficient construction types and materials such as cross laminated timber,¹⁴ cassette,¹⁵ or modular¹⁶ construction, especially where local jobs are supported.</p> <p><i>Existing programs: Building Code</i></p>	Medium
<p>8.1.2 Expand the construction workforce through training programs in partnership with non-City apprenticeship programs and expand the Local Hire program to allow more projects to participate.</p> <p><i>Existing programs: CityBuild Training; Local Hire; Workforce Development</i></p>	Medium
<p>8.1.3 Modify requirement to collect impact fees upon issuance of a Certificate of Final Completion and Occupancy instead of issuance of building permit, in order to support small and mid-size multifamily housing projects.</p> <p><i>Existing programs: Impact Fees</i></p>	Short

14 Laminated timber: An engineered wood building material that can be used in walls, roofs, or ceilings, typically uses sustainable materials, and could lower construction cost through decreased lead times.

15 Cassette: A type of prefabricated housing where components or types of building parts but not full building units are manufactured in a factory setting, then assembled on site

16 A type of prefabricated housing where full units or substantial parts of a building are manufactured, shipped to a construction site, and then assembled into a full building. This evolving housing production method can reduce construction costs and increase durability.

Actions	Timeline
<p>8.1.4 Assess modification of Article 12C of the San Francisco Health Code Non-Potable Water Ordinance as it relates to housing projects, with specific consideration of increasing square footage requirement for housing projects from “at or over 100,000 square feet,” to “at or over 2500,000 gross square feet”</p> <p><i>.Existing programs: San Francisco Health Code Non-Potable Water Ordinance</i></p>	Short
<p>8.1.5. If the City issues building permits¹⁷ for fewer than 29,049 new units¹⁸ by January 31, 2027, then the City shall enact and implement:</p> <ul style="list-style-type: none"> • additional rezoning outside of Priority Equity Geographies and areas vulnerable to displacement, and • additional constraints reductions for housing projects, including existing projects in the development pipeline. <p>This additional rezoning and additional constraints reductions shall accommodate 115% of the shortfall, minus any capacity created by the rezoning(s) in Action 7.1.1 in excess of 36,282 units.¹⁹</p> <p>The scope of this additional rezoning and additional constraint reduction:</p> <ul style="list-style-type: none"> • shall account for sites’ likelihood of development during the RHNA planning period, and affirmatively incorporate the results of an analytical model and the cumulative constraints analysis described in Action 8.1.8 to increase supply choice and affordability and accommodate the RHNA in the planning period. • shall not impose any new governmental constraints not already in effect on January 31, 2027 to the development of housing unless that constraint is offset by the repeal or mitigation of another constraint. • shall consider progress and implement strategies toward meeting the RHNA goals by income group and AFFH objectives, including strategies considered under 8.1.10. • shall consider community engagement, in alignment with Program area 4.2 in areas that may be disproportionately impacted with displacement risk beyond Priority Equity Geographies. <p>The City shall complete this effort, if needed, by July 31, 2028. The City will implement this program in consultation with HCD, including HCD approval.</p> <p><i>Existing programs: Planning Code, Land Use Controls, Processing and Permitting Procedures</i></p>	Long
<p>8.1.6. In alignment with the provisions and purpose of the Housing Crisis Act of 2019 (Government Code 66300 et seq.), any City-adopted rezoning or development controls shall not impose any new governmental constraints to the development of housing unless those increased constraints are offset by the removal or reduction of other constraints. A “new governmental constraint” is a city-imposed requirement, including but not limited to process, fees, or design, that increases the cost of development not in effect on January 31, 2023, not including mitigation measures adopted in compliance with CEQA or a requirement adopted to specifically protect against a threat to health or safety.</p> <p><i>Existing programs: Planning Code, Land Use Controls, Processing and Permitting Procedures</i></p>	Short

17 "Issues building permits" in this action refers to issuance of building permit to construct a building, which is subsequent to any planning entitlements.

18 This number is 50% of the existing capacity for housing in the Sites Inventory, which is 50% of 58,813 units (see Appendix B, Fig. 3).

19 This number is the RHNA shortfall (plus 15%) identified in the Sites Inventory that is the minimum target required for rezoning per Action 7.1.1

Actions	Timeline
<p>8.1.7. Explore increasing General Fund support for non-regulatory and non-permit review activities of the Planning Department to support the implementing actions of this plan, including community engagement, Cultural Districts strategies, funding strategies for affordable housing, and community plans for services and infrastructure needed for additional housing, Housing Sustainability Districts, rezoning, and overall revisions to the Planning Code.</p> <p><i>Existing programs:</i> Planning Code, Land Use Planning and Controls, Processing and Permitting Procedures</p>	Short
<p>8.1.8. Conduct a pro-forma-based study of cumulative governmental constraints on housing development in relation to the socio-economic needs to the city. The study shall quantify the net number of economically feasible housing units that could be built in the City under the regulatory status quo and conduct a sensitivity analysis to determine the amount of constraint reduction necessary to ensure that the majority of typical code-compliant housing projects are economically feasible, including quantification of the hypothetical increase in the net number of economically feasible units that would be realized under a range of constraint-removal scenarios. The study shall consider the effects of economic cycles, considering feasibility under both current economic conditions as well as feasibility under average prevailing conditions over the preceding decade, and sensitivity analysis to variations in construction costs and market rents and sales prices. It should also consider the cost of housing in relation to the population needs. The study shall be updated triennially in tandem with the required Controller's study of the Inclusionary Program required by Planning Code Section 415.10, with the first such study completed in tandem with the first Controller's study completed on or after January 31, 2025, but in no case later than January 31, 2027.</p> <p>The results of the cumulative constraints study shall also inform Action 8.1.5 with the goal of ensuring the economic feasibility of achieving the city's RHNA targets during the planning period.</p> <p><i>Existing programs:</i> Planning Code, Land Use Controls, Processing and Permitting Procedures</p>	Medium
<p>8.1.9. Create a Monitoring Program to track progress against Affirmatively Furthering Fair Housing goals and metrics and evaluate the effectiveness of AFFH programs, including but not limited to displacement and place-based strategies that address community preservation and revitalization. The evaluation should also seek to harmonize the multiple goals of housing supply, choice, affordability, and conservation. Evaluate reductions to project approval timelines through constraints reduction programs; and monitor housing production from a variety of sources, including pipeline projects, the rezoning described in Program 7.1.1, SB 9, and ADUs. This team shall provide a mid-term evaluation of progress against these metrics and make adjustments to improve performance through additional programs, increased constraints reduction, and additional rezoning, as necessary. This Monitoring Program will be led by the Interagency Housing Element Implementation committee in consultation with community organizations described in Action 4.1.4</p> <p><i>Existing programs:</i> (NEW)</p>	Short, Ongoing

<i>Actions</i>	<i>Timeline</i>
<p>8.1.10 By January 2026, the Interagency Housing Element Implementation committee (see Action 4.1.4) will assess if the City has approved the appropriate housing units by income level to meet the RHNA goals. If the City is behind the pro rata affordable housing production goals the Interagency Housing Element Implementation committee should trigger:</p> <ul style="list-style-type: none"> • Increase of additional City funding for affordable housing and pursuit of additional State funding • Increase the land banking strategy to accommodate 50 percent more affordable housing units than the capacity of the sites acquired from 2022 through 2025 <p>The City will implement these actions in consultation with HCD.</p> <p><i>Existing programs:</i> (NEW)</p>	Medium
<i>Responsible Agencies:</i> DBI, OEWD, Planning, Controller	
<i>Funding Sources:</i> Departmental budget (DBI, Planning, OEWD), Impact fees	

8.2. Small Multifamily Financing and Support

Related Policies: 30

<i>Actions</i>	<i>Timeline</i>
<p>8.2.1 Create low-interest construction loan programs for eligible lower-income homeowners to expand their existing homes with additional units or demolish and replace their homes with more units up to the allowable maximum density.</p> <p><i>Existing programs:</i> (NEW)</p>	Medium
<p>8.2.2 Create and sustainably fund financing, technical assistance, outreach, and educational programs, such as the Housing Development Incentive Program for Homeowners, for eligible homeowners interested in updating their property from single- to multi-family housing, particularly assisting low-income property owners, households of color, seniors, and people with disabilities. Such programs should ensure accessible accommodations for aging adults and people with disabilities.</p> <p><i>Existing programs:</i> Housing Development Incentive Program for Homeowners; (NEW)</p>	Medium
<p>8.2.3 Explore new fees on housing applications that propose large new or large expansions to single-family homes where no new units are added to create a funding for affordable housing including programs as described in Action 8.2.2</p> <p><i>Existing programs:</i> (NEW)</p>	Medium
<i>Responsible Agencies:</i> MOHCD, Planning, Mayor/BOS	
<i>Funding Sources:</i> Departmental budget (Planning, MOHCD), permit fees	

8.3. Objective Design Standards & Findings

Related Policies: 26, 27, 28, 41

<i>Actions</i>	<i>Timeline</i>
<p>8.3.1 Develop Objective Design Standards that do not act as a constraint on new development and eliminate subjective design review of housing projects while ensuring that new development in existing neighborhoods support livability, building durability, access to light and outdoor space, and creative expression.</p> <p><i>Existing programs: (NEW)</i></p>	Short
<p>8.3.2 Codify commonly applied but unadopted policies, on such topics as roof decks or flats, as design standards to increase certainty in decision-making at Planning Commission.</p> <p><i>Existing programs: Land Use Controls</i></p>	Short
<p>8.3.3 Evaluate open space and exposure standards to reduce the number of projects seeking exceptions on typical lot conditions, for instance by removing the inner court five-foot setback at each level requirement under Planning Code Section 140 and amend Section 135(g)(2) to allow inner courts to serve as usable open space even if the height of adjoining walls is somewhat larger than the width of the inner court to allow more efficient construction techniques and reduce the cost of housing construction.</p> <p><i>Existing programs: Land Use Controls</i></p>	Medium
<p>8.3.4 Establish objective design standards as part of Better Streets requirements for on- and offsite improvements that replace existing subjective ones.</p> <p><i>Existing programs: (NEW)</i></p>	Medium
<p>8.3.5 Revise public right-of-way (ROW) policy, rules, and procedures across city agencies to facilitate the use of the below grade public ROW for utility infrastructure that would currently be required to be installed on private property to maximize the construction of housing units and expedite post-entitlement approvals as described in Post-Entitlement Permitting and Pipeline Support Program under 8.9.</p> <p><i>Existing programs: Land Use Controls</i></p>	Short
<p>8.3.6 Eliminate or remove application of design guidelines including through imposition of project-specific conditions of approval that subjectively restrict the massing of housing for projects that comply with applicable objective standards in accordance with the State's Housing Accountability Act.</p> <p><i>Existing programs: Design Review</i></p>	Short

<i>Actions</i>	<i>Timeline</i>
<p>8.3.7 Create and adopt a new objective design standard to require the use of natural and durable materials for front façade and windows, for example stucco, stone, concrete, wood, and metal to replace existing discretionary design guidelines, except in Special Area Design Guidelines or adopted or listed Historic Districts, that require detailed front façade compatibility with surrounding neighborhood architectural patterns, for example window proportions, roof shape, or type of entry.</p> <p><i>Existing programs: (NEW)</i></p>	Short
<p>8.3.8 Create, complete, adopt, and apply the Ground Floor Residential Objective Design Standards to housing projects to require porches, stoops, and open space under specific conditions without compromising accessibility to invite social engagement and belonging.</p> <p><i>Existing programs: (NEW)</i></p>	Medium
<p>8.3.9 Eliminate the use of “neighborhood character” and/or “neighborhood compatibility” terminology in case report findings towards approvals.</p> <p><i>Existing programs: Design Review</i></p>	Short
<p>8.3.10 Given health and safety requirements in the Building Code and rear yard requirements in the Planning Code, eliminate the use of “light” and “air” terminology in case report findings to support discretionary requests.</p> <p><i>Existing programs: Design Review</i></p>	Short
<p>8.3.11 Remove terminology of “neighborhood character” and “neighborhood compatibility” in the Urban Design Element. Replace such concepts with policies that promote objectivity and certainty and that avoid severe changes to building scale and architectural expressions that dehumanize the experience of the built environment, while supporting the need for physical evolution of neighborhoods in accommodating new housing. Explore implications with Proposition M²⁰</p> <p><i>Existing programs: Urban Design Element</i></p>	Short
<i>Responsible Agencies: Planning, Mayor/BOS</i>	
<i>Funding Sources: Departmental budget (Planning)</i>	

8.4. Process and Permit Procedures

Related Policies: 24, 25, 26, 27, 28, 29

²⁰ Proposition M was adopted by the voters on November 4, 1986. It requires that the City shall find that proposed alterations and demolitions are consistent with eight priority policies set forth in Section 101.1 of the Planning Code. This includes a policy stating that existing housing and neighborhood character be conserved and protected in order to preserve the cultural and economic diversity of our neighborhoods.

Actions	Timeline
<p>8.4.1 Incentivize housing project applications outside of Priority Equity Geographies that maximize density and height under existing zoning and regulatory programs as that will result in the production of more permanently affordable housing units, as informed by the racial and social equity impact analysis referenced in Actions 4.1.7 and 4.1.8.</p> <p><i>Existing programs:</i> SB 35; State Density Bonus; Local Density Bonuses</p>	Short
<p>8.4.2 Establish local non-discretionary ministerial approval for housing applications in Well-resourced Neighborhoods outside of areas vulnerable to displacement that net two or more housing units, do not demolish existing rent-controlled units, and meet tenant protection, relocation, and replacement standards as recognized in the Housing Crisis Act of 2019, by Board of Supervisors or voter approval of a City Charter amendment. Planning staff will use the Rent Board's Housing Inventory data and seek input from tenants organizations.</p> <p><i>Existing programs:</i> (NEW)</p>	Medium
<p>8.4.3 Adopt one or more Housing Sustainability Districts in Well-resourced Neighborhoods outside of areas vulnerable to displacement that include tenant protections, relocation, and replacement standards as recognized in Housing Crisis Act of 2019, by January 31, 2026.</p> <p>Unless implementation of Action 8.4.2 has already occurred in the same geography and renders Housing Sustainability Districts (HSD) unnecessary, Housing Sustainability District(s) shall encompass at least 15% of the total land area of the city up to the maximum allowed by state law and shall not include parcels where residential uses are not permitted or are critical sites for City infrastructure, such as parks or utilities.</p> <p><i>Existing programs:</i> Housing Sustainability Districts</p>	Medium
<p>8.4.4 Establish a non-discretionary ministerial pathway for project applications that provide 20% affordable housing on site through mechanisms described in Actions 8.4.2 and 8.4.3, for RHNA Cycle 6 lower-income sites identified in the Housing Element Update 2022 Sites Inventory that have been reused from Cycles 4 and 5 by January 31, 2024, as required by per California Government Code §65583.2 (c).</p> <p><i>Existing programs:</i> (NEW)</p>	Short
<p>8.4.5 Eliminate Commission hearings on any code-complying project in the Well Resourced Neighborhoods subject to the Housing Accountability Act by July 31, 2023 until January 31, 2027.</p> <p><i>Existing programs:</i> (NEW)</p>	Short
<p>8.4.6 In Priority Equity Geographies where community-led strategies have defined and codified community benefits, affordable housing goals, environmental justice measures, design standards and/or any other community-determined outcomes required for project approvals, streamline approval processes including reducing notification requirements, consolidating appeal hearings, and providing non-discretionary ministerial pathways, to facilitate certainty in the development process and comprehensively address all community concerns.</p> <p><i>Existing programs:</i> (NEW)</p>	Short

Actions	Timeline
<p>8.4.7 Revise current hearing procedures for Planning Code Sections 147 and 295 Height Restrictions on Structures Shadowing Property Under the Jurisdiction of the Recreation and Park Commission to codify that the City complies with the maximum number of allowed hearings for projects as required by the project approvals requirements under Housing Crisis Act of 2019 hearing requirements i.e., Government Code section 65905.5 and ensure project approvals meet hearing requirements.</p> <p><i>Existing programs: Planning Code</i></p>	Short
<p>8.4.8. Remove Conditional Use Authorizations or other regulatory barriers for lot mergers and lots or proposed densities that exceed conditional use thresholds on housing applications that net two or more housing units, do not demolish existing rent-controlled units, and meet tenant protection, relocation, and replacement standards as recognized in Housing Crisis Act of 2019 to facilitate larger and more efficient housing projects by January 31, 2025.</p> <p><i>Existing programs: Planning Code</i></p>	Short
<p>8.4.9 Remove Conditional Use Authorization requirement for demolition of single-family or multi-unit buildings that (1) are not tenant occupied and without history of tenant evictions, recent buyouts, no-fault, Ellis, or OMI Evictions; (2) net two or more housing units in the case of projects that construct less than 4 units or that net an increase of at least 50% in the number of existing units for projects that construct 4 or more units, (3) do not demolish existing rent-controlled units, and (4) meet tenant protection, relocation, and replacement standards as recognized in Housing Crisis Act of 2019 by January 31, 2025. Continue to apply Conditional Use requirements to demolition of tenant occupied buildings. Review "protected unit" standards in the Housing Crisis Act, and strengthen definitions for local use as necessary, to ensure that properties with a history of no-fault evictions, such as Ellis Act or Owner-Move-Ins, continue to require heightened scrutiny or prohibition of demolition. Planning staff will use the Rent Board's Housing Inventory data and seek input from tenants organizations.</p> <p><i>Existing programs: Planning Code</i></p>	Short
<p>8.4.10 Remove Conditional Use Authorizations where required to achieve greater height for a housing project or replace height and bulk districts that require Conditional Use Authorizations to exceed the base height with one that allows the current maximum height by January 31, 2025.</p> <p><i>Existing programs: Planning Code</i></p>	Short
<p>8.4.11 Reduce the minimum lot size to 1,200 square feet and minimum lot width to 20 feet for proposed projects that net at least one housing unit.</p> <p><i>Existing programs: Land Use Controls</i></p>	Short
<p>8.4.12 Study changes to existing objective Planning Code standards on wind speeds in downtown (c-3) districts under Section 148 to prevent creation by new buildings taller than 85' of hazard level wind speeds (26 mph) in identified pedestrian areas and to remove the existing comfort standard (7-11 mph); publish a clear document describing the methodology and procedures for wind analysis using these standards; study adopting Planning Code standard measures (e.g., building design objective standards) for certain locations that reduce hazard level wind speeds to reduce individual project-level technical analysis and expedite housing application approvals; and commit to addressing wind impacts collectively through the results of the study in action 9.2.12.</p> <p><i>Existing programs: Planning Code</i></p>	Short

Actions	Timeline
<p>8.4.13 Analyze interaction between different planning department teams and identify and implement where internal application review processes could be reformed and simplified, for example, standardizing and codifying technical studies and best practices to shorten the time to get to a stable project description.</p> <p><i>Existing programs: N/A</i></p>	Medium
<p>8.4.14 Designate a lead permitting agency or assigned project manager for priority projects or projects delivering over 20% affordable housing to facilitate interagency alignment from application start to certificate of occupancy and final certification.</p> <p><i>Existing programs: N/A</i></p>	Short
<p>8.4.15 Lower the requirement for a major encroachment permit to a minor encroachment permit for housing projects to lay utility lines through public land to meet streetlight requirements for SFPUC.</p> <p><i>Existing programs: Land Use Controls</i></p>	Medium
<p>8.4.16 Continue to implement the Mayoral Executive Directives to accelerate creating new housing and expand City department's compliance with the directives (Mayor Breed's Executive Directive 18-01 and Mayor Lee's Executive Directive 17-02).</p> <p><i>Existing programs: Mayor Executive Directives</i></p>	Medium
<p>8.4.17 Amend the Planning Code to prohibit Discretionary Review requests for code compliant projects adding at least one net unit, except for projects affecting buildings with units that are tenant occupied, are located in Priority Equity Geographies, or meet the definition of protected units under the Housing Crisis Act of 2019. Remove neighborhood notification requirements for projects outside of Priority Equity Geographies that are code complying, net at least one housing unit, and only expand the rear or side of an existing building and for all non-discretionary ministerial projects.</p> <p><i>Existing programs: N/A</i></p>	Short
<p>8.4.18 Prioritize Department staffing and resources to review Discretionary Review applications that are filed within Priority Equity Geographies in a timely manner and reallocate the Planning Department's staff resources from other Discretionary Review applications to support low-income homeowners with technical assistance as identified under Action 8.2.2, using the Department's Racial and Social Equity Assessment tool. Consider Commission action to limit Discretionary Review heard by Commission for projects that do not affect the size or number of dwelling units on a parcel, for example, changes to decks or other similar exterior modifications.</p> <p><i>Existing programs: (NEW)</i></p>	Medium
<p>8.4.19 Whenever Planning Code amendments or revisions are proposed, advocate for ensure and promote simpler or an overall reduction of rules that affect housing approvals to reduce the specific or institutional knowledge needed by City staff, applicants, and members of the public to increase accessibility.</p> <p><i>Existing programs: Planning Code</i></p>	Medium, Ongoing
<p>8.4.20 Create best-practices applicant checklist of priority pre- and post-entitlement documents for all departments and agencies that participate in post-entitlement review and permitting.</p> <p><i>Existing programs: (NEW)</i></p>	Short

<i>Actions</i>	<i>Timeline</i>
<p>8.4.21 Led by American Indian, Black, other communities of color, and Cultural Districts, explore options to support community engagement as part of ministerial review to simplify and shorten the approval process for housing projects citywide. All considered options must not add subjective constraints to the housing approval process and must reduce project approval timelines.</p> <p><i>Existing programs:</i> Planning Code</p>	Short
<p><i>Responsible Agencies:</i> Planning, OEWD, MOHCD, DBI, SFPUC, PG&E, SF Port, SFFD, SFMTA, OCII, SFFD, MOD, Board of Supervisors</p>	
<p><i>Funding Sources:</i> SB 2 Planning Grants, Departmental budgets (Planning, DBI)</p>	

8.5. Compliance with State Programs and Law

Related Policies: 28

<i>Actions</i>	<i>Timeline</i>
<p>8.5.1 Ensure that local adopted rules and procedures that implement future state housing law support and conform with the State’s legislative intent.</p> <p><i>Existing programs:</i> Planning Code</p>	Short
<p>8.5.2 Remove Commission hearings for program-compliant State Density Bonus projects that do not require additional entitlements in consultation with California Department of Housing and Community Development (HCD).</p> <p><i>Existing programs:</i> Planning Code</p>	Short
<p>8.5.3 Request that HCD and the State legislature clarify and consolidate permit milestone and timeframe definitions that stem from past legislation to ensure data accuracy and compliance in the required Annual Progress Report.</p> <p><i>Existing programs:</i> Planning Code</p>	Short
<p>8.5.4 Advocate for HCD to provide more immediate and standardized implementation support for State housing legislation so that it is directly operational for general planning staff, reducing the need for highly specialized experts, to reduce constraints on staffing.</p> <p><i>Existing programs:</i> Planning Code</p>	Short
<p>8.5.5 Establish and document two critical markers of site and building permit applications progress, “complete application” and “approved application” in permit application processes, to ensure accurate data collection and continued compliance with the Permit Streamlining Act.</p> <p><i>Existing programs:</i> Planning Code</p>	Short

Actions	Timeline
<p>8.5.6 Evaluate the local CEQA review process to identify what goes beyond the CEQA statute and state guidelines in San Francisco-specific initial study checklist topics (e.g., wind and shadow) and requirements pertaining to notification, posting, public hearings, and appeals. Amend Chapter 31 of the Administrative Code to modify or eliminate the identified requirements while continuing to satisfy CEQA. Update department standard operating procedures, guidelines, and bulletins to reflect the amended code and evaluation. Evaluate replacing CEQA wind analysis with expanded and modified Planning Code 148 objective requirements as described in Action 8.4.12 to new buildings taller than 85' throughout the city.</p> <p><i>Existing programs: Planning Code</i></p>	Medium
<p>8.5.7 Issue comprehensive plan check comments concurrently with design review comments after submittal of a complete application within the timeframes required by the Permit Streamlining Act and/or Housing Accountability Act for housing applications; complete legislative and/or procedural changes to enable the CEQA and code review process to begin earlier in the application process to expedite permit processing.</p> <p><i>Existing programs: Planning Code</i></p>	Short
<p>8.5.8 Examine and change necessary legislation to allow project applications that only require building permits to not meet the definition of a “project” under CEQA (locally and/or at state level).</p> <p><i>Existing programs: Planning Code</i></p>	Medium
<p>8.5.9 Develop a streamlined process for implementing use of the Housing Element Environmental impact Report for future housing projects and future planning code amendments related to housing consistent with the Housing Element 2022.</p> <p><i>Existing programs: Planning Code</i></p>	Medium
<p>8.5.10 Revise data collection process and establish data dashboards on application process, approvals, and unit delivery to provide more accurate, up to date, and transparent information to the State, advocates, and communities and reduce staff time on reporting. Review current requirements and eliminate any out-of-date or redundant housing reporting requirements.</p> <p><i>Existing programs: Planning Code</i></p>	Medium
<p>8.5.11 Study and address post-entitlement permit processes for projects subject to California State Highway System permits.</p> <p><i>Existing programs: (NEW)</i></p>	Medium
<p>8.5.12 Comply with all state laws including but not limited to SB 35 Streamlined Ministerial Approval Process (Gov. Code, § 65913.4), Housing Crisis Act (Gov. Code, § 66300), Housing Accountability Act (Gov. Code, § 65589.5), Permit Streamlining Act (Gov. Code, §§ 65941.1 and 65943), and CEQA timelines., This will include strengthening data collection, clarifying definitions, revising processes, and other actions to comply with all state housing laws.</p> <p>Include an analysis of proposed housing projects for potential applicability of the Housing Accountability Act in staff reports and commission resolutions.</p> <p><i>Existing programs: Planning Code, Processing and Permitting Procedures</i></p>	Short, Ongoing
<p><i>Responsible Agencies: Mayor/BOS; Planning; PUC; DBI</i></p>	

<i>Actions</i>	<i>Timeline</i>
<i>Funding Sources:</i> Departmental budget (Planning)	

8.6. Support for Affordable Housing and Shelters

Related Policies: 8, 26, 27, 30

<i>Actions</i>	<i>Timeline</i>
<p>8.6.1 Expand the Impact Fee exemption to a broader range of permanently affordable housing projects including those with units affordable up to 120 percent of Area Median Income or projects that rely on philanthropic capital.</p> <p><i>Existing programs:</i> Planning Code</p>	Short
<p>8.6.2 Utilize and comply with the state-wide streamlining opportunities to expedite and increase the production of Permanent Supportive Housing. Continue the nondiscretionary approval of Supportive Housing projects in accordance AB 2162 and of all shelters, including Low Barrier Navigation Centers, in accordance with AB 101.</p> <p><i>Existing programs:</i> Plan Review, AB 101, AB 2162</p>	Short
<p>8.6.3 Make shelters, transitional housing, or crisis interventions (such as Safe Sleeping Sites) principally permitted in all zoning districts, regardless of the declaration of a shelter crisis.</p> <p><i>Existing programs:</i> Planning Code</p>	Short
<p>8.6.4 Remove requirement for General Plan referrals for shelters, 100% affordable housing, permanent supportive housing, and development agreement projects.</p> <p><i>Existing programs:</i> Planning Code</p>	Medium
<p>8.6.5. Remove Planning Code Section 429 Public Art requirements for 100% affordable housing projects.</p> <p><i>Existing programs:</i> Planning Code</p>	Medium
<p>8.6.6 Create an administrative process for 100% affordable rehabilitation projects to add accessory dwelling units.</p> <p><i>Existing programs:</i> Plan Review</p>	Medium
<p>8.6.7 Strengthen the interagency coordination to streamline the requirements for the associated approvals for publicly funded affordable housing by creating a public inventory of all such approvals, establishing a baseline process and expected duration for each approval, and ensuring clear project management; examples of associated approvals include the PG&E requirements to accommodate Public Utilities Commission (PUC) low-cost electric service, or the multi-agency review of disability access to reduce per-unit construction costs.</p> <p><i>Existing programs:</i> Plan Review</p>	Short

Actions	Timeline
<p>8.6.8 Identify common disputes and establish processes to resolve them in specific time periods. Resolve common disputes between the SFPUC and PG&E, especially on affordable housing project applications, which result in unnecessary equipment, delays, and costly upgrades.</p> <p><i>Existing programs: Plan Review</i></p>	Medium
<p>8.6.9 Assess the effectiveness of recently issued administrative bulletins on code and standards interpretations intended to establish clear expectations and reduce review and inspection time from the Mayor’s Office of Disability for 100% affordable housing projects. Revise these bulletins regularly to address any ongoing challenges with accessibility reviews.</p> <p><i>Existing programs: Plan Review</i></p>	Short
<p>8.6.10 Streamline plan checks, response to revisions, and field inspection process to support and reduce review time from Mayor’s Office of Disability by 20% for 100% affordable housing projects.</p> <p><i>Existing programs: (NEW)</i></p>	Short
<p>8.6.11 Advocate for AB 101, State legislation that requires Low-Barrier Navigation Centers by right, to cover other crisis interventions that house people that are not considered emergency shelter, for example safe sleeping sites.</p> <p><i>Existing programs: (NEW)</i></p>	Medium
<p>8.6.12 Determine and codify procedures that recognize that housing applications for shelter, temporary housing, or crisis interventions (such as Safe Sleeping Sites) do not meet the standard of a “project” under CEQA, to ensure compliance with AB 101.</p> <p><i>Existing programs: (NEW)</i></p>	Short
<p>8.6.13 Work with design professionals to produce replicable building details (such as bathroom layouts) that are code compliant and meet accessibility standards on publicly subsidized 100% affordable housing projects. This will reduce plan review time, field corrections, and cost, while maintaining high-quality standards.</p> <p><i>Existing programs: (NEW)</i></p>	Medium
<p>8.6.14 Expand use of third-party consulting peer review of construction documents on publicly subsidized 100% affordable housing projects, in addition to continuing to maintain staff experts on affordable housing project review and assigning them to affordable housing projects.</p> <p><i>Existing programs: (NEW)</i></p>	Medium
<p>8.6.15 Implement innovations in project financing, including options for payment and performance bonds, retention, and other contract terms, expedited payments to contractors on publicly subsidized 100% affordable housing projects.</p> <p><i>Existing programs: (NEW)</i></p>	Medium

<i>Actions</i>	<i>Timeline</i>
<p>8.6.16 Expand nonprofit project management capacity, especially focused on areas of the city that have not seen much affordable housing development and where there are few or no community-based affordable housing developers.</p> <p><i>Existing programs: (NEW)</i></p>	Medium
<p>8.6.17 Support new systems of property management and asset management for efficiencies and low cost per unit for expanded portfolios that include mid and smaller size buildings.</p> <p><i>Existing programs: (NEW)</i></p>	Medium
<p>8.6.18 Ensure compliance with SB 1087 requirements, including immediately delivering the adopted housing element to water and sewer service providers, that sewer and water providers have policies and procedures that grant priority for service allocations to proposed developments that include housing units affordable to lower-income households.</p> <p><i>Existing Program: Existing compliance and priority for affordable housing</i></p>	Short
<i>Responsible Agencies: Planning, MOHCD, DBI, SFPUC, PG&E, Mayor, and Board of Supervisors</i>	
<i>Funding Sources: Departmental budget (Planning, MOD), Needs new additional funding</i>	

8.7. Facilitating Large Projects

Related Policies: 24, 27

<i>Actions</i>	<i>Timeline</i>
<p>8.7.1 Enable public-private partnership solutions to front-end the necessary funding for on- and off-site infrastructure investments to expedite housing for large master plans and development agreements with major up front infrastructure needs, such as Treasure Island, Candlestick Point, Mission Bay, Hunters Point Shipyard, Parkmerced, and Schlage Lock/Bayland North. Solutions could include Infrastructure Finance Districts, Tax Increment Financing, or other methods to provide direct City investment, allocation of public financing, or issuance of other public debt.</p> <p><i>Existing programs: Infrastructure Finance Districts</i></p>	Medium
<p>8.7.2 Advocate for regional, State, and federal funds through the existing infrastructure bank or other paths to help finance the infrastructure needs of large urban infill and redevelopment projects.</p> <p><i>Existing programs: Infrastructure Bank</i></p>	Medium
<p>8.7.3 Continue to strengthen coordination of interagency permitting review and approval processes for implementation of approved large master-planned or development agreement projects to accelerate construction timelines of infrastructure improvements.</p> <p><i>Existing programs: Plan Review</i></p>	Short
<i>Responsible Agencies: DBI, OEWD, Planning</i>	

<i>Actions</i>	<i>Timeline</i>
<i>Funding Sources:</i> Enhanced Infrastructure Financing Districts, Departmental budget (Planning, DBI), California Infrastructure and Economic Development Bank	

8.8. Policy and Practice Review

Related Policies: 28

<i>Actions</i>	<i>Timeline</i>
8.8.1 Participate and perform data and process analysis as directed by mandatory Policy and Practice Review HCD scope and timeline. <i>Existing programs:</i> (NEW)	Short
8.8.2 Revise local process, procedures, and other relevant requirements to implement priority recommendations of HCD’s finalized Policy and Practice Review. <i>Existing programs:</i> (NEW)	Short
8.8.3 Amend Housing Element, as needed, to include final actions required by outcomes of mandatory Policy and Practice Review HCD effort. <i>Existing programs:</i> (NEW)	Short
<i>Responsible Agencies:</i> Planning	
<i>Funding Sources:</i> Departmental budget (Planning)	

8.9. Post-Entitlement Permitting and Pipeline Support

Related Policies: 24, 27, 28

<i>Actions</i>	<i>Timeline</i>
8.9.1 Create workflow and organizational charts to clarify how City agencies review and permit housing; link interdepartmental process and combine pre- and post-entitlement project review and monitoring teams, when feasible, to optimize workflow. <i>Existing programs:</i> (NEW)	Short

<i>Actions</i>	<i>Timeline</i>
<p>8.9.2 Coordinate pre- and post-entitlement review Actions across City agencies to reduce entitlement process time. This includes actions 8.1.14 to support priority projects; 8.4.15 to lower permit requirements for streetlights; 8.4.20 to create applicant checklist for pre- and post- entitlement documents; 8.6.7 to streamline publicly funded affordable housing projects; 8.6.8 to resolve common disputes between the SFPUC and PG&E; 8.6.9 to assess the effectiveness of recently issued administrative bulletins to reduce review and inspection times from the Mayor’s Office of Disability for 100% affordable housing projects; 8.6.13 to produce replicable building details that meet accessibility standards on publicly subsidized 100% affordable housing projects; 8.6.14 to expand use of third-party consulting peer review of construction documents on publicly subsidized 100% affordable housing projects; and 8.6.15 to innovate financing on publicly subsidized 100% affordable housing projects.</p> <p><i>Existing programs:</i> Land Use Controls, Plan Review, (NEW)</p>	<p>Short</p>
<p><i>Responsible Agencies:</i> OEWD, DBI, DPW, SFPUC, MOD, PG&E, Planning</p>	
<p><i>Funding Sources:</i> Departmental budget (Planning)</p>	

9. Healthy, Connected, and Resilient Housing and Neighborhoods

The Healthy, Connected, and Resilient Housing and Neighborhoods implementing program supports the Housing Element goal of promoting neighborhoods that are well-connected, healthy, and rich with community culture. Actions are organized along the principles of fostering safe, sustainable and accessible neighborhoods that reflect San Francisco’s diversity. San Francisco is actively involved in planning for and implementing transportation infrastructure. ConnectSF is a multi-agency collaboration process to build an effective, equitable, and sustainable transportation system. The city is advancing ConnectSF through the San Francisco Transportation Plan update and the Transportation Element of the General Plan update. The Transportation Plan is the countywide, long-range transportation policy and investment blueprint for the next 30 years and is consistent with Plan Bay Area 2050, the long-range transportation plan for the nine-county Bay Area. The Plan includes investment scenarios based on expected revenues and potential new revenues. The Transportation Element defines the goals and policies for how people and goods circulate through San Francisco. The Transportation Element must identify potential funding sources for capital, operations, and maintenance of planned additions to the network for projects that San Francisco leads, additions that would be triggered by policies in the element, and the existing network. City agencies are guided by ConnectSF as they develop their operating and capital budgets. The actions build primarily upon the work of the following local bodies and will require their continued coordination: SFMTA, OEWD, MOHCD, DPW, and the Planning Department.

9.1. Housing Rehabilitation for Health and Safety

Related Policies: 39, 42

Actions	Timeline
<p>9.1.1 Create and expand programs to improve indoor air quality for existing housing, prioritizing resources in Priority Equity Geographies that overlap with Environmental Justice Communities, such as applying the standards in Article 38 of SF Health Code to such housing.</p> <p><i>Existing programs:</i> Environmental Justice Framework; Climate Action Plan; Article 38 of SF Health Code, (NEW)</p>	Short
<p>9.1.2 Create electric conversion policies and programs for existing housing that decrease the use of gas appliances in homes to support respiratory health, prioritizing Priority Equity Geographies that overlap with Environmental Justice Communities.</p> <p><i>Existing programs:</i> Environmental Justice Framework; Climate Action Plan; Safety & Resilience Element; (NEW)</p>	Short

Actions	Timeline
<p>9.1.3 Support and streamline permits for heating, ventilation and air conditioning (HVAC), energy and weatherization retrofits and upgrades, prioritizing Priority Equity Geographies that overlap with Environmental Justice Communities.</p> <p><i>Existing programs:</i> Energy Efficiency Upgrade Programs; Energy Upgrade California; Renewable Energy Requirements; Solar, Electric, and Water Heating Incentives; Processing and Permitting Procedures</p>	Short
<p>9.1.4 Expand funding for repair and rehabilitation programs to remove mold, lead, and other health hazards through programs such as Fix Lead SF and CalHome recognizing the need to protect tenants throughout the remediation process and not pass along costs afterwards, prioritizing Priority Equity Geographies that overlap with Environmental Justice Communities.</p> <p><i>Existing programs:</i> CalHome Rehab Program; Healthy Homes Lead Hazard Remediation; Environmental Justice Framework; Fix Lead SF</p>	Medium
<p>9.1.5 Continue to connect residents and housing developments with technical support and financing programs for earthquake safety retrofits such as the Mandatory Soft Story Retrofit Program.</p> <p><i>Existing programs:</i> Mandatory Soft Story Retrofit Program, Safety & Resilience Element; Hazards and Climate Resilience Plan</p>	Ongoing
<p>9.1.6 Create programs to provide rehabilitation assistance to qualified homeowners to maintain exterior cladding, roofs, and essential building utilities in housing in Environmental Justice Communities.</p> <p><i>Existing programs:</i> CalHome Rehab Program (MOHCD); Environmental Justice Framework; (NEW)</p>	Medium
<p>9.1.7 Establish priority building permit and entitlement Planning Department review processes for multi-family residential development projects that rehabilitate or adaptively reuse existing buildings to support sustainable building practices, per Policy 34, while preserving cultural resources.</p> <p><i>Existing programs:</i> Ministerial Approval; Processing and Permitting Procedures; Historic Preservation Review; Safety & Resilience Element</p>	Short
<p><i>Responsible Agencies:</i> Planning, DOE, DBI, OCRP, DPH, Mayor/BOS</p>	
<p><i>Funding Sources:</i> Departmental budget (DPH, DOE, MOHCD, Planning), Bay Area Air Quality Management District grants (Clean Air Centers, EV charging, Climate tech finance, etc.)</p>	

9.2. Resilient and Healthy Neighborhoods and New Housing

Related Policies: 37, 40

Actions	Timeline
<p>9.2.1 Ensure and reinforce that all community planning efforts meet the City's Climate Action Plan to prepare existing neighborhoods and future housing projects for sea level rise and flooding impacts, especially in Priority Equity Geographies that overlap with Environmental Justice Communities.</p> <p><i>Existing programs:</i> Community Plans; Community Strategies; Climate Action Plan; Environmental Justice Framework; Safety & Resilience Element; Waterfront Resilience Program; Islais Creek Southeast Mobility and Adaptation Strategy</p>	Short
<p>9.2.2 Provide neighborhood and infrastructure planning to mitigate flood risks during extreme weather events or due to climate crisis impacts, prioritizing resources for Priority Equity Geographies that overlap with Environmental Justice Communities.</p> <p><i>Existing programs:</i> Development Agreements; Community Plans; Community Strategies; Climate Action Plan; Environmental Justice Framework; Safety & Resilience Element; Waterfront Resilience Program; Islais Creek Southeast Mobility and Adaptation Strategy</p>	Medium
<p>9.2.3 Enhance high-pressure fire protection for the Westside of San Francisco by implementing and constructing Phase 1 of the Westside Potable Emergency Firefighting Water System (PEFWS) and continue to work with the community and obtain funding to implement and construct Phase 2 of the PEFWS.</p> <p><i>Existing programs:</i> Phase 1 of the Westside Potable Emergency Firefighting Water System; Safety & Resilience Element</p>	Medium
<p>9.2.4 Identify strategies to reduce the impact of polluting sources, such as freeways, in planning efforts in Priority Equity Geographies that overlap with Environmental Justice Communities so that impacted residents may provide input on solutions that support health of sensitive populations, such as seniors, children, and those with disabilities. Examples of strategies include vegetative buffers and location of childcare and other sensitive uses away from busy roadways, among others.</p> <p><i>Existing programs:</i> Article 38 of SF Health Code; Environmental Justice Framework; Safety & Resilience Element</p>	Short
<p>9.2.5 Strengthen building standards to ensure that new housing developments limit sound intrusion from exterior and interior sources.</p> <p><i>Existing programs:</i> Building Codes</p>	Short
<p>9.2.6 Explore whether certification or building codes effectively incentivize the use of low volatile organic compounds (VOC) materials in new construction to reduce exposure.</p> <p><i>Existing programs:</i> Building Codes; Processing and Permitting Procedures; Environmental Justice Framework</p>	Short

Actions	Timeline
<p>9.2.7 Maximize the installation of site-appropriate, native trees and vegetation at grade and on roofs in new residential development, especially in neighborhoods with less tree canopy coverage as per the SF Better Streets Plan, the SF Green Landscaping Ordinance, and the SF Better Roofs Ordinance.</p> <p><i>Existing programs:</i> Better Streets Plan; Green Landscaping Ordinance; Better Roofs Ordinance; Environmental Justice Framework; Safety & Resilience Element</p>	Short
<p>9.2.8 Update Planning Code requirements, such as the SF Green Landscaping Ordinance, to reduce paved surfaces and underground enclosed space in rear and side yards to specifically retain deep soil for trees and more sustainable vegetation.</p> <p><i>Existing programs:</i> SF Green Landscaping Ordinance; Land Use Controls</p>	Short
<p>9.2.9 Study and document the impact of open space and housing on people’s health, especially for children, for the Planning Commission’s use in evaluating open space and rear yard variances in housing applications.</p> <p><i>Existing programs:</i> Development Agreements; Open Space Requirements; Environmental Justice Framework</p>	Long
<p>9.2.10 Enforce compliance with existing requirements in the SF Stormwater Management Ordinance to incorporate on-site stormwater management and flood resilience</p> <p><i>Existing programs:</i> SF Stormwater Management Ordinance; Safety & Resilience Element</p>	Ongoing
<p>9.2.11 With passage of more opportunities for non-discretionary ministerial approvals in Policy 25, redirect Planning Department staff time as available towards long-range environmental efforts, like those that reduce the city’s regional and global contributions to the climate crisis instead of the discretionary permit and environmental review of such housing projects with minimal environmental impacts.</p> <p><i>Existing programs:</i> (NEW)</p>	Medium
<p>9.2.12 Study ways for the city to plan, fund, and mitigate environmental conditions (e.g., wind) that impact many sites, may not be pragmatically solvable on a site-by-site basis, and could deter or delay projects that include affordable housing units, especially in Priority Equity Geographies.</p> <p><i>Existing programs:</i> Hazards and Climate Resilience Plan</p>	Medium
<p>9.2.13 Identify the public health needs of neighborhoods, especially in Priority Equity Geographies that overlap with Environmental Justice Communities, in community planning processes or when planning for large-scale development projects by engaging community-based organizations; public health needs include addressing air, soil, groundwater contamination, and noise pollution.</p> <p><i>Existing programs:</i> Environmental Justice Framework</p>	Medium
<p>9.2.14 Organize housing and neighborhood business and service areas to prioritize proximity in neighborhood planning or development agreement projects that propose land use changes.</p> <p><i>Existing programs:</i> Development Agreements; Community Plans; Community Strategies</p>	Medium
<p><i>Responsible Agencies:</i> Planning, DBI, SFPUC, DPW, DPH, RPD, Mayor/BOS</p>	

<i>Actions</i>	<i>Timeline</i>
<p><i>Funding Sources:</i> Bay Area Air Quality Management District grants (Clean Air Centers, EV charging, Climate tech finance, etc.), Departmental budgets (Planning, DBI, DOE, DPH, DPW, SFPUC), Advancing California Finance Authority, and other regional, state, and federal grants</p>	

9.3. Transportation and Other Infrastructure

Related Policies: 17, 37, 38

<i>Actions</i>	<i>Timeline</i>
<p>9.3.1 Apply equity metrics identified under Action 4.1.1 in identifying necessary infrastructure improvements for Priority Equity Geographies and to guide all City investment decisions, including but not limited to: Capital Planning, General Plan Elements, Interagency Plan Implementation Committee, or Citizen Advisory Council review, in coordination with Actions 9.3.5 to 9.3.7.</p> <p><i>Existing programs:</i> Capital and Operational Planning (city-level and agency-level); General Plan Elements; Vision Zero; Interagency Plan Implementation Committee; Community or Citizen Advisory Councils</p>	Ongoing
<p>9.3.2 Prioritize investments in Priority Equity Geographies that overlap with Environmental Justice Communities related to improving transit service, pedestrian safety, schools, child development centers, parks, streetscape, and other neighborhood amenities, in coordination with the investments referenced under Action 9.3.7.</p> <p><i>Existing programs:</i> Capital and Operational Planning (city-level and agency-level); General Plan Elements; Interagency Plan Implementation Committee; Community or Citizen Advisory Councils</p>	Ongoing
<p>9.3.3 Strengthen interagency coordination, review, and compliance processes to ensure that transit, walking, and biking infrastructure and safety improvements are integrated into planning, funding, and construction and/or rehabilitation of public projects (e.g., parks and open spaces, libraries, and transit facilities) in addition to private development projects, consistent with the City's Vision Zero policy.</p> <p><i>Existing programs:</i> Interagency Transportation Advisory Staff Committee, Interagency Street Design Advisory Team, ConnectSF, Planning Transportation Review under CEQA, Vision Zero</p>	Ongoing
<p>9.3.4 Continue to adhere to guidelines in the Better Streets Plan when new housing creates improvements to sidewalks, streets, and other public spaces.</p> <p><i>Existing programs:</i> Better Streets Plan review through Interagency Transportation Advisory Staff Committee and Interagency Street Design Advisory Team</p>	Ongoing

Actions	Timeline
<p>9.3.5 Strengthen interagency coordination for transportation, evaluating and prioritizing the existing and future needs of Priority Equity Geographies that overlap with Environmental Justice Communities, and Well-resourced Neighborhoods targeted for increased housing capacity, and plan for staffing and funding needed for these investments (e.g., general obligation bonds, federal grants). This includes delivering a capital program that provides extensive transit priority on a network transit routes that would make it possible for service to reliably operate every five minutes or better,²¹ and consistent with the city's ConnectSF vision and its Transit Strategy.</p> <p><i>Existing programs:</i> ConnectSF and its Transit Strategy and Streets and Freeways Strategy; SFCTA San Francisco Transportation Plan (SFTP); Transportation Element; MTC Plan Bay Area 2050</p>	Ongoing
<p>9.3.6 Repair, maintain, and optimize the existing transit system, particularly through SFMTA's 5-year Capital Improvement Program's (CIP) Transit Optimization and Expansion Projects (e.g., transit only lanes, transit signal priority, boarding islands, etc. on transit streets) in Priority Equity Geographies that overlap with Environmental Justice Communities and Well-resourced Neighborhoods targeted for increased housing capacity.</p> <p><i>Existing programs:</i> SFMTA 5-year Capital Improvement Program; SFMTA Muni Forward; SFMTA Muni Service Equity Strategy; ConnectSF Transit Strategy</p>	Ongoing (Medium for 5-year CIP)
<p>9.3.7 Expand and improve local and regional transit service as identified in ConnectSF Transit Strategy, prioritizing essential workers, low-income households, and transit-dependent people, and in Priority Equity Geographies that overlap with Environmental Justice communities.</p> <p><i>Existing programs:</i> ConnectSF Transit Strategy; SFMTA Muni Service Equity Strategy; SFCTA SFTP</p>	Ongoing
<p>9.3.8. Adopt requirements that encourage trips using priority modes²² in new housing and reduce transportation impacts from new housing. Such requirements for some new housing may include additional transportation demand management measures and driveway and loading operations plans; protecting pedestrian, cycling, and transit-oriented street frontages from driveways; and reducing vehicular parking.</p> <p><i>Existing programs:</i> Planning Transportation Demand Management (TDM) Program and related Planning Code TDM provisions; Planning Code Transportation Sustainability Fee; Planning Transportation Review under CEQA; Development Agreements</p>	Short
<p><i>Responsible Agencies:</i> SFMTA or Planning, SFCTA, DPW, OEWD, Mayor/BOS, Police, Fire, Regional Transit and Transportation Agencies, RPD, SFPUC, LIB, Port</p>	
<p><i>Funding Sources:</i> Departmental budget (SFMTA, SFCTA, Planning, DPW) and Operating Budgets, MTC Transit Core Capacity Challenge Grants, MTC Priority Development Area (PDA) Grants, Cap and Trade funding, Gas Tax funding, Regional Measure 3 funding, and other local, regional, state, and federal sources</p>	

21 A conceptual network of transit corridors, where a substantial investment in on-street improvements would markedly increase the routes' speed and reliability. These improvements include transit lanes, traffic signal adjustments, queue jumps, turn restrictions, boarding bulbs/islands, turn restrictions/requirements, and other treatments, and can be installed relatively quickly. Corridors on the five-minute network potentially include routes in the Rapid Network, other routes where demand warrants frequent service, and routes where growth in transit demand is anticipated.

22 Priority modes include walking, bicycling, transit, and vanpooling.

9.4. Community Services

Related Policies: 26, 33, 37

Actions	Timeline
<p>9.4.1 Collaborate with the San Francisco Unified School District to evaluate the feasibility of providing a priority in the school assignment process for lower income families to be assigned at higher quality schools.</p> <p><i>Existing programs: School Assignment Priority</i></p>	Medium
<p>9.4.2 Remove Conditional Use Authorizations outside of Priority Equity Geographies and areas vulnerable to displacement where required to remove an existing use and construct housing, and instead apply neighborhood notification procedures for proposed demolition of identified community-service uses, such as theaters, grocery stores, and laundromats, by January 31, 2027 and support their economic survival through a replacement provision or participation in a Community Benefit Use program²³ as described in Action 9.4.5.</p> <p><i>Existing programs: Community Benefit Use; Conditional Use Authorizations; Land Use Controls; Neighborhood Retail Regulations; Processing and Permitting Procedures; Environmental Justice Framework; (NEW)</i></p>	Medium
<p>9.4.3 Develop or adopt certification programs for community-serving businesses, such as grocery stores, child development centers, healthcare clinics, and laundromats, starting in Priority Equity Geographies so that there is a way to resource or plan for them via other actions.</p> <p><i>Existing programs: Land-Use Controls; Processing and Permitting Procedures; (NEW)</i></p>	Medium
<p>9.4.4 Incentivize new housing to commit via deed restrictions or other legal agreement to below market rate commercial leases for community-based organizations serving the neighborhood community for a minimum of ten years by providing fee waivers, especially in Cultural Districts.</p> <p><i>Existing programs: Fee Exemptions; (NEW)</i></p>	Medium
<p>9.4.5 Study the creation of a Community Benefit Use program, referenced in Actions 7.2.2 and 9.4.8, that allows new housing developments to have a highly flexible ground floor use entitlement and tenants to be eligible for rent subsidy in exchange for community participation in tenant selection or for businesses that obtain certifications as described in Action 9.4.3.</p> <p><i>Existing programs: (NEW)</i></p>	Short

23 Geographically specific programs established through community-led process to identify a menu of uses that meet community needs to be incorporated into certain future project approvals, thereby reducing the time and community resources required to shape projects that meet their needs on individual project approval basis. Programs may be supported through the Office of Small Business or other community services resources.

Actions	Timeline
<p>9.4.6 Create and implement a long-range community facilities plan, and update every 5-10 years, for public facilities including parks, recreation centers, schools, child development centers, libraries, to accommodate a thirty-year projected population growth, informed by equity metrics in a manner that secures equitable access in Priority Equity Geographies, Environmental Justice Communities, and Well-resourced Neighborhoods that are targeted for increased housing capacity, building on processes such as the Community Facilities Framework, and in collaboration with Interagency Plan Implementation Committee.</p> <p><i>Existing programs:</i> Community Facilities Framework; Interagency Plan Implementation Committee; (NEW)</p>	Medium
<p>9.4.7 Develop a comprehensive and regularly updated map of daily needs, amenities, and community facilities, to inform the work of the interagency coordination under Action 9.3.3 as well as community-based organizations in planning for services, resources, open space, and businesses to be near each other and supportive to communities.</p> <p><i>Existing programs:</i> Community Facilities Framework; (NEW)</p>	Medium
<p>9.4.8 Expand and allow community serving uses, such as retail, restaurants, and personal services within areas that are primarily residential especially on corner parcels, especially uses under the Community Benefit Use program defined under Action 9.4.5.</p> <p><i>Existing programs:</i> Land-Use Controls; Community Benefit Districts; Neighborhood Retail Regulations; (NEW)</p>	Short
<p><i>Responsible Agencies:</i> Planning, SFUSD, MOHCD, OEWD, SFMTA, SFRPD, LIB, DPW, DYCF, HSA</p>	
<p><i>Funding Sources:</i> SFUSD, Departmental budgets (OEWD, Planning, DPW, MOHCD)</p>	

Quantified Objectives

	<i>Extremely Low and Very Low Income</i>	<i>Low Income</i>	<i>Moderate Income</i>	<i>Above Moderate Income</i>	<i>Total</i>
RHNA Target	20,867	12,014	13,717	35,471	82,069
New Construction					
Development Agreements	1,762	4,650	1,610	16,578	24,600
Private Mixed Income Pipeline		1,644	541	13,185	15,370
ADUs			1,800	200	2,000
100% Affordable Pipeline	1,234	1,234	120	18	2,606
100% Affordable Anticipated	1,080	1,080			2,160
Acquisitions for Affordability					
Supportive Housing Acquisitions-Pipeline and Planned	750				750
Small Sites Program Acquisitions-Planned	395	789	148	148	1480
Total Housing Units	5,221	9,397	4,219	30,129	48,966

Household Served by MOHCD Tenant and Homebuyer Assistance (8 year estimated total)					
Rental assistance	14,528	3,584	904	0	19,016
Tenants' Right to Counsel	10,128	1,504	632	488	12,752
Other Tenant Counseling/Mediation	7,584	2,512	800	496	11,392
Homeownership Counseling	7,200	3,016	6,608	4,448	21,264
Homeownership Loans	0	0	24	376	400
Households Placed in Affordable Units Via DAHLIA	1,728	760	1,088	432	4,000

SF Housing Authority Estimate of Housing Choice Voucher Capacity (Ongoing- based on 2021)	
Housing Choice Vouchers	13,132

	<i>Extremely Low and Very Low Income</i>	<i>Low Income</i>	<i>Moderate Income</i>	<i>Above Moderate Income</i>	<i>Total</i>
Shelter, Transitional Housing, and Supportive Housing (Ongoing- numbers as of 2022)					
Shelter and Transitional Housing Beds/Units	2,872				
Supportive Housing for Formerly Homeless	13,451				

Key Constraints Reduction Actions

The following actions are summarized here from the programs listed above as key for reducing constraints on housing development, maintenance, and improvement. The table includes dates by which these key actions should be completed and sunset dates where applicable.

Actions	Completion Date
<p>1.1.1 By March 2023, convene City leadership, staff, policymakers, affordable housing advocates, and industry experts to collaborate on an Affordable Housing Implementation and Funding Strategy that provides specific recommendations and responsible parties to achieve and sustain the substantial public funding from local, state, and federal sources, that would join with public-private partnerships, needed to achieve the RHNA targets of over 46,000 units affordable at low- and moderate-incomes. Assign appropriate City staff to include a budget proposal for Fiscal Year 2023-2024 and complete this effort by January 31, 2024.</p>	January 31, 2024
<p>2.1.4 Increase funding to expand the services of community-based organizations and providers for financial counseling services listed under Action 1.7.5, as well as tenant and eviction prevention services listed under Program 2, to better serve vulnerable populations, populations in areas vulnerable to displacement, and Cultural Districts Tenant and eviction protection services include legal services, code enforcement outreach, tenant counseling, mediation, and housing-related financial assistance; expansion of such services should be informed by community priorities referenced under Action 4.1.3. Complete by completion of Rezoning Program or no later than January 31, 2026.</p>	January 31, 2026
<p>7.1.1 Create a rezoning program to meet the requirements of San Francisco’s Regional Housing Needs Allocation across income levels and Affirmatively Furthering Fair Housing laws, relying on a combination of strategies in Actions 7.3.2 and 7.2.1 above to accommodate the RHNA shortfall with a buffer (approximately 36,282 new units) primarily in Well-resourced Neighborhoods, in proximity to transit and commercial corridors. The rezoning program shall reasonably account for sites’ likelihood of development during the planning period using an analytical model and shall not add government constraints that reduce project financial feasibility as determined by an analysis prior to the rezoning enactment. Seek to implement a rezoning program that exceeds the identified RHNA shortfall plus 15% buffer (i.e., 36,282 units) to provide more capacity sooner and that would reduce the need and size of any subsequent rezoning triggered by Action 8.1.5. In addition, make any conforming amendments to relevant area plans in the city’s General Plan based on final rezoning actions. Complete this effort by January 31, 2026. As described in the Sites Inventory Rezoning Program, the rezoning will meet the requirements of Government Code Section 65583.2(h)-(i), including sites identified to meet the very low and low-income RHNA unmet need will be zoned to:</p> <ul style="list-style-type: none"> • permit owner-occupied and rental multifamily uses by-right for developments in which 20 percent or more of the units are affordable to lower-income households. By-right means local government review must not require a conditional use permit, planned unit development permit, or other discretionary review or approval that would constitute a “project” for purposes of CEQA; • accommodate a minimum of 16 units per site; and • require a minimum density of 20 units per acre. <p>At least 50 percent of the lower-income rezoning need must be accommodated on sites designated for residential use only or on sites zoned for mixed uses that accommodate all of the very low- and low-income housing need, if those sites allow 100 percent residential use and require residential use to occupy 50 percent of the total floor area of a mixed-use project.</p>	January 31, 2026

8.1.5 If the City issues building permits²⁴ for fewer than 29,049 new units²⁵ by January 31, 2027, then the City shall enact and implement:

- additional rezoning outside of Priority Equity Geographies and areas vulnerable to displacement, and
- additional constraints reductions for housing projects, including existing projects in the development pipeline.

This additional rezoning and additional constraints reductions shall accommodate 115% of the shortfall, minus any capacity created by the rezoning(s) in Action 7.1.1 in excess of 36,282 units.²⁶

The scope of this additional rezoning and additional constraint reduction:

- shall account for sites' likelihood of development during the RHNA planning period, and affirmatively incorporate the results of an analytical model and the cumulative constraints analysis described in Action 8.1.8 to increase supply choice and affordability and accommodate the RHNA in the planning period.
- shall not impose any new governmental constraints not already in effect on January 31, 2027 to the development of housing unless that constraint is offset by the repeal or mitigation of another constraint.
- shall consider progress and implement strategies toward meeting the RHNA goals by income group and AFFH objectives, including strategies considered under 8.1.10.
- shall consider community engagement, in alignment with Program area 4.2 in areas that may be disproportionately impacted with displacement risk beyond Priority Equity Geographies.

July 31, 2028

The City shall complete this effort, if needed, by July 31, 2028. The City will implement this program in consultation with HCD, including HCD approval.

8.1.6. In alignment with the provisions and purpose of the Housing Crisis Act of 2019 (Government Code 66300 et seq.), any City-adopted rezoning or development controls shall not impose any new governmental constraints to the development of housing unless those increased constraints are offset by the removal or reduction of other constraints. A "new governmental constraint" is a city-imposed requirement, including but not limited to process, fees, or design, that increases the cost of development not in effect on January 31, 2023, not including mitigation measures adopted in compliance with CEQA or a requirement adopted to specifically protect against a threat to health or safety.

July 1, 2024
& Ongoing

24 "Issues building permits" in this action refers to issuance of building permit to construct a building, which is subsequent to any planning entitlements.

25 This number is 50% of the existing capacity for housing in the Sites Inventory, which is 50% of 58,813 units (see Appendix B, Fig. 3).

26 This number is the RHNA shortfall (plus 15%) identified in the Sites Inventory that is the minimum target required for rezoning per Action 7.1.1

8.1.8. Conduct a pro-forma-based study of cumulative governmental constraints on housing development in relation to the socio-economic needs to the city. The study shall quantify the net number of economically feasible housing units that could be built in the City under the regulatory status quo and conduct a sensitivity analysis to determine the amount of constraint reduction necessary to ensure that the majority of typical code-compliant housing projects are economically feasible, including quantification of the hypothetical increase in the net number of economically feasible units that would be realized under a range of constraint-removal scenarios. The study shall consider the effects of economic cycles, considering feasibility under both current economic conditions as well as feasibility under average prevailing conditions over the preceding decade, and sensitivity analysis to variations in construction costs and market rents and sales prices. It should also consider the cost of housing in relation to the population needs. The study shall be updated triennially in tandem with the required Controller's study of the Inclusionary Program required by Planning Code Section 415.10, with the first such study completed in tandem with the first Controller's study completed on or after January 31, 2025, but in no case later than January 31, 2027. The results of the cumulative constraints study shall also inform Action 8.1.5 with the goal of ensuring the economic feasibility of achieving the city's RHNA targets during the planning period.

January 31, 2026

8.4.3 Adopt one or more Housing Sustainability Districts in [Well-resourced Neighborhoods](#) outside of areas vulnerable to displacement that include tenant protections, relocation, and replacement standards as recognized in [Housing Crisis Act of 2019](#), by January 31, 2026. Unless implementation of Action 8.4.2 has already occurred in the same geography and renders Housing Sustainability Districts (HSD) unnecessary, Housing Sustainability District(s) shall encompass at least 15% of the total land area of the city up to the maximum allowed by state law and shall not include parcels where residential uses are not permitted or are critical sites for City infrastructure, such as parks or utilities.

January 31, 2026

8.4.4 Establish a non-discretionary ministerial pathway for project applications that provide 20% affordable housing on site through mechanisms described in Actions 8.4.2 and 8.4.3, for RHNA Cycle 6 lower-income sites identified in the Housing Element Update 2022 Sites Inventory that have been reused from Cycles 4 and 5 by January 31, 2024, as required by per California Government Code §65583.2 (c).

January 31, 2024

8.4.5 Eliminate Commission hearings on any code-complying project in the Well-resourced Neighborhoods subject to the Housing Accountability Act by July 31, 2023, until January 31, 2027.

January 31, 2024 to sunset January 31, 2027

8.4.8. Remove Conditional Use Authorizations or other regulatory barriers for lot mergers and lots or proposed densities that exceed conditional use thresholds on housing applications that net two or more housing units, do not demolish existing rent-controlled units, and meet tenant protection, relocation, and replacement standards as recognized in Housing Crisis Act of 2019 to facilitate larger and more efficient housing projects by January 31, 2025.

January 31, 2025

8.4.9 Remove Conditional Use Authorization requirement for demolition of single-family or multi-unit buildings that (1) are not tenant occupied and without history of tenant evictions, recent buyouts, no-fault, Ellis, or OMI Evictions; (2) net two or more housing units in the case of projects that construct less than 4 units or that net an increase of at least 50% in the number of existing units for projects that construct 4 or more units, (3) do not demolish existing rent-controlled units, and (4) meet tenant protection, relocation, and replacement standards as recognized in [Housing Crisis Act of 2019](#) by January 31, 2025. Continue to apply Conditional Use requirements to demolition of tenant occupied buildings. Review "protected unit" standards in the Housing Crisis Act, and strengthen definitions for local use as necessary, to ensure that properties with a history of no-fault evictions, such as Ellis Act or Owner-Move-Ins, continue to require heightened scrutiny or

January 31, 2025

prohibition of demolition. Planning staff will use the Rent Board's Housing Inventory data and seek input from tenants organizations.

8.4.10 Remove Conditional Use Authorizations where required to achieve greater height for a housing project or replace height and bulk districts that require Conditional Use Authorizations to exceed the base height with one that allows the current maximum height by January 31, 2025. January 31, 2025

8.8.2 Revise local process, procedures, and other relevant requirements to implement priority recommendations of HCD's finalized Policy and Practice Review. July 1, 2024

8.8.3 Amend Housing Element, as needed, to include final actions required by outcomes of mandatory Policy and Practice Review HCD effort. July 1, 2024

9.4.2 Remove Conditional Use Authorizations outside of Priority Equity Geographies and areas vulnerable to displacement where required to remove an existing use and construct housing, and instead apply neighborhood notification procedures for proposed demolition of identified community-service uses, such as theaters, grocery stores, and laundromats, by January 31, 2027 and support their economic survival through a replacement provision or participation in a Community Benefit Use program²⁷ as described in Action 9.4.5. January 31, 2025

27 Geographically specific programs established through community-led process to identify a menu of uses that meet community needs to be incorporated into certain future project approvals, thereby reducing the time and community resources required to shape projects that meet their needs on individual project approval basis. Programs may be supported through the Office of Small Business or other community services resources.

Affirmatively Furthering Fair Housing Actions

<i>Implementing Program Area</i>	<i>AFFH Contributing Factors</i>	<i>AFFH Program Action</i>	<i>AFFH Category</i>
1. Affordable Housing Resources and Equitable Access	Impediments to mobility due to high housing costs	<p>1.1.1. By March 2023, convene City leadership, staff, policymakers, affordable housing advocates, and industry experts to collaborate on an Affordable Housing Implementation and Funding Strategy that provides specific recommendations and responsible parties to achieve and sustain the substantial public funding from local, state, and federal sources, that would join with public-private partnerships, needed to achieve the RHNA targets of over 46,000 units affordable at low- and moderate-incomes. Assign appropriate City staff to include a budget proposal for Fiscal Year 2023-2024 and complete this effort by January 31, 2024.</p> <p>Metric: Expand affordable housing funding by a minimum of 30%.</p>	<p>New Housing Choices and Affordability in Areas of Opportunity</p> <p>Housing Mobility Strategies</p>
	Impediments to mobility due to high housing costs	<p>1.2.1 Build between 25% and 50% of the City’s new permanently affordable housing within Well-resourced Neighborhoods over the next two RHNA cycles, implementing the zoning strategies of Policy 20.</p> <p>Metric: 25%-50% of permanently affordable housing on newly acquired sites in Well-Resourced Neighborhoods by 2031.</p>	<p>New Housing Choices and Affordability in Areas of Opportunity</p> <p>Housing Mobility Strategies</p>
	Exclusionary Land use and zoning laws	<p>1.2.2 Strategically acquire sites and identify targeted funding for land acquisition and banking for affordable housing throughout the city. This will include lots for consolidation that can accommodate permanently affordable housing of at least 50 to 100 units or more through publicly funded purchases, in balance with investment in affordable housing preservation and production and in strategic coordination with sites owned by religious, nonprofit, and public property owners. Prioritize sites of interest identified in coordination with American Indian, Black, and other communities of color. Consider sites that accommodate fewer than 50 units as additional affordable housing funding, financing, and operating approaches are secured.</p> <p>Metric: Acquire and fund sites for minimum of 2,160 units over the 8-year plan, with 25-50% in Well-Resourced Neighborhoods.</p>	<p>New Housing Choices and Affordability in Areas of Opportunity</p> <p>Place-based Strategies to Encourage Community Conservation and Revitalization</p> <p>Housing Mobility Strategies</p>

<i>Implementing Program Area</i>	<i>AFFH Contributing Factors</i>	<i>AFFH Program Action</i>	<i>AFFH Category</i>
	Impediments to mobility due to high housing costs	<p>1.5.3 Increase housing that is affordable to extremely low and very low-income households in Well-resourced Neighborhoods, as well as in Priority Equity Geographies and Cultural Districts, through City-funded permanently affordable housing projects.</p> <p>Metric: Apply 25-50% distribution of affordable units in Well-resourced Neighborhoods to the total ELI and VLI units produced, including 30% of units in affordable housing for formerly homeless.</p>	Protecting Existing Residents from Displacement
	Lack of affordable and accessible housing in a range of unit sizes	<p>1.5.4 Reduce severe cost burdens and increase stability for extremely low- and very low-income renters through ongoing rental assistance for qualifying vulnerable households, including people harmed by past government discrimination, seniors, people with disabilities, transgender people, and families with children, particularly those living in SROs.</p> <p>Metrics: Expand Senior Operating Subsidy (SOS) by 40 units per year or 320 new units over the 8-year plan to reach a total of 363 households served. Expand the Local Operating Subsidy Program (LOSP) by 163 units per year or 1,304 new units over the 8-year plan to reach a total of 2,863 households served.</p>	Protecting Existing Residents from Displacement
	Admissions and occupancy policies and procedures, including preferences in publicly supported housing	<p>1.7.8 Evaluate increasing neighborhood preference allocation for Below Market Rate units in Priority Equity Geographies to better serve American Indian, Black, and other communities of color, if possible, per the Federal Fair Housing regulations, as informed by Policy 5 and related actions.</p> <p>Metric: Complete evaluation by 2026 and implement changes if found appropriate by 2027.</p>	Housing Mobility Strategies
	Admissions and occupancy policies and procedures, including preferences in publicly supported housing	<p>1.7.9 Create or expand programs to provide housing counseling, financial literacy education, and housing readiness to low-income American Indian, Black and other people of color households who seek housing choices in Well-resourced Neighborhoods by 2024, and provide incentives and counseling to landlords in Well-resourced Neighborhoods to offer units to low-income households. Consider similar incentives referenced in Action 8.4.16.</p> <p>Metric: Target relevant programs for 30% increase in Black and American Indian people served by 2024.</p>	Housing Mobility Strategies

<i>Implementing Program Area</i>	<i>AFFH Contributing Factors</i>	<i>AFFH Program Action</i>	<i>AFFH Category</i>
2. Stabilizing Tenants and Rental Housing	Displacement of Residents due to Economic pressures	<p>2.1.1 Fund the Tenant Right-to-Counsel program to match the need for eviction defense.</p> <p>Metric: Increase the number of households served annually from 1,300 per year to 1,600 per year to serve all tenants in need of full-scope representation. Report on households in need of eviction defense and households served with full-scope representation every year to track improvement over the 8-year plan and adjust the goal accordingly.</p>	Protecting Existing Residents from Displacement
	Displacement of Residents due to Economic pressures	<p>2.1.4 Increase funding to expand the services of community-based organizations and providers for financial counseling services listed under Action 1.7.5, as well as tenant and eviction prevention services listed under Program 2, to better serve vulnerable populations, populations in areas vulnerable to displacement, and Cultural Districts. Tenant and eviction protection services include legal services, code enforcement outreach, tenant counseling, mediation, and housing-related financial assistance; expansion of such services should be informed by community priorities referenced under Action 4.1.3. Complete by completion of Rezoning Program or no later than January 31, 2026.</p> <p>Metrics: Expand counseling services from 1,500 households served every year to 2,000, prioritizing this expansion for American Indian and Black households by the end of 2025. Expand investments in other forms of outreach and engagement, such as Know-Your-Rights workshops and tenant organizing and advocacy services, by 20% over the 2022 baseline by the end of 2025. Expand alternative dispute resolution and other legal services from 700 households served every year to 840 by the end of 2025.</p>	Protecting Existing Residents from Displacement
	Displacement of Residents due to Economic pressures	<p>2.3.1 Prioritize and expand funding for the purchase of buildings, including those with chronically high residential vacancy, underutilized tourist hotels, and SRO residential hotels, for acquisition and rehabilitation programs that serve extremely low to moderate-income households, including unhoused populations.</p> <p>Metric: 15% increase in the distribution of ELI and moderate-income households in Small Sites Program acquired buildings by 2027.</p>	Protecting Existing Residents from Displacement

<i>Implementing Program Area</i>	<i>AFFH Contributing Factors</i>	<i>AFFH Program Action</i>	<i>AFFH Category</i>
	Displacement of Residents due to Economic pressures	<p>2.3.3 Increase non-profit capacity-building investments, particularly for American Indian, Black, and other community organizations of color, to purchase and operate existing tenant-occupied buildings as permanent affordable housing in Well-resourced Neighborhoods, particularly for populations at risk and in areas vulnerable to displacement, to expand implementation of the Community Opportunity to Purchase Act (COPA).</p> <p>Metric: At least 25% of annual Small Sites Program acquisitions in Well-resourced Neighborhoods by 2027.</p>	<p>New Housing Choices and Affordability in Areas of Opportunity</p> <p>Protecting Existing Residents from Displacement</p>
3. Preventing and Eliminating Homelessness	Admissions and occupancy policies and procedures, including preferences in publicly supported housing	<p>3.1.1 Identify and implement strategies by Spring 2023 to increase and accelerate placement in Permanent Supportive Housing through the Coordinated Entry System for racial and social groups who are overrepresented in the unhoused population, such as extremely and very-low income American Indian, Black, and Latino(a,e) people, transgender people, or people with prior involvement in the criminal justice system.</p> <p>Metric: Proportion of people placed in Permanent Supportive Housing through Coordinated Entry from racial and social groups overrepresented in the homeless population should be equal to or greater than their representation in the homeless population by the end of the 8-year plan.</p>	Protecting Existing Residents from Displacement
	Displacement of Residents due to Economic pressures	<p>3.4.3 Prioritize tenant-based rental assistance with social services for people who are: (1) unhoused, (2) at risk of homelessness or displacement, or (3) ready to exit Permanent Supportive Housing for more independent living.</p> <p>Metrics: Increase the number of households served annually by tenant-based shallow subsidies from 1,350 per year to 1,550 per year by 2025. Increase the number of households served annually by the locally funded emergency rental assistance program from 1,800 per year to 2,000 per year by 2025. Continue to use non-LOSP resources, such as Continuum of Care, MHSA, and SFHA S8 contracts, to support permanent supportive housing. By 2025 establish tracking of percentage of rent assistance going to unhoused, at-risk of homelessness, and ready to exit Permanent Supportive Housing to inform program priorities.</p>	Protecting Existing Residents from Displacement

<i>Implementing Program Area</i>	<i>AFFH Contributing Factors</i>	<i>AFFH Program Action</i>	<i>AFFH Category</i>
4. Centering Equity Communities and Cultural Heritage	Lack of public investment in specific neighborhoods, including services and amenities	<p>4.2.1 Develop and implement community outreach and engagement strategies that center racial and social equity and cultural competency to be used by Planning Department staff as well as developers or community groups.</p> <p>4.2.2 Increase resources and funding to partner with community-based organizations primarily serving and representing American Indian, Black, and other people of color, and other disadvantaged communities, to ensure inclusive outreach and engagement and meaningful participation in housing and planning processes through focus groups, surveys, and other outreach events.</p> <p>Metric: Create community engagement strategies by end of 2023, identify culturally competent planners by end of 2024, and secure funding of \$750,000 per year for CBOs for community engagement by 2023.</p>	Place-based Strategies to Encourage Community Conservation and Revitalization
	Displacement of Residents due to Economic pressures	<p>4.2.4 Implement the upcoming housing strategies recommended by the African American Reparations Advisory.</p> <p>Metric: Identify key priorities by end of 2023 and then update Housing Element Implementing Programs accordingly upon completion of plans.</p>	<p>Place-based Strategies to Encourage Community Conservation and Revitalization</p> <p>Fostering and maintaining compliance with civil rights and fair housing laws</p>
	Impediments to mobility due to high housing costs	<p>4.3.1 Expand and target job training and financial readiness education programs to residents of Priority Equity Geographies prioritizing youth from American Indian, Black, and other communities of color.</p> <p>Metric: 10% increase in participation by youth from American Indian, Black, and other communities of color in job training and financial readiness by 2026.</p>	Place-based Strategies to Encourage Community Conservation and Revitalization

<i>Implementing Program Area</i>	<i>AFFH Contributing Factors</i>	<i>AFFH Program Action</i>	<i>AFFH Category</i>
	Lack of public investment in specific neighborhoods, including services and amenities	<p>4.3.2 Support developers of new permanently affordable housing developments in Priority Equity Geographies to include affordable community serving uses as part of their ground floor use programming by matching affordable housing developers with prospective small businesses and service providers known to the City seeking space. Help identify potential funding sources for tenant capital improvements, such as impact fees, Community Benefit Districts' grants and Small Business Program grants. Examples of community serving uses include, but are not limited to: grocery stores, healthcare clinics, or institutional community uses such as child-care facilities, community facilities, job training centers, and social services.</p> <p>Metric: Include community serving uses in 60% of permanently affordable housing starting in 2024. Establish dedicated funding source for tenant improvements in these spaces by 2026.</p>	Place-based Strategies to Encourage Community Conservation and Revitalization
5. Redressing and Preventing Discrimination	Admissions and occupancy policies and procedures, including preferences in publicly supported housing	<p>5.3.1 Evaluate and identify common cases of discrimination and violation of fair housing law and groups who continuously face such discrimination, including transgender and LGBTQ+, or people with disabilities, and implement solutions to strengthen enforcement of fair housing law in those cases.</p> <p>Metric: Conduct survey led by community-based organizations serving transgender, LGBTQ+ and people with disabilities by December 2024, develop solutions by December 2025, and implement solutions throughout the rest of the 8-year plan.</p>	Fostering and maintaining compliance with civil rights and fair housing laws

<i>Implementing Program Area</i>	<i>AFFH Contributing Factors</i>	<i>AFFH Program Action</i>	<i>AFFH Category</i>
	Admissions and occupancy policies and procedures, including preferences in publicly supported housing	<p>5.4.2 Establish pilot and permanent programs that offer homeownership opportunities targeted to Black households harmed through redlining or urban renewal or other forms of systemic racism related to housing, including Black individuals and their descendants who hold Certificates of Preference from the urban renewal period, as referenced in Actions 5.4.8 and 5.4.9. Building on the Dream Keeper initiative, such programs should include silent second loans or grants for down payment assistance, as well as other financial assistance to reduce income eligibility as a barrier to access homeownership opportunities.</p> <p>Metric: Extend and expand budget allocation for Dream Keeper Initiative through 2031, including the Dream Keeper Downpayment Assistance Loan Program to serve at least 200 households, the Senior Home Repair Program to serve at least 120 households, and in Dream Keeper homebuyer education for up to 3,000 people over the 8-year plan. Increase participation of Black households in financial literacy education and housing readiness by 30% by 2025.</p>	<p>Place-based Strategies to Encourage Community Conservation and Revitalization</p> <p>Fostering and maintaining compliance with civil rights and fair housing laws</p> <p>Protecting Existing Residents from Displacement</p>
	Lack of public investment in specific neighborhoods, including services and amenities	<p>5.4.7. Create and pilot programs to increase access to Affordable Rental and Homeownership units and other housing services as redress for American Indian, Black, Japanese, Filipino, and other communities directly harmed by past discriminatory government actions including redlining, urban renewal, the Indian Relocation Act, or WWII Japanese incarceration. Programs should be informed by the truth-telling processes described in Program 5.1.</p> <p>Metric: Increase affordable rental and homeownership placement of underserved populations from groups harmed by past government discrimination by 33% over the 8-year plan.</p>	<p>Place-based Strategies to Encourage Community Conservation and Revitalization</p> <p>Fostering and maintaining compliance with civil rights and fair housing laws</p> <p>Protecting Existing Residents from Displacement</p>

<i>Implementing Program Area</i>	<i>AFFH Contributing Factors</i>	<i>AFFH Program Action</i>	<i>AFFH Category</i>
	Admissions and occupancy policies and procedures, including preferences in publicly supported housing	<p>5.4.8 Expand the Certificates of Preference program as required per recent State Law, Assembly Bill 1584 (Health and Safety Code, SEC 13 – 16), to qualify eligible descendants of those displaced by redevelopment projects for priority in renting or buying affordable housing. Conduct comprehensive outreach and engagement to identify the descendants of households who have been displaced. Expanding this program should rely on strategies that ensure such units meet the preferences and needs of eligible households as informed by Action 5.4.9.</p> <p>Metric: Finalize research of displaced households and develop a comprehensive outreach and engagement plan for descendants of displaced households by 2024. Implement the outreach and engagement plan for descendants of displaced households in 2025 and throughout the end of the 8-year plan.</p>	Fostering and maintaining compliance with civil rights and fair housing laws Protecting Existing Residents from Displacement
	Admissions and occupancy policies and procedures, including preferences in publicly supported housing	<p>5.4.10 Expand and fund community capacity to implement housing programs and investments for American Indian residents as one strategy to redress the historic dispossession of resources affecting these communities, such as the Indian Relocation Act, and other government actions that broke the cohesion of this community.</p> <p>Metric: Invest in affordable housing development and acquisition capacity for American Indian-specific community serving organizations by 2025, with a goal to make the first acquisition serving American Indian tenants in 2026.</p>	Fostering and maintaining compliance with civil rights and fair housing laws Protecting Existing Residents from Displacement
6. Serving Special Needs Groups	Lack of affordable and accessible housing in a range of unit sizes	<p>6.1.4 Continue to require multi-bedroom unit mixes.</p> <p>Metric: Start tracking units by number of bedrooms in new housing developments by January 2024.</p>	Protecting Existing Residents from Displacement
	Admissions and occupancy policies and procedures, including preferences in publicly supported housing	<p>6.2.2 Support and fund the implementation of San Francisco’s “Ending Trans Homelessness Plan,” as well as the ongoing housing placement for the transgender community, in recognition of the severe disparities in housing access and safety experienced by this group.</p> <p>Metric: Reach functional zero transgender homelessness by 2027.</p>	Protecting Existing Residents from Displacement

<i>Implementing Program Area</i>	<i>AFFH Contributing Factors</i>	<i>AFFH Program Action</i>	<i>AFFH Category</i>
	Lack of affordable and accessible housing in a range of unit sizes	<p>6.3.1 Expand the Senior Operating Subsidy (SOS) program to allow extremely and very low-income seniors to be eligible for new senior Below Market Rate rental units.</p> <p>Metric: Increase number of senior households served eightfold over the 8-year plan.</p>	Protecting Existing Residents from Displacement
	Lack of affordable and accessible housing in a range of unit sizes	<p>6.3.2 Increase permanently affordable senior housing along transit corridors to improve mobility of aging adults and seniors, particularly for extremely and very low-income households including through expansion of Senior Operating Subsidies as referenced in Action 6.3.1.</p> <p>Metric: Increase the number of permanent affordable housing units for seniors by 20% in Well-resourced Neighborhoods near transit corridors over the 8-year plan.</p>	New Housing Choices and Affordability in Areas of Opportunity

7. Expanding Housing Choices

Exclusionary Land use and zoning laws

Community opposition

7.1.1 Create a rezoning program to meet the requirements of San Francisco’s Regional Housing Needs Allocation across income levels and Affirmatively Furthering Fair Housing laws, relying on a combination of strategies in Actions 7.3.2 and 7.2.1 above to accommodate the RHNA shortfall with a buffer (approximately 36,282 new units) primarily in Well-resourced Neighborhoods, in proximity to transit and commercial corridors. The rezoning program shall reasonably account for sites’ likelihood of development during the planning period using an analytical model and shall not add government constraints that reduce project financial feasibility as determined by an analysis prior to the rezoning enactment. Seek to implement a rezoning program that exceeds the identified RHNA shortfall plus 15% buffer (i.e., 36,282 units) to provide more capacity sooner and that would reduce the need and size of any subsequent rezoning triggered by Action 8.1.5. In addition, make any conforming amendments to relevant area plans in the city’s General Plan based on final rezoning actions. Complete this effort by January 31, 2026.

New Housing Choices and Affordability in Areas of Opportunity

As described in the Sites Inventory Rezoning Program, the rezoning will meet the requirements of Government Code Section 65583.2(h)-(i), including sites identified to meet the very low and low-income RHNA unmet need will be zoned to:

- permit owner-occupied and rental multifamily uses by-right for developments in which 20 percent or more of the units are affordable to lower-income households. By-right means local government review must not require a conditional use permit, planned unit development permit, or other discretionary review or approval that would constitute a “project” for purposes of CEQA;
- accommodate a minimum of 16 units per site; and
- require a minimum density of 20 units per acre.

At least 50 percent of the lower-income rezoning need must be accommodated on sites designated for residential use only or on sites zoned for mixed uses that accommodate all of the very low- and low-income housing need, if those sites allow 100 percent residential use and require residential use to occupy 50 percent of the total floor area of a mixed-use project.

7.1.2 Increase staff allocation within Planning to engage with communities living in Well-resourced Neighborhoods to inform existing residents how locating new housing and permanently affordable

<i>Implementing Program Area</i>	<i>AFFH Contributing Factors</i>	<i>AFFH Program Action</i>	<i>AFFH Category</i>
		<p>housing in every neighborhood can address historic inequity and injustice and expand housing opportunities for local residents and their families while strengthening neighborhood vitality.</p> <p>Metric: Complete rezoning program and launch a program to provide community education on affordable housing planning and development by January 31, 2026.</p>	
8. Reducing Constraints on Housing Development, Maintenance, and Improvement	Exclusionary Land use and zoning laws	<p>8.4.2 Establish local non-discretionary ministerial approval for housing applications in Well-resourced Neighborhoods outside of areas vulnerable to displacement that net two or more housing units, do not demolish existing rent-controlled units, and meet tenant protection, relocation, and replacement standards as recognized in the Housing Crisis Act of 2019, by Board of Supervisors or voter approval of a City Charter amendment Planning staff will use the Rent Board's Housing Inventory data and seek input from tenants organizations.</p> <p>Metric: Make zoning changes and establish processes by January 31, 2026. Apply to at-minimum the approximately 36,282 units resulting from the rezoning program in Program 7.1.</p>	New Housing Choices and Affordability in Areas of Opportunity
	Community opposition	<p>8.4.3 Adopt one or more Housing Sustainability Districts in Well-resourced Neighborhoods outside of areas vulnerable to displacement that include tenant protections, relocation, and replacement standards as recognized in Housing Crisis Act of 2019, by January 31, 2026.</p> <p>Unless implementation of Action 8.4.2 has already occurred in the same geography and renders Housing Sustainability Districts (HSD) unnecessary, Housing Sustainability District(s) shall encompass at least 15% of the total land area of the city up to the maximum allowed by state law and shall not include parcels where residential uses are not permitted or are critical sites for City infrastructure, such as parks or utilities.</p> <p>Metric: Make zoning changes to cover at least 15% of the city by January 31, 2026.</p>	New Housing Choices and Affordability in Areas of Opportunity

<i>Implementing Program Area</i>	<i>AFFH Contributing Factors</i>	<i>AFFH Program Action</i>	<i>AFFH Category</i>
	Exclusionary Land use and zoning laws	<p>8.4.4 Establish a non-discretionary ministerial pathway for project applications that provide 20% affordable housing on site through mechanisms described in Actions 8.4.2 and 8.4.3, for RHNA Cycle 6 lower-income sites identified in the Housing Element Update 2022 Sites Inventory that have been reused from Cycles 4 and 5 by January 31, 2024, as required by per California Government Code §65583.2 (c).</p> <p>Metric: Make zoning changes by January 31, 2024. Apply to the 331 reused sites with no pending projects.</p>	New Housing Choices and Affordability in Areas of Opportunity
	Exclusionary Land use and zoning laws	<p>8.6.3 Make shelters, transitional housing, or crisis interventions (such as Safe Sleeping Sites) principally permitted in all zoning districts, regardless of the declaration of a shelter crisis.</p> <p>Metric: Make zoning changes by 2024.</p>	New Housing Choices and Affordability in Areas of Opportunity

9. Healthy, Connected, and Resilient Housing and Neighborhoods

Lack of public investment in specific neighborhoods, including services and amenities

9.3.2 Prioritize investments in Priority Equity Geographies that overlap with Environmental Justice Communities related to improving transit service, pedestrian safety, schools, child development centers, parks, streetscape, and other neighborhood amenities, in coordination with the investments referenced under Action 9.3.7.

Place-based Strategies to Encourage Community Conservation and Revitalization

Metrics: See below for all quantifiable investments; the goal is to complete all the improvements below by the end of the 8-year plan.

Bayview-Hunters Point

Community facilities & services: New commercial kitchen and food retail space and new education and learning space at Hunter’s View.

Parks & open space: India Basin’s new open space and improvements. New park in Hunter’s View. New playground at Alice Griffith.

Chinatown

Health services: Secure funding for the renovation and expansion of the Chinatown Public Health Center.

Japantown

Parks & open space: Japantown Peace Plaza renovation.

Portola

Health services: Secure funding for the renovation and expansion of the Silver Avenue Family Health Center Renovation.

Potrero

Community facilities & services: New childcare center.

Parks & open space: Two new open spaces, community room, and teen room.

Urban design: New streetscape of at least one street.

SOMA

Parks & open space: Gene Friend Recreation Center renovation, including a new basketball court, playground and the replacement of a facility with a new gym and expanded program space.

Tenderloin

Health services: New Crisis Stabilization Unit for people in immediate crisis with behavioral issues.

Treasure Island

Community facilities & services (construction commencement and/or completion): Historic chapel renovation that can serve as a community center, new library kiosk, and new childcare facility.

Implementing Program Area	AFFH Contributing Factors	AFFH Program Action	AFFH Category
Lack of public investment in specific neighborhoods, including services and amenities	<p>9.3.6 Repair, maintain, and optimize the existing transit system, particularly through SFMTA's 5-year Capital Improvement Program's (CIP) Transit Optimization and Expansion Projects (e.g., transit only lanes, transit signal priority, boarding islands, etc. on transit streets) in Priority Equity Geographies that overlap with Environmental Justice Communities and Well-resourced Neighborhoods targeted for increased housing capacity.</p> <p>Metrics: Transit improvements remain within 10% of CIP Transit Optimization and Expansion Projects schedule for Priority Equity Geography and Environmental Justice Communities located projects. Investments in Treasure Island: New ferry service to and from SF, new ferry plaza, new on-island shuttle service, new AC Transit service to and from East Bay, new bikeshare program and bike lanes, new streets, new freeway on- and off-ramps.</p>	<p><i>Health services:</i> New Behavioral Health Center with 172 replacement residential step-down beds and around 70 new ones.</p> <p><i>Parks & open space:</i> Seven new parks and one new promenade.</p> <p><i>Schools (commencement):</i> Renovation and construction of new K-5 elementary school.</p> <p><u>Sunnydale</u></p> <p><i>Community facilities & services:</i> A new community center with two new early childhood education centers and a neighborhood space. Seven new micro-retail spaces prioritized for residents.</p> <p><i>Health services:</i> New wellness center.</p> <p><i>Parks & open space:</i> New Herz Playground Recreation Center, including a new playground and a new recreation center with a gym and program spaces. A second new garden and recreation space.</p> <p><i>Urban design:</i> New Sunnydale Ave. streetscape.</p> <p><u>The Western Addition</u></p> <p><i>Parks & open space:</i> Buchanan Street Mall renovation, including a new playground.</p>	Place-based Strategies to Encourage Community Conservation and Revitalization

<i>Implementing Program Area</i>	<i>AFFH Contributing Factors</i>	<i>AFFH Program Action</i>	<i>AFFH Category</i>
	Lack of public investment in specific neighborhoods, including services and amenities	<p>9.4.6 Create and implement a long-range community facilities plan, and update every 5-10 years, for public facilities including parks, recreation centers, schools, child development centers, libraries, to accommodate a thirty-year projected population growth, informed by equity metrics in a manner that secures equitable access in Priority Equity Geographies, Environmental Justice Communities, and Well-resourced Neighborhoods that are targeted for increased housing capacity, building on processes such as the Community Facilities Framework, and in collaboration with Interagency Plan Implementation Committee.</p> <p>Metric: Complete community facilities plan by 2026; include an analysis of estimated investment required to implement it. The plan should prioritize the Tenderloin, Western Addition, Chinatown, Bayview-Hunters Point, Visitation Valley, Sunnydale and Excelsior, as these were identified as R/ECAPs and TCAC Areas of High Segregation and Poverty concentration; the plan should include strategies to prevent displacement from these investments. The plan should also include facilities identified as top priority in the Sunset Forward community plan, which include affordable health services and child development centers, community spaces, and multiuse spaces. Secure initial funding through the General Fund, bonds, and state and federal grants by 2028.</p>	Place-based Strategies to Encourage Community Conservation and Revitalization

From: [Sarah Bancroft](#)
To: [Pappas, James \(CPC\)](#)
Cc: [Ionin, Jonas \(CPC\)](#); [Tanner, Rachael \(CPC\)](#); [Moore, Kathrin \(CPC\)](#); [Braun, Derek \(CPC\)](#); [Diamond, Susan \(CPC\)](#); [Koppel, Joel \(CPC\)](#); [Imperial, Theresa \(CPC\)](#); [Ruiz, Gabriella \(CPC\)](#); [CPC-Commissions Secretary](#); [Board of Supervisors \(BOS\)](#); [BOS-Legislative Aides](#)
Subject: Housing Element Public Comment
Date: Monday, December 19, 2022 10:53:59 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Good Afternoon Planning Commissioners,

My name is Sarah Bancroft and I'm a member of the West Side Tenants Association (WSTA).

WSTA along with the REP Coalition appreciates the hard work of Planning staff to incorporate many of REP's recommendations into the Housing Element's Final Draft of the Implementing Programs.

The Housing Element must prioritize Affordability First: San Francisco has a severe affordability crisis that deeply impacts marginalized communities. We support the December 5th letter from Supervisor Gordon Mar requesting that Planning commit to an "adequate and concrete plan for identifying and allocating sufficient revenues, acquiring sites, and building capacity". As Supervisor Mar's letter says, "The ability to meaningfully achieve the affordable housing production goals will require significant initial programmatic investment and an accelerated time" to ensure success. This effort must also commit Planning and MOHCD to work in close collaboration with each other, with our affordable housing developers and advocates so we can achieve these goals by working closely together, being bold and innovative.

Upzoning: We are very concerned about upzoning and the impact it will have on existing communities and neighborhoods, Community advocates are calling the "Developer Dirty Bomb" (Implementation Actions 8.1.5 through to 8.1.8) will nullify every attempt at equity in the Housing Element. Without any community input, large swaths of the city will be up-zoned and primed to be destroyed and rebuilt with luxury housing, while current residents and businesses in communities of color and cultural districts will be pushed out by developers eager to profit from development incentives provided by the City. We demand Implementation Actions 8.1.5 through to 8.1.8 be removed from the Housing Element.

Tearing down and what will be developed: In addition, developers and investors have stripped away measures for affordable housing and social and racial equity and replaced them with policies that prime our city for urban renewal-style demolition and displacement. That's what 'additional constraints reductions' and 'additional rezoning outside of Priority Equity Geographies' mean. The language is so broad and permissive, there will be no checks on what gets torn down and developed.

Civic participation is fundamental to our democracy and communities' self determination. WSTA and REP-SF are demanding that all last-minute provisions designed to silence community voices be removed. Low-income communities of color, most impacted by the policies must continue to have a voice in the decisions that directly target their homes and families. The tragic loss of African Americans from the Bayview, Latinos from the Mission, and Filipinos from SOMA, among other neighborhoods, is a long standing fair housing issue in San Francisco that will be made so much worse- brought to critical levels- if cultural stabilization "constraints" are removed from these and other low income areas and Communities of Color. Silencing community voices most impacted is totally opposite of the beliefs and ethical standards the city and county of San Francisco claims to promote.

Displacement: WSTA works closely and organizes with tenants on the westside and beyond to against displacement of people from their homes. Despite revisions that Planning has proposed, this Housing Element has the potential to cause massive displacement. Our low income and communities of color have already suffered extraordinary displacement during the current Housing Element cycle, and this new Housing Element promises to make displacement even worse. The impacts and harms of the strategies as proposed by Planning appear to be potentially even more devastating and widespread to low income and communities of color than Redevelopment was. REP and the Anti Displacement Coalition recommend a public hearing process for every development that proposes to demolish existing residential units.

In conclusion the Housing Element must adhere to its state objectives to center on racial and social equity. WSTA and REP request that the Planning Commission make these extremely important revisions to the Housing Element's Implementation Actions to make sure that the city is in compliance with its legal obligations to Affirmatively Further Fair Housing.

Thank you,

Sarah Bancroft
Member of the West Side Tenants Association
1229 3rd Ave, San Francisco, CA 94122

From: [Sloane Cook](#)
To: [CPC-Commissions Secretary](#)
Subject: San Francisco's December 7 housing element draft will not fix the housing crisis
Date: Thursday, December 22, 2022 12:13:43 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Planning Commission Staff Commission Affairs,

San Francisco's December housing element draft is simply unacceptable. Residents are facing high housing costs and people are struggling. But the San Francisco Department still isn't proposing a bold plan in its housing element it plans to submit to the California Department of Housing and Community Development.

I am thankful that the city has edited its plan to include some of the changes HCD instructed local planners to write. The plan has gotten marginally better. But it is still not enough. San Francisco still has not addressed the fact that city rules are worsening our housing crisis.

After multiple rounds of feedback from HCD, San Francisco Planning has finally updated its draft housing element to include backup plans to rezone for more housing if its current pipeline of approved projects fails to deliver new homes. But incredibly, the city has written the backup plans to be so flimsy that they probably won't do anything. According to the complicated formula San Francisco has proposed to calculate the size of a backup rezoning, the city could get away with missing its 2027 production goals by almost 90% before it has to rezone for even one more home. This would be laughable if it were not so deeply insulting.

And while the housing element now includes a promise to study blockers to housing production, the plan includes no commitment to actually remove those blockers. It could be 2027 before the study comes out, at which point San Francisco city officials could decide they don't want to do anything about it. And unlike every other city in California, San Francisco is trying to pass a housing element in which HCD does not review its study of constraints on housing production. The city is acting like it needs no oversight.

Why? The Planning Department does not want to admit that our economy is in rough shape and that housing production has practically come to a halt here. They are afraid of rocking the boat by admitting that a problem exists.

Things are not fine. This is outrageous.

I urge the city to make the following changes to the housing element:

1. Incorporate all the feedback California HCD has given San Francisco
2. Submit the city's forthcoming study of constraints to housing development to HCD for approval
3. Commit to a fallback rezoning which factors in housing feasibility

4. Promise to reduce constraints on housing development based on the results of a study of constraints to development by January 31, 2027

This is San Francisco's last chance to make changes if it is going to meet its deadline of submitting a housing element by January 31, 2023. I urge San Francisco Planning to be bold and act now. Otherwise, consequences for failing to comply with state law are just around the corner.

This letter is being sent to both the Planning Commission and California HCD, because I want to let the state know what's going on.

Sloane Cook

SloaneCook844@gmail.com

420 29th avenue

San francisco, California 94121

From: [Alexander Salazar](#)
To: [CPC-Commissions Secretary](#)
Subject: San Francisco's December 7 housing element draft will not fix the housing crisis
Date: Tuesday, December 20, 2022 1:47:15 PM

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This letter is being sent to both the Planning Commission and California HCD, because I want to let the state know what's going on.

Alexander Salazar
salazander42@gmail.com
555 Golden Gate Ave, 705
San Francisco, California 94102

From: [Marcel Duruisseau](#)
To: [CPC-Commissions Secretary](#)
Subject: San Francisco's December 7 housing element draft will not fix the housing crisis
Date: Saturday, December 17, 2022 6:37:05 PM

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Planning Commission Staff Commission Affairs,

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This letter is being sent to both the Planning Commission and California HCD, because I want to let the state know what's going on.

Marcel Duruisseau
ma.duruisseau@gmail.com
4493 Lindholm Road
Victoria, British Columbia V9C 3Y1

From: [Leo Buckley](#)
To: [CPC-Commissions Secretary](#)
Subject: San Francisco's December 7 housing element draft will not fix the housing crisis
Date: Saturday, December 17, 2022 5:50:29 PM

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Planning Commission Staff Commission Affairs,

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Leo Buckley
buckleo666@gmail.com
78 Sycamore
San Francisco, California 94110

From: [Susan Witka](#)
To: [CPC-Commissions Secretary](#)
Subject: San Francisco's December 7 housing element draft will not fix the housing crisis
Date: Friday, December 16, 2022 7:32:40 PM

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Planning Commission Staff Commission Affairs,

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Susan Witka
witkasf@gmail.com
824 43rd Ave
San Francisco, California 94121-3304

From: [John Manning](#)
To: [CPC-Commissions Secretary](#)
Subject: San Francisco's December 7 housing element draft will not fix the housing crisis
Date: Friday, December 16, 2022 4:44:26 PM

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Planning Commission Staff Commission Affairs,

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John Manning
johnrmanning@gmail.com
339 Frederick Street
San Francisco, California 94117

From: [Corey Busay](#)
To: [CPC-Commissions Secretary](#)
Subject: San Francisco's December 7 housing element draft will not fix the housing crisis
Date: Friday, December 16, 2022 3:24:26 PM

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Corey Busay
Busayc@gmail.com
1201 Hopkins Street
Berkeley, California 94702

From: [Nadia Rahman](#)
To: [CPC-Commissions Secretary](#)
Subject: San Francisco's December 7 housing element draft will not fix the housing crisis
Date: Friday, December 16, 2022 9:37:29 AM

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Nadia Rahman
nadia@yimbyaction.org
724 8th Avenue
San Francisco, California 94118

From: [Justin Truong](#)
To: [CPC-Commissions Secretary](#)
Subject: San Francisco's December 7 housing element draft will not fix the housing crisis
Date: Friday, December 16, 2022 8:44:21 AM

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Justin Truong
justintruong56@gmail.com
33 Junior Terrace
San Francisco , California 94112

From: [Lauren Murdock](#)
To: [CPC-Commissions Secretary](#)
Subject: San Francisco's December 7 housing element draft will not fix the housing crisis
Date: Friday, December 16, 2022 3:03:33 AM

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Lauren Murdock
murdock_ls@hotmail.com
3940 Via Lucero, Apt #16
Santa Barbara, California 93110

From: [Meghan Murphy](#)
To: [CPC-Commissions Secretary](#)
Subject: San Francisco's December 7 housing element draft will not fix the housing crisis
Date: Thursday, December 15, 2022 7:18:31 PM

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Meghan Murphy
meghan.a.murphy@gmail.com
5086A Diamond Heights Blvd
San Francisco, California 94131-1605

From: [Dan Sullivan](#)
To: [CPC-Commissions Secretary](#)
Subject: San Francisco's December 7 housing element draft will not fix the housing crisis
Date: Thursday, December 15, 2022 3:28:43 PM

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Dan Sullivan
dullivan@gmail.com
1262 Valencia St
San Francisco, California 94110

From: [David Sabeti](#)
To: [CPC-Commissions Secretary](#)
Subject: San Francisco's December 7 housing element draft will not fix the housing crisis
Date: Thursday, December 15, 2022 3:22:34 PM

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David Sabeti
david.sabeti@gmail.com
1800 Bryant St #104
San Francisco, California 94110

From: [Aadik Shekar](#)
To: [CPC-Commissions Secretary](#)
Subject: San Francisco's December 7 housing element draft will not fix the housing crisis
Date: Thursday, December 15, 2022 10:35:32 AM

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Aadik Shekar

ashekar@gmail.com

2125 Bryant St APT 2

San Francisco, California 94110

From: [Peter Wilson](#)
To: [CPC-Commissions Secretary](#)
Subject: San Francisco's December 7 housing element draft will not fix the housing crisis
Date: Thursday, December 15, 2022 9:29:50 AM

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Peter Wilson
peterwilson2@mac.com
1224 KEARNY ST
SAN FRANCISCO, California 94133

From: [Cliff Bargar](#)
To: [CPC-Commissions Secretary](#)
Subject: San Francisco's December 7 housing element draft will not fix the housing crisis
Date: Thursday, December 15, 2022 8:07:33 AM

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Why? The Planning Department does not want to admit that our economy is in rough shape and that housing production has practically come to a halt here. They are afraid of rocking the boat by admitting that a problem exists.

Things are not fine. This is outrageous.

I urge the city to make the following changes to the housing element:

1. Incorporate all the feedback California HCD has given San Francisco
2. Submit the city's forthcoming study of constraints to housing development to HCD for approval
3. Commit to a fallback rezoning which factors in housing feasibility

4. Promise to reduce constraints on housing development based on the results of a study of constraints to development by January 31, 2027

This is San Francisco's last chance to make changes if it is going to meet its deadline of submitting a housing element by January 31, 2023. I urge San Francisco Planning to be bold and act now. Otherwise, consequences for failing to comply with state law are just around the corner.

This letter is being sent to both the Planning Commission and California HCD, because I want to let the state know what's going on.

Cliff Bargar

cliff.bargar@gmail.com

160 Connecticut St Apt 12

San Francisco, California 94107-2442

From: [Mark Macy](#)
To: [CPC-Commissions Secretary](#)
Subject: San Francisco's December 7 housing element draft will not fix the housing crisis
Date: Thursday, December 15, 2022 7:56:55 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Planning Commission Staff Commission Affairs,

San Francisco's December housing element draft is simply unacceptable. Residents are facing high housing costs and people are struggling. But the San Francisco Department still isn't proposing a bold plan in its housing element it plans to submit to the California Department of Housing and Community Development.

I am thankful that the city has edited its plan to include some of the changes HCD instructed local planners to write. The plan has gotten marginally better. But it is still not enough. San Francisco still has not addressed the fact that city rules are worsening our housing crisis.

After multiple rounds of feedback from HCD, San Francisco Planning has finally updated its draft housing element to include backup plans to rezone for more housing if its current pipeline of approved projects fails to deliver new homes. But incredibly, the city has written the backup plans to be so flimsy that they probably won't do anything. According to the complicated formula San Francisco has proposed to calculate the size of a backup rezoning, the city could get away with missing its 2027 production goals by almost 90% before it has to rezone for even one more home. This would be laughable if it were not so deeply insulting.

And while the housing element now includes a promise to study blockers to housing production, the plan includes no commitment to actually remove those blockers. It could be 2027 before the study comes out, at which point San Francisco city officials could decide they don't want to do anything about it. And unlike every other city in California, San Francisco is trying to pass a housing element in which HCD does not review its study of constraints on housing production. The city is acting like it needs no oversight.

Why? The Planning Department does not want to admit that our economy is in rough shape and that housing production has practically come to a halt here. They are afraid of rocking the boat by admitting that a problem exists.

Things are not fine. This is outrageous.

I urge the city to make the following changes to the housing element:

1. Incorporate all the feedback California HCD has given San Francisco
2. Submit the city's forthcoming study of constraints to housing development to HCD for approval
3. Commit to a fallback rezoning which factors in housing feasibility

4. Promise to reduce constraints on housing development based on the results of a study of constraints to development by January 31, 2027

This is San Francisco's last chance to make changes if it is going to meet its deadline of submitting a housing element by January 31, 2023. I urge San Francisco Planning to be bold and act now. Otherwise, consequences for failing to comply with state law are just around the corner.

This letter is being sent to both the Planning Commission and California HCD, because I want to let the state know what's going on.

Mark Macy
markm@macyarchitecture.com
241 Tenth Avenue #1
San Francisco, California 94118

From: [CPC-Commissions Secretary](#)
Cc: [Pappas, James \(CPC\)](#); [Feliciano, Josephine \(CPC\)](#)
Bcc: [Tonin, Jonas \(CPC\)](#); [Braun, Derek \(CPC\)](#); [Diamond, Susan \(CPC\)](#); [Imperial, Theresa \(CPC\)](#); [Koppel, Joel \(CPC\)](#); [Moore, Kathrin \(CPC\)](#); [Ruiz, Gabriella \(CPC\)](#); [Tanner, Rachael \(BOA\)](#)
Subject: FW: Don't submit your flawed housing element draft Dec. 15!
Date: Thursday, December 15, 2022 7:44:00 AM
Attachments: [Urgent Action Needed San Francisco Housing Element Draft Unacceptable..msg](#)
[San Francisco's housing element draft sucks!.msg](#)

Commission Affairs

San Francisco Planning
49 South Van Ness Avenue, Suite 1400, San Francisco, CA 94103
Direct: 628.652.7600 | www.sfplanning.org
[San Francisco Property Information Map](#)

From: PETER TOSCANI <info@email.actionnetwork.org>
Sent: Wednesday, December 14, 2022 11:45 AM
To: CPC-Commissions Secretary <commissions.secretary@sfgov.org>
Subject: Don't submit your flawed housing element draft Dec. 15!

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Planning Commission Staff Commission Affairs,

San Francisco's December housing element draft is simply unacceptable. The San Francisco Department still isn't proposing a bold plan in its housing element it plans to submit to the California Department of Housing and Community Development to handle this crisis.

I am grateful that the city has edited its plan to include some of the changes HCD instructed local planners to write. The plan has gotten marginally better. But it is still not hella enough. San Francisco still has not addressed the fact that city rules are worsening our housing crisis.

After multiple rounds of feedback from HCD, San Francisco Planning has finally updated its draft housing element to include backup plans to rezone for more housing if its current pipeline of approved projects fails to deliver new homes. But incredibly, the city has written the backup plans to be so flimsy that they probably won't do anything. According to the complicated formula San Francisco has proposed to calculate the size of a backup rezoning, the city could get away with missing its 2027 production goals by almost 90% before it has to rezone for even one more home. This would be laughable if it were not so deeply insulting.

And while the housing element now includes a promise to study blockers to housing production, the plan includes no commitment to actually remove those blockers. It could be 2027 before the study comes out, at which point San Francisco city officials could decide they don't want to do anything about it. And unlike every other city in California, San Francisco is trying to pass a housing element in which HCD does not review its study of constraints on housing production. The city is acting like it needs no oversight.

Why? The Planning Department does not want to admit that our economy is in rough shape and that housing production has practically come to a halt here. They are afraid of rocking the boat by admitting that a problem exists.

Things are not fine. This is criminally heartless.

I urge the city to make the following changes to the housing element:

1. Incorporate all the feedback California HCD has given San Francisco
2. Submit the city's forthcoming study of constraints to housing development to HCD for approval
3. Commit to a fallback rezoning which factors in housing feasibility
4. Promise to reduce constraints on housing development based on the results of a study of constraints to development by January 31, 2027

This is San Francisco's last chance to make changes if it is going to meet its deadline of submitting a housing element by January 31, 2023. I urge San Francisco Planning to be bold and act now. Otherwise, consequences for failing to comply with state law are just around the corner.

This letter is being sent to both the Planning Commission and California HCD, because I want to let the state know what's going on. Goddess Bless

PETER TOSCANI

ptoscani43@gmail.com

3478 16th Street

San Francisco, California 94114

From: [Luke Maffei](#)
To: [CPC-Commissions Secretary](#)
Subject: San Francisco's housing element draft sucks!
Date: Wednesday, December 14, 2022 1:13:10 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Planning Commission Staff Commission Affairs,

The housing housing element draft is horrible. We don't have places to live, and you're still playing games with state laws.

HCD instructed you to make specific changes. Where are they?

Worse, your backup rezoning plan is intentionally designed to never kick in. We're not dumb, y'all. We know bullshit when we see it.

This is outrageous.

Make these changes to the housing element:

1. All the changes HCD demanded
2. Commit to real backup rezoning
3. Promise to change NIMBY laws
- 4, And answer this question. WHERE THE FUCK ARE WE SUPPOSED TO LIVE?

You are seriously underestimating the shit storm that is coming for you.

The state needs to know that SF's residents are pissed off. We have no expectation that they will allow you to defy state law. I hope they come down on you with a hammer. Clearly CA needs to see some examples made. I'm nominating San Francisco.

Luke Maffei
luke.maffei@gmail.com
79 Brady Street
San Francisco, California 94103

From: [Lisa Ruff](#)
To: [CPC-Commissions Secretary](#)
Subject: Urgent Action Needed: San Francisco Housing Element Draft Unacceptable.
Date: Wednesday, December 14, 2022 5:17:20 PM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Planning Commission Staff Commission Affairs,

The December housing element draft for San Francisco is complete garbage. The San Francisco Department of Housing and Community Development is not even trying with their housing element for the California Department of Housing and Community Development. Despite making a few minor changes based on feedback from HCD, the plan is still utter nonsense. San Francisco continues to ignore how their own city rules are making the housing crisis worse.

The updated draft includes backup plans to rezone for more housing, but these plans are laughably weak and will accomplish nothing. The formula proposed by the city would allow them to miss their 2027 production goals by almost 90% without having to rezone for a single additional home. This is a joke.

Furthermore, the housing element includes a promise to study barriers to housing production, but no commitment to actually remove these barriers. It could be 2027 before the study is completed, and by that time city officials may decide not to lift a finger. Unlike other cities in California, San Francisco is not even bothering to submit their study of constraints on housing production to HCD for review. This lack of accountability is outrageous.

I demand that the city make the following changes to the housing element:

Incorporate all feedback from California HCD

Submit the city's study of constraints to housing development to HCD for approval

Create a fallback rezoning plan that actually considers housing feasibility

Promise to reduce constraints on housing development based on the results of the study of constraints by January 31, 2027

This is San Francisco's last chance to fix this mess before the deadline to submit a housing element by January 31, 2023. I urge San Francisco Planning to grow a spine and act now, or face the consequences for failing to comply with state law.

I am sending this letter to the Planning Commission and California HCD to let them know what a disgrace this situation is.

Lisa Ruff
lisamruff@gmail.com
2145 Turk Blvd.

San Francisco, California 94115

From: [Mitch Conquer](#)
To: [CPC-Commissions Secretary](#)
Subject: San Francisco's December 7 housing element draft will not fix the housing crisis
Date: Thursday, December 15, 2022 5:53:36 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Planning Commission Staff Commission Affairs,

San Francisco's December housing element draft is simply unacceptable. Residents are facing high housing costs and people are struggling. But the San Francisco Department still isn't proposing a bold plan in its housing element it plans to submit to the California Department of Housing and Community Development.

I am thankful that the city has edited its plan to include some of the changes HCD instructed local planners to write. The plan has gotten marginally better. But it is still not enough. San Francisco still has not addressed the fact that city rules are worsening our housing crisis.

After multiple rounds of feedback from HCD, San Francisco Planning has finally updated its draft housing element to include backup plans to rezone for more housing if its current pipeline of approved projects fails to deliver new homes. But incredibly, the city has written the backup plans to be so flimsy that they probably won't do anything. According to the complicated formula San Francisco has proposed to calculate the size of a backup rezoning, the city could get away with missing its 2027 production goals by almost 90% before it has to rezone for even one more home. This would be laughable if it were not so deeply insulting.

And while the housing element now includes a promise to study blockers to housing production, the plan includes no commitment to actually remove those blockers. It could be 2027 before the study comes out, at which point San Francisco city officials could decide they don't want to do anything about it. And unlike every other city in California, San Francisco is trying to pass a housing element in which HCD does not review its study of constraints on housing production. The city is acting like it needs no oversight.

Why? The Planning Department does not want to admit that our economy is in rough shape and that housing production has practically come to a halt here. They are afraid of rocking the boat by admitting that a problem exists.

Things are not fine. This is outrageous.

I urge the city to make the following changes to the housing element:

1. Incorporate all the feedback California HCD has given San Francisco
2. Submit the city's forthcoming study of constraints to housing development to HCD for approval
3. Commit to a fallback rezoning which factors in housing feasibility

4. Promise to reduce constraints on housing development based on the results of a study of constraints to development by January 31, 2027

This is San Francisco's last chance to make changes if it is going to meet its deadline of submitting a housing element by January 31, 2023. I urge San Francisco Planning to be bold and act now. Otherwise, consequences for failing to comply with state law are just around the corner.

This letter is being sent to both the Planning Commission and California HCD, because I want to let the state know what's going on.

Mitch Conquer
mitchconquer@gmail.com
145 Casitas Ave
San Francisco, California 94127